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Strategy Management in Marine Space Utilization in North Kalimantan Province

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The utilization of marine space is an important thing to pay attention to in its implementation. Strategic Management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. This research aims to analyze strategic management in the use of marine space in North Kalimantan Province. This research uses a descriptive qualitative approach with data collection methods, namely observation, in-depth interviews, and documentation. The informants in this research are the authorities and are directly involved in the strategic management of marine space in North Kalimantan Province. The results of this research indicate that strategic management in the aquatic space utilization program in North Kalimantan Province has not been implemented optimally. This is because the resource capacity within the organization still needs to be increased. After all, there are still violations committed by the community in the field in the use of marine space. Then the budget has not been fulfilled in implementing the program, and the organizational goals in implementing the action plan have not been implemented optimally, which is because there are still violations from business actors and seaweed cultivators who exceed the limits of the cultivation area.

Keywords: Marine Space, Strategic Management, Community.

1. Introduction

Indonesia is a Unitary State in the form of a Republic (Government of the Republic of Indonesia 1945). The unitary state of the Republic of Indonesia is a state archipelago characterized by an archipelago with areas with boundaries and rights in the management of the coastal regions and islands is a coordination of planning, utilization, supervision, and control of coastal and small island resources carried out by the Government and Regional Government, between sectors, between land and marine ecosystems. The sea is a water space on the face of the earth that connects land with land and other natural forms, which is a geographical and ecological unity along with all related elements, and whose boundaries and systems are determined by statutory regulations and international law.

Marine space has great potential for business actors, especially in fisheries, sea transportation, tourism, and business activities such as floating restaurants. Utilization of marine space is an important activity for almost all sectors of life in the world. The potential that exists in marine waters, both above and below the water surface, can be of great benefit to humans and other living creatures if managed well. In utilizing marine space as a public use zone, it is necessary to pay attention that such use must be carried out by paying attention to applicable rules and regulations and maintaining the sustainability of marine resources and the marine environment.

Marine Space Utilization is an important topic in Law No. 6 of 2023, which replaces Law No. 2 of 2022 concerning Job Creation. Article 47A of this law outlines several activities that require permits for the use of marine space. This permit is a requirement for various activities, including but not limited to 1) Marine Biopharmacology; 2) Marine Biotechnology; 3) Use of seawater other than energy; 4) Marine Tourism; 5) Removal of Sunken Ship Cargo; 6) Telecommunications; 7) Electrical Installation; 8) Fisheries; 9) Transportation; 10) Oil and Gas Business Activities; 11) Mineral and Coal Mining Business Activities; 12) Data Collection and Research; 13) Defense and Security; 14) Provision of Water Resources; 15) Artificial Island; 16) Dumping; 17) Disaster Mitigation; 18) Other Marine Space Utilization Activities.

The zoning plan as the legal basis for every marine space utilization activity is currently the basis for granting permits to every business actor who will utilize marine space. Water location permits are required for all activities in marine spaces and management permits are based on water location permits.

Implementing environmentally sound space utilization and controlling the wise use of natural resources is the main objective of environmental management. This means that in carrying out development, the principle of preserving the function of natural resources is applied without damaging the ecological system caused by development. The use of marine space is attractive for business actors, apart from having the potential for natural resources that affect the livelihoods of many people, such as mining and abundant fisheries resources. Current utilization of marine space does not only focus on fisheries resources but is also utilized and used to develop seaweed.

To carry out marine space utilization activities, every individual or entity that operates permanently in territorial waters and jurisdiction must have a Conformity for Marine Space

Utilization Activities (KKPR). Conformity of Marine Space Utilization Activities (KKPRL) is the compatibility between marine space utilization activity plans and spatial planning and/or zoning plans. Conformity for Marine Space Utilization Activities (KKPRL) must be owned by every person or business entity that carries out marine space utilization activities in coastal waters, territorial waters, and/or jurisdictional areas permanently in some marine spaces. Conformity to Marine Space Utilization Activities (KKPRL) is a basic requirement for business licensing which includes: 1) Basics, suitability of space utilization activities, 2) Environment, and environmental permits, and 3) Business, building approval, and functionally appropriate certification.

