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# The Total War Strategy Through the Improvement of the Role of National Shipyard in Supporting Main Weapon System of Indonesian Navy

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## Abstract

The national shipyard industry is an important component in realizing the independence of national defense. The independence of the countermeasures with the state's ability to make and prepare its own defense equipment needs without guaranteeing defense equipment products from other countries. In order to discuss the problem of efforts to increase the capability of the national shipyard industry, theories that support the strategy theory, the theory of capacity building and the theory of policy implementation are used. The method used in qualitative analysis is qualitative analysis, namely the existing phenomena regarding the national shipbuilding industry and qualitatively explains the data obtained from literature studies to gain an understanding of the strategies for dealing with them. The results of the analysis found that to ensure the implementation of policies to increase the capacity of the national ship industry, the formulation of defense policies needs to be guided by the principles, namely: integrated between all existing national resources (integrative), interactive communication between related entities (interactive), commitment a special transparency system in order to avoid leakage (transparency), requires an entity as the driver's authority to regulate authority (control), a special system to measure the performance accountability that has been implemented (accountability). So that the resulting strategy can produce a total war strategy by increasing the role of the national shipyard industry in supporting the needs of the Indonesian Navy's defense equipment.

**Keywords:** Defense Industry, National Shipbuilding Industry, Capability

## 1. Introduction

In accordance with Republic of Indonesia Law Number 3 of 2002 concerning State Defense, it is stated that national defense is all efforts to defend the sovereignty of the state, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from threats and disturbances to the integrity of the

nation and state, carried out through efforts to develop fostering the capability, deterrence of the state and nation, and overcoming any threats by placing the Indonesian National Army as the main component supported by the reserve and supporting components in facing military threats and placing government agencies outside the field of defense as the main element, in accordance with the form and nature the threats faced are supported by other elements of the nation's strength in the face of non-military threats.

The national defense system is a comprehensive defense system that involves all citizens, territories and other national resources, and is prepared early by the government and is carried out in a total, integrated, directed and continuous way to uphold state sovereignty, territorial integrity and safety the whole nation from all threats that are implied through the total war strategy.

To protect the entire Indonesian nation and all of Indonesia's blood, as well as to defend the country's sovereignty and territorial integrity of the Unitary State of the Republic of Indonesia, it requires the availability of defense and security equipment and is supported by the ability of an independent domestic defense industry to achieve national goals. In order to realize the availability of defense and security equipment independently supported by the ability of the domestic defense industry to create the independence of the domestic Defense Industry in supporting the TNI's strength development program so that it can produce deterrence and power to overcome any threats.

The availability of defense and security equipment so far has not been supported by the ability of the defense industry optimally, causing dependence on foreign defense and security equipment products. Based on Presidential Regulation Number 18 of 2020 concerning the National Medium-Term Development Plan for 2020-2024, it is stated that until 2019, the level of the Defense Industry's contribution to the fulfillment of Primary weapon system has only reached 35.9% of the target of 49%. This concludes that the defense industry's contribution to the provision of defense and security equipment is still minimal and indicates that the activity parameters to assess the ability, role and contribution of the defense industry in the provision of defense and security equipment have not been running well so far, so that they must be further improved.

Posture development of the Indonesian Navy as the main component of state defense at sea is part of the development of the state defense system in order to ensure the upholding of sovereignty at sea and maintain territorial integrity and protect national interests in the sea of national jurisdiction. The strength structure of the Indonesian Navy is built and directed towards the realization of the appearance of the existence of the Integrated Fleet Weapon System (SSAT) which is an integration of strength and synergy of capabilities from its components, namely KRI, Aircraft, Marines and Naval Base.

One of the efforts to improve national defense and security requires an independent defense industry to meet the needs of the National Primary weapon system. The defense industry is one of the national interests to improve the economy foreign exchange and national welfare, as well as providing deterrence effect and bargaining power in making policies and protecting national interests abroad. Indonesia is predicted to become the new giant of the world economy in 2030, so that it has the potential to have a strong national defense industry without relying on foreign defense equipment. To prove this prediction, the national defense industry must be prepared as early as possible to build the independence of the National Primary weapon system. Law Number 16 of 2012 concerning the Defense Industry places the defense industry as a strategic industry protected by the state and is expected to meet the needs of defense equipment and reduce dependence on defense equipment from other countries.

