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### RESEARCH ARTICLE

#### THE STRATEGY OF STATE-DEFEND AWARENESS DEVELOPMENT IN PREVENTING NON-MILITARY THREAT IN INDONESIA (A STUDY IN THE BEKASI REGION OF JAVA PROVINCE FROM 2016 TO 2020)

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#### Abstract

Bekasi Regency is deemed as the pillar of Indonesian capital city considering from its strategic values in terms of the political, economic, socio-cultural, and also the defense-security aspects. The population of Bekasi Regency is relatively dense, and its location is directly bordered with Special Capital District of Jakarta. This situation causes the social life in Bekasi Regency being highly influenced by the lifestyle of citizen in the capital city such as seen in the criminal issues, togetherness, environmental awareness, etc. The objective of this study is to analyze the implementation, obstacles faced in the implementation, and strategy used in the state-defense awareness development activities for the citizens residing the Bekasi regency area in order to prevent any non-military threats. This research implements qualitative-descriptive method with case-study approach. The evaluation model applied in this research is CIPP evaluation. The subject of this research are any stakeholders that is eligible in providing the data in accordance to the need of this research, and the samples are selected through purpose sampling method. The data are acquired through interviews, observations, and literary studies. The findings presented that the state-defense awareness development activities are only conducted incidentally, hence they are not conducted regularly by the territorial unit in the location. This is due to the consideration that state-defense awareness development activities are not a priority. As the consequence, the formula of the strategy in the development activities is not yet accurate. Therefore, the right strategy that has been adjusted to the characteristic of the local region is necessary as the attempt to prevent any non-military threats to occur in Bekasi Regency area.

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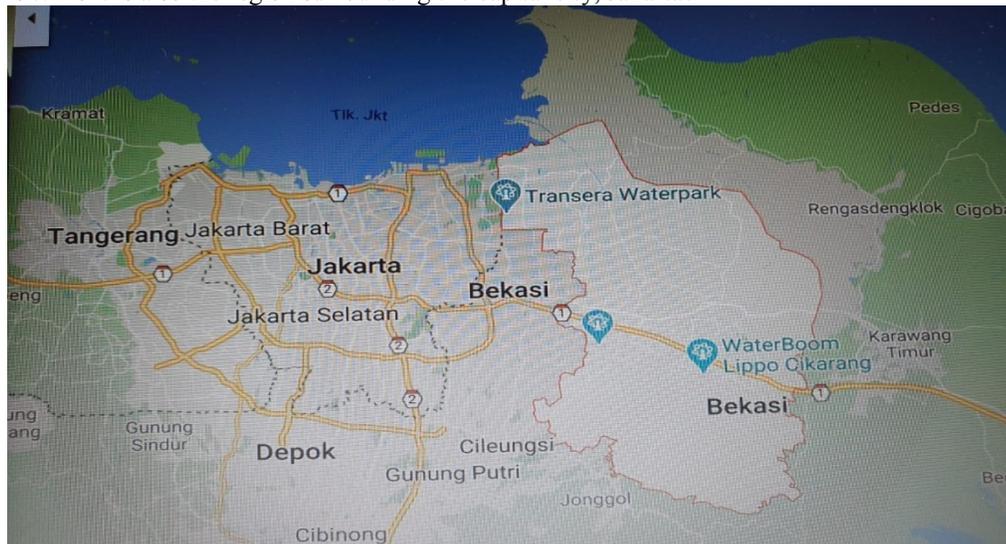
#### Introduction:-

Bekasi Regency is located next to Jakarta, the capital city of The Republic of Indonesia. This situation causes Bekasi Regency to be considered as one of the pillars of Indonesian capital city as Bekasi holds some strategic values in terms of the political, economic, socio-cultural, and also defense-security aspect. Bekasi region has an area of 127.388 HA, and it consists of 23 sub-districts with the number of population of 3,500,023 people. (Bekasi Regency's Central Bureau of Statistics, 2019)

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Therefore, Bekasi regency could be considered to be pretty dense in which the social life is fully influenced by the dynamic of the capital city. One of the most prominent effects of the social life is the criminal issues which is relatively increased by year in Bekasi Regency area. Based on the information acquired by the law enforcer is that criminal cases occurred during 2019 in Bekasi regency Region has experienced an increase of 11 percent, in comparison to the previous year, from the 999 criminal cases in 2018 into 1015 criminal cases by 2019 (The Bekasi Metro Resort Police Office, 2020). Bekasi Regency is a region where many industrial complexes located, this situation oftentimes is being taken advantage by some stakeholder and ask the workers or labors to join demonstration to protest against any policy that disbenefit them. If there is any demonstration happen in Jakarta, most of the time, those coming from Bekasi seem very dominant in terms of the number of the participants. Furthermore, the number of underage participants is also mostly coming from Bekasi regency area.