Conformity of Marine Space Utilization Activities (KKPRL) aims to measure the suitability of marine space utilization activity plans with existing spatial plans and/or zoning plans. This is important to ensure that these activities do not damage the marine environment, consider the preservation of natural resources, and comply with applicable regulations. The importance of this regulation is to regulate and supervise the correct use of marine space, by the principles of sustainability and preservation of the marine environment. This is in line with the commitment to maintain the sustainability of marine ecosystems and utilize resource potential sea wisely. Thus, Law No. 6 of 2023 has an important role in regulating and supervising the use of marine space in Indonesia, as well as maintaining the sustainability of marine ecosystems for future generations.

The large number of uses and abuses of marine space in various ongoing activities have resulted in various negative impacts. One of them is that it happens frequently Marine use conflicts do not occur when determining types of patterns The use of the sea in the same or adjacent space does not mutually affect each other negative impact on one another (Sulistyo, 2004). Therefore, organize the space The ocean is an integral part of ocean administration (Ocean Governance) as explained in Republic of Indonesia Law Number 26 of 2007 regarding Spatial Planning, that spatial planning is essentially a policy public which aims to optimize the use of space for all interests of development actors in an integrated, efficient and effective manner, harmonious, balanced and sustainable.

This is the case in North Kalimantan Province (Kaltara) as the 34th province in Indonesia, whose capital is Tanjung Selor, has very abundant natural resource (SDA) potential. This natural resource potential is what makes North Kalimantan predicted to become the largest industrial area in Indonesia. North Kalimantan Province itself is known to have an ocean area of 11,579 km2 (13% of the total area). The allocation of space for coastal areas and small islands for North Kalimantan Province for 2018-2038.

Table 1. Space Allocation for Coastal Areas and Small Islands in North Kalimantan Province for 2018-2038

No	Zone	Area (Ha)
1	Tourist	4.645,66
2	Settlement	95,44
3	Harbor	38.303,23
4	Mangrove Forest	49,29
5	Mining	5.948,32

6	Capture Fisheries	495.966,76
7	Aquaculture	116.568,24
8	Energy	392,29
9	Use of seawater other than energy	11,49
	Total	661.980,72

Source: North Kalimantan Province Maritime and Fisheries Service (2022)

Based on the table above, it shows that the spatial allocation for Coastal Areas and Small Islands in North Kalimantan Province for 2018-2038, the capture fisheries zone has the largest area among the other zones, with an area covering 495,966.

One of the zones regulated in the Public Use Area is the Aquaculture Zone, especially for seaweed cultivation. The allocation of space for the seaweed commodity zone is of concern to the North Kalimantan Provincial Government because seaweed has important economic and ecological value, simple cultivation technology, and a variety of derivative products. Based on data from the North Kalimantan Province Maritime and Fisheries Service, seaweed production in North Kalimantan is presented in the following table.

Table 2. Seaweed Production in North Kalimantan Province

No.	District/ City	Production (Tons)			Production Value (Million Rupiah)		
		2019	2020	2021	2019	2020	2021
1	Nunukan	337,12	337,76	416,23	452.339	422.207	531.608
2	Tarakan	152,58	185,49	211,65	333.603	501.170	503.071
Total		489,70	523,25	627,88	785.842	923.377	1.034.679

Data source: Provincial Maritime and Fisheries Service. North Kalimantan (2022)

One of the waters used for seaweed cultivation in Kalimantan North are Tarakan waters in Tarakan City and Nunukan waters in the Regency Nunukan. Because seaweed is a commodity that has economic value high the number of seaweed cultivators in Tarakan and Nunukan is increasing increases and the use of marine space to cultivate seaweed is increasingly widespread. As a result, the allocated marine space zone has exceeded the limit set.