If Indonesia does not immediately develop sea power capabilities, it will result in the inability of the state to protect and control Indonesia's marine waters, it will cause problems that are detrimental to Indonesia's national interests such as the threat of maritime border disputes, maritime security disturbances, violation of maritime law, seizure of resources. nature and minerals. So that in order to guarantee the national interest in the maritime sector, it is necessary to develop sea power in a structured and systematic manner by involving all components of the nation. Indonesia must take advantage of the role of the domestic maritime industry, especially the shipping industry, as an effort to improve maritime defense and security. The large number of defense equipment needed by the

Indonesian Navy until 2024 as well as agencies and law enforcement agencies at sea, provide opportunities for the national shipping industry to meet these needs

In building the shipping industry, it requires a lot of roles from various agencies and institutions or national bodies that have the competence to fix problems that exist in the world of national shipping, especially in meeting the needs of Primary weapon system for national defense and security. One of them is the role of the government as the regulator that manages the domestic shipping industry. The role of the shipping industry entrepreneurs as service providers in producing quality Primary weapon system products. As well as the role of prospective ship users who give confidence to the national shipping industry to produce products that are equivalent to foreign ships. The many obstacles faced by the national shipping industry prove that there is something wrong with the current management of the shipping industry or the government's lack of attention to develop the shipping industry as one of the main industries driving the national economy. The problems faced by the national shipping industry can be classified into two groups, namely internal problems and external problems. The problems faced by the shipping industry are dilemmas faced by the government and prospective ship users. Products produced in particular ships for the Indonesian Navy are required to have sophisticated specifications with high quality in supporting marine security operations in Indonesia, while on the other hand the national shipping industry is not prepared to meet the needs of defense equipment from the request of the ministry of defense.

## **2. Method**

Types and approaches of the study using a phenomenological qualitative descriptive method. The problems that are being faced are related to the existing phenomena in detail and the efforts to solve them are described in detail. Data collection techniques using document and literature study techniques. Document studies are carried out by reviewing documents related to research topics. These documents can be in the form of letters, photo archives, meeting minutes, journals and others. According to M. Nazir in his book entitled 'Research Methods' states that what is meant by literature study is a technique of collecting data by conducting study studies of books, literature, notes, and reports related to problem solved (Nazir, 1988: 111). Literature study, namely conducting research by studying and reading literature that is related to the problem that is the object of research.

## **3. Results**

Shipyards are an industry that is oriented to produce products in the form of ships, offshore buildings, floating buildings and others for customer needs. For the most part, production is carried out based on the specifications required by the customer or buyer. While a ship is a structure with a complex combination of various components, ships are classified based on their main size, weight, carrying capacity and service use. Several more specific definitions are based on the type or purpose of use (Munawar, 2009).

Defense Industry is a national industry consisting of state-owned enterprises and private-owned enterprises, either individually or in groups, which are determined by the government to partially or wholly produce defense and security equipment, maintenance services to fulfill strategic interests in the defense and security sector located in the territory of the Republic of Indonesia. The national shipbuilding industry is one part of the national strategic defense industry in the field of building the Indonesian Navy's defense equipment.

According to data from the Ministry of Industry, there are 250 shipyard companies in Indonesia. The shipyard in question is a company that focuses on docking services, new ship building, ship repair, ship maintenance, and ship conversion. Of these, 23 shipyard companies are located in Batam, and the rest are scattered in 14 other locations. Based on the company's status, shipyards in Indonesia include four state-owned company (BUMN) shipbuilding companies, namely, PT. PAL Indonesia (Persero) in Surabaya, PT. Doc and Shipping Surabaya (DPS) in Surabaya, PT. Dok and Koja Bahari Shipping (DKB) in Jakarta, PT. Indonesian Ship Industry (IKI) in Makassar. Private shipyard companies, consisting of, PMA companies (Foreign Investment), PMDN companies (Domestic Investment), joint venture companies (cooperation between foreign companies and domestic companies).

Currently, a number of production needs for the maritime industry that are already controlled by the domestic industry include landing ship tanks (LST), fast patrol boats, missile destroyers and Corvette class ship components. Indonesian BUMNs are also currently submitting plans for cooperation with a number of developed countries, in the production of corvettes, frigates and submarines. Meanwhile, production that has started at this time is for the procurement of aircraft in the water, medium-range missiles and anti-radar patrol boats.