Another social issue that attract the communal attention is the many suspect of terrorism captured by the law enforcers during the last 4 (four) years period in Bekasi Regency area. Along the last 4 (four) years, there were 8 (eight) cases of terrorism group member arrest, it is suspected that there were 25 members of in that terrorist group. Those phenomena show that Bekasi regency region has become the transit of those suspect of terrorism. The factors that cause the situation above to happen that because the region is know to be strategic with a dense and very heterogeneous population, also majority of them work as labor. (Bachtiar,2019). The capture of terrorist suspects that has been repeatedly happen causes us to question “why do thoseterrorist chose Bekasi as the place to stay before taking any action?”, or another question like, “why don’t they choose Tangerang city, Depok city, or Bogor city as the region to transit? As it is also the region surrounding the capital city, Jakarta?”



**Figure 1:-** Map of Bekasi Regency.  
Source: Processed by Researchers (2020)

By observing all the cases mentioned above, this issues is relevant to the “state-defense awareness condition” of the citizen in Bekasi Regency. For example, concerning on the criminality issues, it is relevant to the state-defense awareness condition that is reflected in the attitude of “able in creating a safe, discipline, and clean environment” as well as “prioritizing the communal importance rather than personal importance”. (The Indonesian Ministry of Defence - Directorate of DefensePotential, 2014).

Furthermore, regarding the issues of citizens who deny Pancasila is relevant to the state-defense awareness which is reflected in the attitude of “believe in Pancasila as the state’s ideology and state’s foundation”.(The Military Resort Commando 051/WKT, 2020). In order to nurture state-defend values among the citizen of Indonesia, developments are required to be conducted by the related stakeholder as it is their responsibility to realize that. The policy of conducting state-defend awareness development activities that is directed for the citizen in order to realize a society with high state-defend awareness has been enacted for a quite long time in many different regions, including in Bekasi Regency. Therefore, the main questions would be “how does is the efficacy of state-defend awareness development conducted by the related stakeholders in Bekasi so far?”.

In order to answer the question above, we need to conduct an evaluation study on how the state-defend awareness development is implemented for the society in Bekasi Regency, what are the obstacles occurred in the state-defend awareness development, also what are the solutions required in order to improve the efficacy of state-defend awareness development in Bekasi Regency. Evaluation study is, basically, part of evaluation as well as part of a research that aims at identifying how far a planning could be carried out and how much the objective that may be achieved. (Sugiyono, 2018). The attempt to nurture a high state defend attitude is very relevant, considering all the phenomena occur in the life of the people and of the nation today in facing any possible incoming threats, including non-military threats.

### **Study of Literature Strategy.**

Many authors and managers utilize the term strategy for different objectives. As for the example, some authors include goals and targets as the part of strategy, while others put a clear differences among them. (Henry Mintzberg et al, 2003). The term of “strategy”, basically, has the meaning of “the general’s art of leadership”, but this term has much more meaning these days. (Ralph D. Sawyer, 1993). Strategy is the art to coordinate the act in military force, politics, economics, and morals in a situation of war or the preparation of a state’s defense or coalition. (Le Petit Larousse). General Maxwell D. Taylor during the lecture of US War College in 1981 states that strategy consists of “goals, ways, and means”. In other words, strategy is the accumulation of goals (goals to be achieved) and ways (action), and added with means (instruments used to achieve the intended goals). This general concept can be used as the foundation in formulating any types of strategy, such as in: military, politics, economics, and so on, depending on which element of national force is being used. However, strategy is not becoming the exclusive rights of military anymore, and it does not only deal with armed-war. There are many other types of strategy, even in the national security sector there are some strategies like: coalition, regional, national, military, theatre, service strategy, and so on. (Carl H. Builder, 1989).