The importance of strategic management in implementing the Space Utilization Program The sea is intended to increase supervision and compliance from business actors and cultivators in utilizing marine space for development and seaweed cultivation in North Kalimantan Province. Zunnunova (2019) suggests that strategic management in the public sector is characterized by the following characteristics: First looking into the future, strategy determines the direction and purpose of time the future of the organization, and strategic management in the public sector has a future orientation front (Honcharenko, 2015). Second systematic, strategic design is a prerequisite foundation, strategic implementation is the core key, and strategic evaluation is an important guarantee (Tjonndal, 2016). The third dynamic, strategic management looks for opportunities for development and identifying threats in the public sector. Fourth, stability relatively. In management practice, strategy guides behavior over time and changes it frequently so that it will have a significant impact on management government.

From this perspective, strategic management in government organizations must be relatively stable to adapt quickly to changes in all aspects of the situation (Karma et al, 2016).

The success of programs in organizations is influenced by the accuracy of internal strategies in organizational management. Whether the program has been achieved or not can be seen from how far it has gone in community participation or involvement in the organization's policy-making process. This is supported by the effectiveness of the chosen strategic steps. Based on this explanation, the focus of this research is to analyze strategic management in the use of marine space in North Kalimantan Province.

2. Methods

This research uses a qualitative approach. The choice of this method is based on the theory or model that is used as a reference in data collection, which is then verified or confirmed with field data collected through qualitative analysis methods. This research focuses on strategic management in the use of marine space. The location of the research was carried out at North Kalimantan Province. To collect data, researchers used observation and interview techniques. Data sources in this research were taken through primary data and secondary data. Primary data collection was carried out directly using in-depth interview methods. Secondary data collection was obtained through related office documents and online data searches. Informants in this research were selected according to the criteria set by the researcher by considering all the information needed to carry out the research. The data collection technique in this research is a systematic procedure using interview, observation, and documentation methods. Furthermore, to declare the validity of the data using four techniques, namely Trustworthiness (Credibility), Transferability (Transferability), Dependency (Dependability), and Certainty (Confirmability). According to Miles and Huberman, they divide the the analysis into four activity streams, namely as follows: (Sugiyono, 2010), data collection, data reduction, data presentation, and drawing verification conclusions.

3. Results and Discussion

Marine utilization in North Kalimantan Province is implemented through programs or activities carried out by the North Kalimantan Province Maritime and Fisheries Service. The program is the Marine, Coastal, and Small Island Management Program which is carried out with two types of activities, namely Management of Marine Space up to 12 miles outside Oil and Gas and Empowerment of Coastal and Small Island Communities. The use of marine space in North Kalimantan Province was analyzed using the strategic management approach proposed by Wheelen, Hunger, Hoffman, and Bamford (2018) which consists of 4 (four) elements in the strategic management process, namely environmental observation, strategy formulation, strategy implementation, evaluation, and control. The description of the research results for each element of strategic management will be explained as follows.

Environmental Observation

Environmental observations on this element are divided into two, namely the external environment and the internal environment.

External Environment

The external environment is a variable that is outside the organization and is not specifically within the short-term control of top management. The external environment is referred to as factors that are outside the organization, in this case, the "community environment" which is the focus on the use of marine space especially in the development and cultivation of seaweed. This element identifies whether the service involves elements of the community in this process, identifies what information is being studied according to real conditions in the community environment, and identifies the forums or media used by the service to be able to filter information related to community needs.

The results of the research findings show that the external environment in the use of marine space is that the department involves the community in the decision-making process related to the use of marine space. Community involvement in decision-making is carried out because, in the use of marine space, both fisheries and seaweed cultivation activities are carried out either individually or in groups by the community. Furthermore, regarding the information studied in real conditions in the community environment, field findings show that the information obtained is still widely found to overlap in the implementation of seaweed cultivation and development. This information is something that needs to be paid attention to because it will influence shipping lanes. Then, in filtering information related to community needs, the government holds deliberations by inviting the community.

Internal Environment

The internal environment is the environment within the organization. The internal environment has a direct influence on an organization. In this element, the resource capacity in the organization is adequate, looking at the alignment and quantity of employees.

Field findings show that resource capacity in organizations still needs to be improved. This is because there are still violations committed by the community in the field in the use of marine space. So it is necessary to increase and increase the number of employees in carrying out supervision so as to reduce violations (overlapping) carried out by the community in the development and cultivation of seaweed.