For the capacity and utility of the national shipyard, currently the number of shipyards is 250 units with an output of 12,000,000 DWT / per year. The annual production rate is 85% with an absorption rate of 70% by the domestic market. Meanwhile, the installed capacity for national ship repair is 12,000,000 DWT (8,500,000 GT). The number of commercial ships with the Indonesian flag has approached 20,000 units, equivalent to 18,000,000 GT. The need for dock space for ship repairs per year is around  $60\% \times 18,000,000 = 10,800,000$  GT from the availability of 8,500,000 GT. Lack of dock space per 2,300,000 GT per year. 65% of the national shipyard material needs are still imported from abroad, such as for machinery and navigation equipment and radio communication systems, while the remaining 35% in the form of materials and raw materials can be met from within the country. For the field of design and engineering and construction, 100% can be done by yourself. The biggest market for national shipyards is currently the construction of new ships. Still sourced from State Expenditures

BUMN, while the national private sector does not fully trust domestic shipyards, only in the types of tugs and barges. The future market potential is to meet the needs of Indonesian Navy ships in the form of non-combatant ships such as swam boats, tugboats, lifeboats and Kombatant ships in the form of LPD, KCR 60, Light Frigate, OPV, Mine hunter, Submarine (Over haul and construction of new ships).

Currently, local shipyards are working on various orders from the Ministry of Defense. PT Dok dan Perkapalan Kodja Bahari (DKB), Jakarta - as one of the State-Owned Enterprises (BUMN) - is building three ships. Namely, one Liquid Oil Assistance Ship (BCM) and two Landing Ship Tank (LST) warships, worth IDR 320 billion, assisted by Bank Mandiri. This tanker with a capacity of 5,500 m<sup>3</sup>, is 122.40 meters long, 16.50 meters wide, with a maximum speed of 18 knots. Meanwhile, the LST ship is 117 meters long, 16.40 meters wide, with maximum speed of 16 knots. This ship is capable of carrying BMP 3F tanks and Leopard tanks. Orders will be submitted in December 2013, with local content reaching 30 percent, while 97 percent of steel plates use domestic products. Meanwhile, the Batam shipyard, PT Palindo Marine Shipyard, also did not remain silent in fulfilling the Ministry of Defense's request, namely working on four units of Fast Missile Boat (KCR) 40 meters long.

Currently, most of the potential shipyards in Indonesia are small-scale shipyards and 4 government-owned shipyards, namely: PT Dok & Perkapalan Kodja Bahari, PT PAL Indonesia, PT Dok & Perkapalan Surabaya and PT Industri Kapal Indonesia. Domestic shipyard companies are spread across Indonesia, 37% are in Java, 26% in Sumatra, 25% in Kalimantan and 12% in eastern Indonesia, with a ship building capacity of 140,000 GT per year. However, the average ship production per year is 85,000 GT, while the average ship repair rate is only 65,000 GT per year (Aulia, 2009). Fulfilling the needs of domestic vessels and maintenance of 429 offshore platforms that cost maintenance costs ranging from US \$ 1 million to US \$ 1.5 million per platform as well as making new means of exploitation, exploration and production of wells is a very challenging homework. In this case, a very objective, awareness and comprehensive study of the factors causing the inability of domestic shipyards to meet domestic needs is needed (Andri, 2012).

The Law on Defense Industry is believed to be able to accelerate the growth of the national shipping industry going forward. This is because the Law provides fresh air for the empowerment of this capital-intensive, labor-intensive and technology-intensive industry. Especially to meet various requests for procurement of warships as the main tool of the weapon system (primary weapon system) of the Ministry of Defense (Kemenhan) and the National Police. Moreover, Article 43 Paragraph 1 mandates the obligation to use domestic products. If it has to be imported - because it has not been produced domestically - it must meet the requirements that it must be Government to Government (G to G). Involving the domestic defense industry, technology transfer, which in the long run will be a joint production involving the domestic defense industry. Thus, dependence on foreign defense equipment can be reduced, and the domestic industry will grow. The Ministry of Industry (Kemenperin)

encourages the empowerment of the local shipyard industry, especially for the procurement of defense equipment for warships, through domestic banking support. The procurement of defense equipment cannot depend on overseas, the local shipbuilding industry needs to be given the opportunity to develop its capabilities. As has been done in Japan, Korea, China and Europe. The Indonesian Navy must empower and play a role in developing the local shipyard industry.