### **Evaluation.**

Stufflebeam and Shinkfield (2007) explained that evaluation is essential as it is a process to provide affirmation on things that is related to reliability, effectiveness, cost effectiveness, efficiency, security, feasibility, and honesty. Stufflebeam and Shinkfield confirmed that evaluation plays an important role to help planning and managing a program to ensure its achievement. Fort, Martinez, Mukhopadhyay (2001) and Donna M. Mertens (2005) defined evaluation as a periodical assessment on the relevancy, performance, efficiency, and either any expected or unexpected impact coming from the project according to the goals that has been determined. According to Weiss (1998), evaluation is a systematic assessment on the outcome of a program or policy and comparing them to the explicit and implicit standard to improve the program or the policy. Stufflebeam in Wirawan (2011:92-94) elaborated that CIPP evaluation model consists of four type of evaluation, those are : (a) Context Evaluation. This evaluation is meant to answer the question of: What needs to be done?. Therefore, this evaluation identifies and assess the needs that serves as the background of a program; (2) Input Evaluation. This evaluation is meant to answer the questions of: How should it be done?. Hence, this evaluation is used to identify the problem, asset, and opportunity that may help the decision maker in defining the goals, priority, and benefit of the program, as well as to assess the alternative approach, action plan, staff action, funding for the implementation and the potential of cost effectiveness in accordance with the targeted need and goals; (3) Process Evaluation. This evaluation is done to seek for the answer to the questions of: Is it being done?. It attempts to access the implementation of a plan in order to facilitate the program staff in conducting the activities and also to help the group of the users to assess the program and interpret the benefit from it; (4) Product Evaluation. This evaluation is directed to find the answer to the question of: Is it succeeding?. It also functions to identify and access the output and benefit, both the planned and unplanned ones, and both in short-term or long-term ones. CIPP model is the one selected by the researcher to evaluate the state-defense awareness development in Bekasi Regency-West Java Province, under the consideration that CIPP Evaluation model may help in producing decisions and recommendations as the attempt to face any non-military threats, particularly to reduce the abusive usage of Bekasi Regency as the transit areas for terrorist group.

### **Implementation.**

Implementation is the action taken as the effect of the enactment of a policy. Based on Richard L. Daft (1988), implementation is “The step in the decision-making process that involves using managerial, administrative, and persuasive abilities to translate the chosen alternative into action”. Therefore, implementation is the step taken in the decision making process which requires the help from the managerial, administrative, and persuasive ability to interpret the selected alternatives into action. The main indicator of success from the chosen alternative depends on

both aspects, the translation into action. Sometimes, the chosen alternatives fail to be brought to reality due to the lack of available resources and energy in the managerial which inhibit it to happen. Implementation requires discussion with those affected by the decision (Richard L. Daft, 1988). Furthermore, implementation is an important process in the process of enacting a policy, it is also such an inseparable part of the policy formulation process or even more important than the making process of a policy. It is because policy is merely a good wish or plan stored in the archived data, when it is not implemented. Without being implemented, then policy can never be fruitful. Many failure that happening in the implementation of a policy urges policy evaluation to be done in order to assess the success or the performance of the policy.

### **Threat.**

Threat is any attempt and activity, either from the domestic or international parties, which is considered threatening or hampering the sovereignty of the state, the unity of all region of the state, and the safety of all the nation. (The Law of the Republic of Indonesia No.34 year 2004 concerning the Indonesian National Armed Forces). Threat is any attempt, work, activity, and action, either from the domestic or international parties, which is considered and/or proved to be hampering the safety of the nation, safety, sovereignty, unity of all the regions of the State of the Republic of Indonesia, and the national importance in various aspect, including the ideology, politic, economic, socio-cultural, also the defense and security aspects. (The Law of the Republic of Indonesia No.17 year 2011 concerning State Intelligence). Furthermore, non-military threats are, essentially, any factors that involves non-military factors which is deemed to possibly hampering or implied to threaten the sovereignty of the state, the unity of all the regions of the state, and the safety of all the nation. Non-military threats may be attacking the ideology, politic, economic, social, information, technology, or general safety sectors. Non-military threats may also happen along with military threats, whereas Non-military threats have different characteristics in comparison to military threats. Hence, it requires high attention in both identifying and managing them. (The Indonesian Ministry of Defense - State Defense Posture, 2007)