Strategy Formulation

Strategy formulation is the steps in compiling or setting organizational goals and establishing strategic plans regarding future programs implemented. This is the initial stage of the strategic management process which is intended to establish the mission and goals of the organization. Strategy formulation is divided into four sub-elements, namely mission, objectives, strategy, and policy.

Mission

The mission is a more concrete and pragmatic guideline and is used as a reference for developing strategies and activities within the organization. In the mission formulation process, it was identified that the implementation of the marine space utilization program in North Kalimantan Province was in line with the existing mission, and the steps, activities, and strategies in supporting the achievement of program objectives had demonstrated the suitability of mission expectations.

The results of the field findings show that in formulating the strategic mission, the Integrated Team for Monitoring Marine Resources and Fisheries has an action plan for implementing marine space utilization in North Kalimantan Province. The Action Plan that has been determined has four roles in monitoring capture fisheries businesses, growth and development, marketing and processing of results, as well as supervision of fisheries cultivation. The following is a description of the roles and action plans carried out by the Integrated Human Resources Supervision Team.

Table 3. Role and Action Plan of the Integrated Team for Monitoring Fisheries and Marine Resources

No	Role	Action plan
1	Business Supervision Fishing up to 12 miles	• IUU Fishing Surveillance Patrol · Destructive Fishing Surveillance Patrol · Compliance Supervision of Capture Fishing Vessel Business Actors • Foreign Fishermen Surveillance Patrol
2	Business Supervision Fish Cultivator Fisheries up to 12 miles	• Supervision of Compliance with Fish Cultivator Business Actors • Compliance Supervision of Fish Cultivating Fishing Vessel Business Actors
3	Business Supervision Marketing and Processing Cross Fisheries results Regency/City	• Supervision of fish medicine shops • Invasive Fish Monitoring Patrol Dangerous • Field inspection of fish marketing/processing business actors
4	Growing and Development of Community Monitoring Groups	• Formation of a new Community Monitoring Group • Development of Supervisory Community Groups in Regency/City • Providing assistance with equipment for Community Monitoring Groups • Providing Boat Assistance to Supervising Community Groups • Rehabilitation of the SDKP Monitoring Post in Nunukan.

Source: PSDKP Integrated Team, 2024

Based on the table above, shows that the role of the Integrated Marine and Fisheries Resources Supervision Team is divided into four roles, namely supervision of capture fisheries businesses up to 12 miles, supervision of fish cultivators' fisheries businesses up to 12 miles, supervision of marketing and processing of fishery products across districts/cities. , growth and development of supervisory community groups. The action plan that has been prepared and determined is then disseminated to fish cultivation business actors regarding the use of marine space.

Goals

Goals are the final result of planning activities. In this process, researchers identified the involvement of community elements in formulating organizational goals. Achieving organizational goals is the result of completing the mission.

The field findings show that achieving organizational goals in implementing the action plan has not been implemented optimally. This is because there are still violations from business

actors and seaweed cultivators who exceed the limits of the cultivation area. The supervision carried out is also often not carried out optimally due to the large area. Land use or Planting areas that exceed the limit will influence and disrupt shipping lanes. So more massive attention and education is needed for seaweed practitioners and cultivators.

Strategy

Strategy is a comprehensive planning formulation of how an organization will achieve its mission and goals. In the process of determining strategic actions by the Integrated Marine and Fisheries Resources Monitoring Team together with stakeholders, the strategy selection was in line with the program objectives and the strategy was able to answer every community need.

The field findings show that the strategy is carried out by the Integrated Marine and Fisheries Resources Monitoring Team together with other stakeholders. By providing education and outreach to the public about the importance of business legality that is protected by law. Next is providing understanding to the public about the importance of the suitability of marine space utilization for fisheries cultivation activities.

Policy

The strategy implementation process requires the help of other tools in the organization so that it can run well. One of them is organizational policy. The role of policy in this case is to provide knowledge to the community and cultivators about what is expected by the organization. A policy is implemented both within the service sector and within the cultivating community.