#### 4. Discussion

The role and potential of the national shipyard in supporting the development of the TNI's defense equipment as a sea power is very large. Mastery of technology and independence of the defense industry can have a high deterrent effect. For this reason, the national shipbuilding industry as part of national resources and supporting components in national defense must be prepared early by the government and carried out in a total, integrated, directed, and continuous manner to uphold state sovereignty, territorial integrity, and the safety of the entire nation from all threats. which is implemented through a universal war strategy as mandated by law. Alfred Thayer Mahan put forward the theory that sea power is the most important element for the progress and glory of a country, which if these sea powers are empowered, it will improve the welfare and security of a country. Conversely, if these sea powers are neglected, it will result in losses for a country or even collapse the country.

Efforts to develop national shipyards are carried out by increasing their ability to produce quality products so that they can meet the operational requirements of the Navy in terms of quality, quantity and timeliness of delivery. According to the Big Indonesian Dictionary, improvement means increasing. Raising means that any effort is made to lift something from a low position to a higher position. According to Moeliono as quoted by Sawiwati, improvement is a way or an effort to regain skills or abilities for the better. While Adi S. (2003) the increase comes from the word level. Which means layers or layers of something which then forms an arrangement. Level can also mean rank, level and class. Meanwhile, a significant increase. In general, an increase in efforts to increase the degree, level and quality of quantity quantities. The word increase can also mean to describe a change from a state or trait that changes to a positive. Meanwhile, the result of an increase can be in the form of quality and quantity. Quality describes the value of an object due to events. Quantity is the sum of the results of a process or with the aim of improvement.

For this reason, increasing the capacity of the national shipyard industry is carried out through the making of various national policies in a total and directed manner to ensure cohesiveness and sustainability of development. Until now, the government has issued various national policies to support the development and progress of the defense industry including the national private shipbuilding industry in the form of laws and other government regulations such as: Law of the Republic of Indonesia Number 3 of 2002 concerning State Defense; Law of the Republic of Indonesia Number 17 of 2008 concerning Shipping; Law of the Republic of Indonesia Number 3 of 2014 concerning Industry; Law of the Republic of Indonesia Number 16 of 2012 concerning the Defense Industry; Government Regulation No. 5 of 2011 concerning Bonded Zone; Presidential Instruction Number 5 of 2005 concerning Empowerment of the National Shipping Industry Regulation of the Minister of Trade Number 82 of 2017 concerning Provisions for the Use of Sea Transportation and National Insurance for the Export and Import of Certain Goods and many others.

However, even though the government has issued various policies in the context of empowering national shipyards, in reality there are still several problems that cause efforts to increase the capacity and role of the national shipbuilding industry have not been optimal. This shows that various policies in the field of empowerment of the national shipbuilding industry have not been running effectively and optimally.

To protect the entire Indonesian nation and all of Indonesia's blood, as well as to defend the country's sovereignty and territorial integrity of the Unitary State of the Republic of Indonesia, the state defense and security system requires the availability of main equipment supported by domestic industrial capabilities, ownership of advanced technology and appropriate technology, mastery. economic resources, and accelerating the achievement of national goals. So far, the availability of the Defense and Security Equipment Tool has not been supported by the ability of the Defense Industry in an optimal and independent manner, which has resulted in dependence from abroad. Having a strong defense and security is a fundamental requirement for a nation and a country. Defense and security

capabilities are not only important in maintaining the safety of the nation and state, but are also a symbol of strength and means to achieve national ideals, goals and interests, both in the economic aspect (economic well-being) and even creating a favorable world order.

Currently, domestically-made vessels are relatively more expensive between 10-30 percent compared to foreign-made (imported) vessels. Production time is relatively longer due to the lack of support from the component and other supporting industries. It is relatively difficult to obtain shipbuilding capital at domestic shipyards from domestic financial institutions. Interest rates are relatively high compared to those of overseas banks / financing institutions. Support industry / components have not grown so that 60% -70% of ship components are still imported.