### **State-Defend.**

The term of state-defend if originated from the phraself-defense which means “something you do in order to protect yourself when you are being attacked; the skill of being able to protect yourself from physical attack without using weapons” (AS Hornby, 2005). Therefore, it can also be defined as any action taken as the means to protect oneself against the opponent. And the self-help, in this case as explained above, is referred to any attempts made by one country to protect the country itself. Since the action is done by the nation, as the subject, in a collective manner, and the object to be protected is the state along with all the elements in it, then the term “self-defense” maybe expended into “state-defend”. (Saeiful Anwar, 2016). The definition of state-defend according to The Law of the Republic of Indonesia No.23 year 2019 concerning Management of National Resources for National Defense is the willingness, attitude, behavior, and the action of the citizen, either individually or collectively, in maintaining of the state’s sovereignty, unity of all the regions, and the security of the nation and the state which is motivated by their love to the Unitary State of the Republic of Indonesia based on the Indonesian state’s foundation called “The Pancasila” and the Constitution of the Republic of Indonesia Year 1945 in order to ensure the life sustainability of the nation and state of Indonesia against any Threats.

The participation of the society in the attempt to face or fight the real threat that is the State Defense that is done in the form of attempt of State Defend.(Ministry of Research and Higher Education Technology of the Republic of Indonesia, 2016). The criteria of the society that has the state defend awareness are those that has the attitude and action while keep on orienting to the values of State Defend. In knowing the degree of success of the State Defend Awareness Development Program, The Indonesian Ministry of Defence - Directorate of Defense Potential (2014) established the indicators that are general and specific. Some of the specific indicators of success for the environment related to this research is able to create the society that is orderly, clean and secure as well as the society that is able to improve the sense of unity oneness as well as fraternity among the society. (Directorate of Defense Potential of The Indonesian Ministry Defence, 2014).

### **State Defend Awareness Development.**

Development are the process, construction, way of development, update, effort and action or program that is done usefully and is successful. According to MithaThoha (2003), it is a series of action, process, result or a better statement. This indicated the presence of improvement, increase in growth, evolution upon various possibilities, development or increase of something. There are two elements of the definition of development, those are: (1) the development can be in a form of activity, process, or statement of goal, and (2) development can indicate to the repairing of something. Then, according to Mathis Robert & Jackson John (2002), the development is a process where the people achieve the certain skill to help in achieving the organizational goal. Therefore, this process is

related to various goals of the organization, development can be seen in a very narrow or even wide manner. The development, according to MasdarHelmi (1973) is every effort, attempt and activity that is related to the planning and the organizing as well as control on everything orderly and accurately. Then, the State Defend Awareness Development is all attempt, action and effort that are done efficiently and effectively, to gain a better result upon the attitude and behavior of the society that is imbued by the love to the Unitary State of the Republic of Indonesia based on the Pancasila and the Indonesian Constitution of 1945 and is maintained the conduct of National Development to achieving National Goal. (The Indonesian Ministry of Defence - Directorate of Defence Potential, 2017).

### **Methodology of Research:-**

The goal of this research is to analyze the implementation, the hindrances faced and the strategy that is used in a State Defend Awareness Development Program in the area of Bekasi Regency in order to fight the non-military threat. This research used the method of descriptive qualitative, and that is to describe the data gained as the result of the research according to the real life condition that is present, where the data collected are in the form of words, pictures and not numbers. (Lexy J Moleong, 2004). The form of the research is applying the approach of the case study using the area of Bekasi Regency as the transit area of terrorism group. With that, the location of the research is only done in the Bekasi Regency in the period of 2016 to 2020. The subjects in this research consists of the parties that can give the data necessary for the researcher using the sampling collecting technique of purpose sampling technique.

Then, the objects of this research are: (1) how the implementation of the State Defend Awareness Development Program as a strategic target on State Defend in facing the non-military threat especially in the area Bekasi Regency of West Java Province with the sub-objects are: (a) Evaluation in the planning of State Defend Awareness Development Program as one of the strategy of defense in facing the non-military threat in the area of Bekasi Regency of West Java Province; (b) The evaluation of preparation on State Defend Awareness Development Program in the area of Bekasi Regency of the West Java Province; (c) Evaluation on the conduct of the State Defend Awareness Development Program in the area of Bekasi Regency of West Java Province; and (d) The evaluation of result on the State Defend Awareness Development Program as one of the strategic target of defense in facing the non-military threat in the area of Bekasi Regency of West Java Province; (2) The next research object is what are the hindrances of the implementation of State Defend Awareness Development Program in the area of Bekasi Regency of West Java Province?; and (3) The third object of the research is how is the strategy of implementation of State Defend Awareness Development Program in fighting the non-military threat in the area of Bekasi Regency of West Java Province?