The results of the field findings show that the implementation of regulations on the use of marine space has been carried out and socialized to employees, stakeholders, and the cultivating community. The regulations that guide the use of marine space at both central and regional levels are as follows; (1) Article 17 Paragraph (3) of the 1945 State Constitution 2. Law 27 of 2007 in conjunction with Law Number 1 of 2014 concerning the Management of Coastal Areas and Small Islands; (2) Law 6 of 2023 concerning the Determination of Perppu Number 2 of 2022 concerning Job Creation into Law; (3) Government Regulation Number 60 of 2007 concerning Conservation of Fish Resources; (4) Government Regulation Number 21 of 2021 concerning Implementation of Spatial Planning; (5) Government Regulation Number 22 of 2021 concerning Implementation of Environmental Protection and Management; (6) Government Regulation Number 25 of 2021 concerning the Implementation of the ESDM Sector; (7) Government Regulation Number 27 of 2021 concerning the Implementation of the Maritime Affairs and Fisheries Sector; (8) Government Regulation Number 45 of 2021 concerning the Implementation of Geospatial Information; (9) Presidential Regulation Number 3 of 2012 concerning Spatial Planning for Kalimantan Island; (10) Presidential Regulation Number 51 of 2016 concerning Coastal Boundaries 12. Presidential Regulation Number 4 of 2022 concerning the Zoning Plan for the Sulawesi Sea Interregional Area; (11) Minister of Home Affairs Regulation Number 4 of 2019 concerning the Role of the Community in Regional Spatial Planning; (12) Minister of Maritime Affairs and Fisheries Regulation Number 28 of 2021 concerning Implementation of Marine Spatial Planning; (13) North Kalimantan Province Regional Regulation Number 1 of 2017 concerning North Kalimantan Province Regional Spatial Planning Plan 2017 – 2037 16. North Kalimantan

Province Regional Regulation Number 4 of 2018 concerning North Kalimantan Province Coastal Area and Small Island Zoning Plan 2018 – 2038.

Strategy Implementation

Strategy implementation is an action to carry out the strategic plan that has been prepared. This is a management process in realizing its strategies and policies into program development actions, budgets, and procedures.

Program

In this case, the program can be interpreted as steps, activities, or activities carried out by the Integrated Marine and Fisheries Resources Monitoring Team together with stakeholders in the utilization of marine space in North Kalimantan Province. The results of the field findings show that in the use of marine space, the programs implemented are the capture fisheries management program, the Aquaculture Management program, the Marine and Fisheries Resources Monitoring program, and the Marine, Coastal, and Small Island Management program.

Budget

Each program will be stated in detail in terms of costs, which can be used by management to plan and control. This research identifies budget adequacy in program implementation. Field findings show that budget adequacy in implementing marine space utilization programs has not been met. This is because the large number of programs and the large area that must be covered require quite large operational costs in implementing the marine space utilization program.

Procedure

A procedure is a system of sequential steps or techniques that describe in detail how an activity or job is completed. The results of the field findings show that the procedures for implementing the marine space utilization program have not been running optimally, this has resulted in the absence of business actors who have the Licensing Process for Conformity Approval for Marine Space Utilization Activities (PKKPRL).

Evaluation and Control

The final stage in the strategic management process is evaluation and control. Evaluation is an assessment of activities or work that has been carried out, while control is supervising, organizing, and carrying out. The results of the field findings show that the evaluation was carried out by carrying out joint marine and fisheries resource monitoring patrols related to stakeholders which is carried out regularly. Then the evaluation results have been followed up by providing written warnings to business actors who commit violations. If the warning is not heeded by a certain time limit, strict action will be taken by confiscating the fishery cultivation business facilities.

4. Conclusion

Based on the results of the research and discussion above, the conclusion of this research

shows that strategic management in the marine space utilization program in North Kalimantan Province has not been implemented optimally. This is because the resource capacity within the organization still needs to be increased. After all, there are still violations committed by the community in the field in the use of marine space. Then the budget has not been fulfilled in implementing the program, and the organizational goals in implementing the action plan have not been implemented optimally, which is because there are still violations from business actors and seaweed cultivators who exceed the limits of the cultivation area.

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