As a maritime country, Indonesia has declared itself as the world's maritime axis. This should increase the prospect of the national shipbuilding industry as a form of contribution to the world maritime axis program. The maritime industry that is currently rapidly developing includes ship repair which allows ships to carry out repairs and routine maintenance. This potential should be able to provide economic value for the progress of the shipyard business in Indonesia. However, the shipyards scattered throughout Indonesia are still underdeveloped (Yoga, 2014). Apart from the lack of optimization from the shipyard, it is also due to a lack of government attention so that developments in this business sector are very lacking. The government is expected to provide support by carrying out professional management and good promotion of shipyards, so that the shipyard business can provide maximum value to the country's economy.

The role of shipbuilding capabilities in Indonesia has not been utilized optimally because shipping and shipping companies in Indonesia are still dominated by imported ship products. According to the records of the Ministry of Industry, of the total ships operating in Indonesian waters at this time, 90 percent are imported product vessels and only 10 percent are self-shipyard products. This condition is due to the fact that the price of foreign production vessels is 30 percent cheaper than the price of domestic production vessels. Meanwhile, according to data from the Directorate General of High Technology-Based Leading Industry (IUBTT) of the Ministry of Industry, in 2014, Indonesia only produced 72 vessels of various types and sizes. This production figure is much smaller than the number of shipyard companies in existence. The ratio of the number of shipyards to production is only 1: 0.8. This means that, on average, in 2014 there were 20 percent of shipyard companies that did not build new ships.

The existence of government policies, especially the defense industry law, should be able to increase the capacity of the national shipbuilding industry because in the process of procuring main weapon system it will maximize the ability of the domestic industry to meet defense needs. Even if the procurement of main weapon system that cannot be produced by the domestic industry is allowed to import but using the ToT and offset systems by involving the domestic industry. However, there are still inconsistencies in priorities in the selection or procurement of domestic defense equipment. For the Indonesian Navy itself as the user it is a dilemma, because the requirements of the military specification require them to use sophisticated defense equipment. On the other hand, the ability of the defense industry is still unable to produce products that meet the demands of main weapon system users.

To find out the extent of success and the obstacles faced by the government in efforts to empower the national shipbuilding industry to support the needs of the Indonesian Navy's defense equipment through the formulation of various policies, an analysis is needed. The analysis uses the theory of Defense Policy Implementation Lukman Yudho Prakoso (2016), with the success factors of IITCA defense policy (Integrative, Interactive, Transparency, Controlling, Accountability). Where in the formulation of defense policy it is necessary to adhere to the principles, namely: integrated among all existing national resources (integrative), the existence of interactive communication between related entities (interactive), commitment in formulating a special transparency system in order to avoid leakage (transparency), it is necessary to have entities as driver force to avoid abuse of authority (controlling), a special system to measure the performance accountability that has been implemented (accountability).

a. Integrative. Integration between all existing national resources

The lack of comprehensive defense policies and strategies is also a problem. Defense policies and strategies are not yet fully comprehensive in nature and are more focused on aspects of the core strength of defense. The potential for defense support, which is an important aspect of universal defense, has not been optimally utilized as a result of relatively partial defense policies and strategies. Comprehensive national defense policies and strategies cannot yet be realized in a blueprint which subsequently becomes a reference in the implementation and development of national defense capabilities. Likewise, policies to empower the domestic defense industry are still difficult to implement because they have not been supported by an integrated implementation policy from various related parties.

There are two regulations that cause the national shipbuilding industry to be unable to compete with industries from abroad. The two regulations are the Batam free trade area and the rules for importing used vessels. Chairman of the Board of Trustees of the Association of National Shipbuilding Industry Companies and Offshore Building Indonesia (Iperindo) Tjahjono Roesdianto said, by making Batam a free trade area, shipments from Batam to other parts of Indonesia are subject to tax. Meanwhile, the ease of importing used vessels makes consumers prefer to buy used vessels from abroad. As a result, many shipyard companies in Batam then make certificates in Singapore for the products they make as used heads. In fact, these ships are new ships produced in Batam. This step is taken so that the ships produced are recorded as used-imported vessels so that they are not subject to tax. This will make the competition unfair because ships that want to be used domestically must be taxed first.