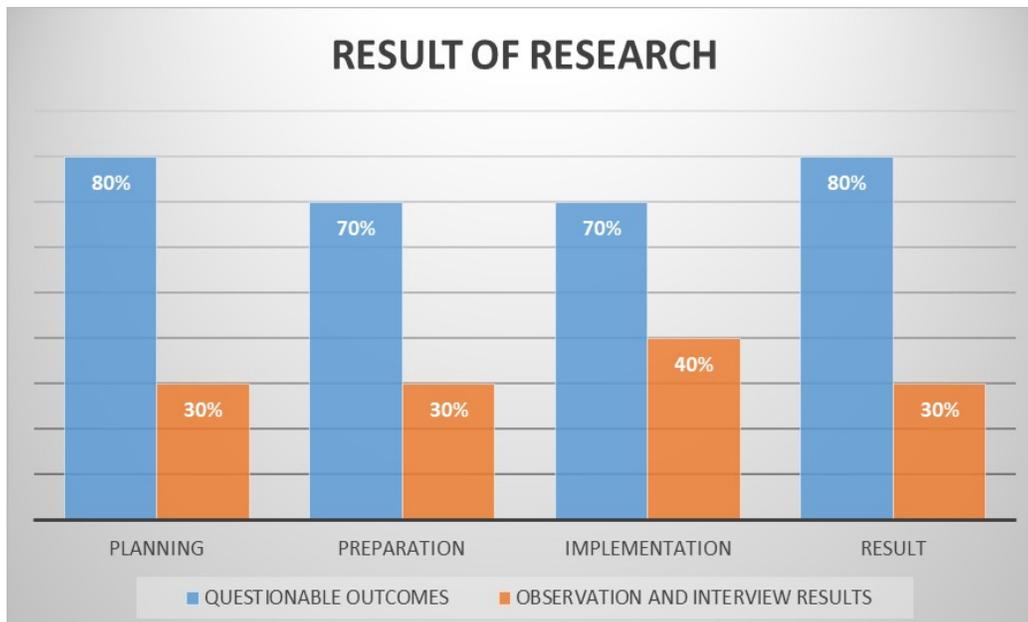
The primary data source is gained from the stakeholders related to this research in the Ministry of Defense of Republic of Indonesia, General Directorate of Defense Potential and the Directorate of State Defend; the active officials in the level of Bekasi Regency; active officials in the level of Military Resort Commando 051/WKT in Bekasi (Korem 051/WKT); the active officials in the level of Military District Commando 0507/Bekasi in Bekasi (Kodim 0507/Bekasi); the active officials in the level of Police Resort of Metro Bekasi (Polres Metro Bekasi), Active officials in the level of District Governmental Office in the area of Bekasi Regency; the active officials in the level of Military Rayon Commando (Koramil) –Kodim 0507/Bekasi, active officials in the level of Police Sector (Polsek) - Polres Metro Bekasi, active officials in the Sub-district Governmental office in the area of Bekasi regency; representatives of teacher, university students, and students in the Bekasi Regency; the representatives of society deemed to be relevant to become the data source such as the figures of religions, cultures, socials, youth, as well as the societal organization. Meanwhile the secondary data are gained from the documents and notes as well as photographs relevant to the research needs. The data collecting technique is done by interview, observation and literature/document study (John W. Creswell, 2010). The data analysis model used is the evaluation using the CIPP model (context, input, process, product) from D. Stufflebeam and Shinkfield (2007) in evaluating the implementation State Defend Awareness Development Program in order to face the threat of non-military threat in the Bekasi Regency of West java Province.

### **Findings and Discussion:-**

#### **Findings.**

Based on the result of the research using the technique of questionnaire data collecting, interview, observation and literature study, the following points are presented:

About the Implementation of State Defense Awareness Development Program as one of the strategic target of State Defense in Facing the Non-military Threat especially in the area of Bekasi Regency of West Java Province gained the following two results: (a) Phase of Planning. In this phase, the focus of the research was about how far the formulation of goal and target of the State Defense Awareness Development Program has been accurate to the needs of national defense strategy. Based on the questionnaires, the majority (80%) mentioned that the formulation of goal and target upon the State Defense Awareness Development Program was accurate to the needs of national defense strategy in facing the non-military threat. Meanwhile, the rest of the opinion mentioned that it was not accurate or that they were not sure. On the other sides, based on the results of interview, observation and literature study in the phase of planning, it gained the different results that was that the formulation of goal and target of the State Defense Awareness Development Program was not clear in supporting the needs of the strategy of national defense. Alternatively, when expressed as a percentage, the outcomes of data collection using interview, observation, and literature review techniques are only around 30%.; (b) Phase of Preparation. This phases focused in researching about how far the procedure, structure of organization, human resources, facility and infrastructure, as well as the budgeting will be able to support the achieving the goal and target as intended on the phase of planning. Based on the questionnaires results, the majority (70%) stated that the procedure, structure organization, human resources, facility and infrastructure, as well as the budgeting will be able to support the achieving of goal and target as intended on the phase of planning. Meanwhile the rest of the opinion mentioned that it was not supporting yet or not sure whether it was supporting or not. Meanwhile, from the result of the interview, observation and literature study in the phase of preparation here gained the result that was not in line with the result of the questionnaires mentioned above. The result from the data collecting technique here indicated that the procedure, structure of organization, human resources, facility and infrastructure, as well as the budgeting indicated that it was not clear whether it can or cannot support the achieving of goal and target as intended in the phase of planning. Or, if it is measured in the form of a percentage, the results from data collection using interview, observation and literature study techniques are only around 30% ; (c) Phase of Conduct. This phase focused on researching about how the conduct of the procedure, structure of organization, support of the resources, facility and infrastructure, as well as budgeting whether it worked well according to the goal and target as intended in the phase of planning or not. Based on the result of the questionnaires, the majority (70%) of the opinion mentioned that the implementation of the procedure, structure of organization, human resources, facility and infrastructure, as well as the budgeting was working well in achieving the goal and target as intended in the phase of planning. Meanwhile the rest of the opinion mentioned that they did not work well or that they were not sure of it. Meanwhile, from the result of the interview, observation and literature study in the phase of conduct here gained the result that was not in line with the result of the questionnaires mentioned above. According to the information from the result of the data collecting technique here, it mentioned that the implementation of the procedure, structure of organization, human resources, facility and infrastructure, as well as the budgeting mentioned that the implementation was not working well as intended in the phase of the conduct. Alternatively, when expressed as a percentage, the outcomes of data collection using interview, observation, and literature review techniques are only around 40%. ; (d) Phase of Result. This phase focused in researching about the result from the conduct of program whether it was successful in achieving goal and target in improving the State Defense Awareness as established in the phase of planning. Based on the result of the questionnaire, the majority (80%) of the source of information mentioned that the conduct of the program has successfully reach the goal and target in increasing the State Defense Awareness as established in the planning. Meanwhile, the rest of the opinion mentioned that it is failed or they are not sure whether it is successful or failed. In the same case, the results of the interview, observation, and literary study in the phase of conduct here gained the different result from the questionnaire above that mentioned that the conduct of the program is not successful in achieving the goal and target in order to increase the State Defense Awareness as established in the phase of planning. Or, if it is measured in the form of a percentage, the results from data collection using interview, observation and literature study techniques are only around 30%;



**Figure 2:-** Research Results.  
**Source:** Processed by Researchers (2020).

(2) About What is The Hindrance on the Implementation of State Defend Awareness Development in Facing the Non-Military Threat Especially in Area of Bekasi Regency of West Java Province gained the following results: (a) Planning phase. In this phase, there was no socialization of defending the Nation for the last 4 years in the Bekasi Regency. And if there is any socialization, it did not involve the personnel of the military from the Training and Education Center of State Defend as the supervisor. The absence of the regular program of State Defend is due to the program is attached to the program of Territorial Staff of The Indonesian Army Program in the area of Military Resort Commando 051/WKT in Bekasi. The program about the State Defend Awareness Development was not given directly to the actors in the fields, like at Military Resort Commando, Military District Commando, or the local Military Rayon Commando. There is no regulation/teaching materials/curriculum in the program of the development of the State Defend Awareness by far is focused on the program of the Territorial Staffs of The Indonesian Army like the development on social communication program, development on territorial program and the knowledge of the nation program; (b) The preparation phase. On this phase, the speaker/trainer in the school is done by the Non Commission Officer personnel that is located nearby the school where the concerned lives. With that, there are limitations on the trainers/teachers on the State Defend because the speakers are only graduated from the Senior High School. Besides, there was no roadmap about what, who, how, when and for what, all of which are unclear. (c) The conducting phase. In this phase, the socialization program of State Defend is only attached in the program of the Indonesian National Armed Forces Team-up to Build Villages (TMMD) that was done by the units in the level of Headquarters of The Indonesian Army, which means that the socialization is given in leisure time in the program of TMMD. Meanwhile, the TMMD program is not always held in the area of Military Resort Commando 051/WKT in Bekasi so that the program of educating the State Defend Awareness cannot be done.