Regulations concerning Amendments to the Regulation of the Minister of Trade Number 118 of 2018 concerning Provisions for Import of Capital Goods in a Not New Condition are reaping polemics in the maritime world because they are considered a policy that can kill the national shipbuilding industry and are not in accordance with the commitment to build a competitive national maritime industry. One of the points of change in the Permen is related to the provisions on the import of used vessels. In the new regulation, the ship imports faucets former wide opened. Used vessels can be imported with a maximum age limit of 30 years for all types. Whereas on the other hand the government through the Ministry of Industry is trying to increase the Domestic Component Level (TKDN). Supposedly, ships that are over 30 years old under the technical provisions have entered a special survey period, meaning that all elements of the ship need to be re-examined because they have passed the technical capability period.

From the description above, it can be concluded that the policy to increase the capability of the shipbuilding industry has not been integrative. There are still policies that overlap and even conflict with one another so that they have a negative impact and create obstacles in efforts to optimize the improvement of the shipbuilding industry's capacity.

b. Interactive. to see whether the policy has established interactive communication with related K / L entities. According to Quade (1984: 310), in the process of implementing an ideal policy there will be interactions and reactions from the implementing organization, target groups and environmental factors that cause pressure to emerge and are followed by bargaining or transactions. From this transaction, feedback is obtained that can be used by policy makers as input in further policy formulation. Quade illustrates that there are four variables that must be examined in the analysis of the implementation of public policies, namely: (1) Dreamed policy, which is the dream pattern of interaction so that people who set policies try to make things happen; (2) The target group, namely subjects who are expected to adopt new patterns of interaction through policies and subjects that must change to meet their needs; (3) Implementing organizations, namely usually in the form of government bureaucratic units responsible for implementing policies; and (4) environmental factors, namely elements in the environment that influence policy implementation.

Jan Pieter Ate, Daily Chairperson of the National Private Defense Industry Association (Pinhantanas), assessed that currently, policies that favor the domestic defense industry, especially in the absorption of domestic products, are still lacking where the government has obliged the military to buy domestic products through the Defense Industry Law, but there are no derivative rules that clearly regulate the implementation of the law. Currently the national defense industry is capable of producing a lot of defense products and tools, but if there is no firm policy,



the absorption of domestic products will not be optimal, for example due to quality reasons still less than other more developed countries. Apart from absorption of domestic products, the challenge faced by the domestic defense industry is the mastery of technology so that it is able to compete with foreign products. According to him, there is no other choice for Indonesia to become a big country other than by developing defense industrial technology. The hope is that the government will spur the development of domestic industries and focus on directing the national defense industry to technology that is more affordable and more quickly controlled by the industry.

Based on this, the national policy on the empowerment of the national shipyard industry is concluded not yet interactive. Defense industry players, including the national shipbuilding industry, still face obstacles in the absorption of their products due to the absence of a derivative regulation of the defense industry law regarding military obligations to purchase domestic products. This is feedback that policy makers can use as input in further policy formulation.

c. Transparency. Commitment in formulating a special transparency system in order to avoid leakage (transparency).

According to Connie Rahakundini, the absence of a technology auditor who assesses the quality of the national defense industry is the main cause of the continuing polemic regarding defense equipment. So far, the public has only received one-way information about the progress of the Indonesian defense industry, without having the ability to verify the truth. Therefore, our defense industry requires technology auditors to be more transparent, scalable and not based on unilateral claims.

Apart from that, the issue of transparency in the procurement of defense equipment is one of the challenges amid the limited defense budget. The defense sector has long been a sector prone to corruption, marked by rampant corruption cases in the procurement of defense equipment in Indonesia. For example, in the procurement of Agusta Westland helicopters for the Indonesian Air Force in 2017 (kompas.com, 12 July 2017), and the arrest of the president director of PT PAL for corruption in the sale of the Strategic Seality Vessel to the Philippines (tempo.co, 14 August 2017). This happened because the KPK's room was closed to investigate corruption cases, especially those involving elements of the TNI. Then, the involvement of third parties in the procurement of defense equipment and the lack of transparency and accountability in the defense equipment procurement process also contributed to the occurrence of corruption in this sector.

The issue of transparency is still a problem in efforts to empower the national shipbuilding industry. Broadly speaking, this transparency consists of two aspects, namely transparency of the capability of the shipbuilding industry and transparency in budget management. From the aspect of capability, the current constraint of the shipyard industry in fulfilling the needs of the Navy's defense equipment is that there is still a gap between the operational requirements for defense equipment and the national shipbuilding industry's capability in terms of quality, quantity and timeliness of product delivery so that not all needs for defense equipment can be met. national shipbuilding industry, so they have to buy from abroad. Meanwhile, from the aspect of budget management, the potential for budget leakage due to corruption cases resulted in a high cost economy so that the defense equipment procurement process was inefficient.

d. An entity is needed as a driver force to avoid abuse of authority (controlling),

In Law Number 16 of 2012 concerning the Defense Industry in Article 64 Supervision states that the implementation of the Defense Industry is carried out by the DPR's apparatus in charge of defense matters in accordance with the provisions of laws and regulations. Whereas Article 65 states that the Supervision and security of the implementation of the Defense Industry by the Government is carried out on: a. implementation of policies, work programs, and use of budgets; and b. technology that has been controlled and intellectual property rights owned. Meanwhile, at the Ministry / Institution level, monitoring activities are carried out by the respective Government Internal Supervisory Apparatus (APIP)

e. Accountability. There is a special system to measure the performance accountability that has been implemented.

Accountability for the performance of government agencies is a form of media to report the success or failure of a government agency on the implementation of organizational goals and objectives. Performance accountability is based on Presidential Regulation No. 29/2014 concerning the Performance Accountability System for Government Agencies, which requires each government agency to measure its respective performance accountability as a form of accountability in achieving organizational goals in accordance with its main duties and functions in the form of a Performance Report.

Based on this, the performance accountability measurement system for various empowerment policies in order to improve the capability of the national shipbuilding industry is carried out partially by each The relevant ministries / agencies are embodied in the form of performance reports on the Performance Accountability Report of Government Agencies of Ministries / Agencies which are compiled annually which contain the realization of the achievements of the targets that have been set.

Based on the analysis above, in order to optimize the activities to increase the capacity of the national shipyard industry, the government must immediately evaluate various existing policies and take strategic steps and formulate strategies to synchronize and harmonize these policies so that their implementation can be carried out well and produce output in the form of increased the ability of the national shipbuilding industry to support the needs of the Indonesian Navy's defense equipment from the perspective of a universal war strategy as expected.

The first is that the government integrates various national policies in the defense industry including the national shipbuilding industry by optimizing the role of KKIP as the leading sector and involving various related parties such as Ministries / Institutions, defense industry, TNI / Navy as users and research institutions to evaluate various policies there is so that there is no overlapping and conflicting policies in order to create a national policy in the defense industry sector that is harmonious, integrated and sustainable.

The second is that the government establishes interactive communication with all defense industry stakeholders involving defense industry players and the Indonesian Navy as users of various related parties with the aim of ensuring a common mindset and pattern of action in an effort to improve the defense industry in meeting needs. Indonesian Navy defense equipment and to get various inputs in the formulation of further policies.

Third, the government together with policy makers involve defense industry players and the Indonesian Navy as users to increase transparency in defense capabilities and budgets through capability and budget audits with the aim of increasing the defense industry's ability to meet the required standard operational requirements and attain efficiency budget.

The fourth is to increase monitoring and security activities for the implementation of the Defense Industry by the Government on the aspects of implementing policies, work programs and use of budgets and technology that has been mastered and intellectual property rights that are owned by the Government Internal Supervisory Apparatus (APIP) Respective institutions as well as by external auditors.

The fifth is to carry out performance accountability reports on various empowerment policies in order to improve the capability of the national shipbuilding industry carried out by each related party to find out and measure the realization of the achievements of the targets that have been set as a form of transparency and accountability.

## **5. Conclusion**

Shipyard is an industry that is oriented to produce products in the form of ships, offshore buildings, floating buildings and others for customer needs. The national shipbuilding industry is one part of the strategic defense industry and as a national resource that needs to be continuously fostered to improve its existence and capabilities in a total, integrated and sustainable direction through the formulation of various government policies and regulations in order to produce quality products to support the needs of TNI's defense equipment. Navy to be able to carry out its duties.

To ensure the successful implementation of policies to increase the capacity of the national shipyard industry, the formulation of defense policies needs to be guided by the following principles, namely: integration between all existing national resources (integrative), interactive communication between related entities (interactive), commitment to formulating a special transparency system. In order to avoid leakage (transparency), it is necessary to have an entity as a driver force to avoid abuse of authority (controlling), a special system to measure the performance accountability that has been implemented (accountability).

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