The trainers/speakers were not educated yet or receiving about the materials either in The Training and Education Center of State Defend. Besides, The Training and Education Center of State Defend were not involved either in giving inputs to the actors of the activities of State Defend in lower level. In the pandemic era of Covid-19, the program of State Defend Awareness Development is very limited to only done online/virtual for the schools, and is only for sixty to ninety minutes, which usually is done in three days. The activities of State Defend Awareness Development was hindered by the budgeting, so that the development of State Defend might not be done regularly; (d) Phase of Result. On this phase, with the absence of the socialization of the curriculum about the conduct of State Defend until the lower level like at Military Resort Commando, Military District Commando, or the local Military Rayon Commando caused the result of the program to be less optimal. Then, the effect of the conduct of development on State Defend by the conducting institution where they do not have any competent trainers in doing the practice, the result will be less optimal. With the absence of involvement of The Training and Education Center

of State Defend as the supervision to monitor, the conduct of the program may not achieve the established goal. Because the update of the State Defend Awareness is only done once a year, which is done in considerably very short period, so that it cannot reach many people to follow the program of the State Defend Awareness, then such activities cannot work optimally. Since the development of the awareness on the State Defend upon the employees of the certain company/factory around the Military Resort Commando 051/WKT in Bekasi was only given to the Security Units in a short time, then the result of the program is very limited as well.

(3) About how the Strategy and the Implementation of Development on State Defend in Defending from the Non-Military Threat in the Area of Bekasi Regency of West Java, it gained the following results: (a) Element of Goal. In the formulation of goal on the conduct of the development of State Awareness to the society that lived in the Bekasi Regency. Besides, the stakeholders in formulating the goal that will be done in the development on the State Defend in the Bekasi Regency, they did not received any input or did not even asking for any input from the society that will follow the program of development on the State Defend in the Bekasi Regency; (b) Element of ways. In conducting the program of development on the State Defend for the society in the area of Bekasi Regency did not use the guidance based on the curriculum that is established by the stakeholders in the in the construction of the curriculum. With that, the ways that is done in the program of development of State Defend for the society in the area of Bekasi Regency was only held based on the programs done by the local Territorial Unit so that the program of development on State Defend Awareness was not based on the guidance on the development of State Defend Awareness applied generally; (c) Element of means. The support in the form of means in conducting the program of State Defend Awareness Development for the society in the area if Bekasi Regency is not according to the guidance based on the curriculum that has been established by the stakeholders in the construction of the curriculum. Considering that the program of State Defend Awareness Development for the society of Bekasi Regency was only attached in the programs held by the local Territorial Unit, then the support of the means is also not according to the needs of the program of development of State Awareness in general.

### **Discussion:-**

Based on the findings mentioned above, and after the data were linked to the previous research, as well as to the relevant theories used, the following points are the analysis upon the findings:

About the Implementation of the State Defend Awareness Development as One of the Strategic Target on the National Defense in Facing the Non-Military Threat especially in the Area of Bekasi Regency of West Java Province: (a) In relation to the "Planning". In this research, the planning of the State Defend Awareness Development is not based on the evaluation theory of Daniel Stufflebeam on the context of "what is needed" and also does not identify of the needs in supporting the program of development in State Defend Awareness. The judgment is strengthened by the data like the fact that there was no socialization in State Defend in the last 4 years in BekasiRegency. Then, the planning in the program of territorial development that is done by the Territorial Staffs of Indonesian Army in the area of Military Resort Commando 051/WKT in Bekasi. Considering that there was no program of State Defend Awareness Development regularly, then the planning was not done as well. Then, if it is linked to the theory of strategy, especially the element of "goal" then in the planning of the State Defend Awareness Development in order to face the Non-Military Threat in the Bekasi Regency of West Java Province, which also does not going through the process of goal formulation according to the theory of context evaluation. For example, in the formulation of the goal, they did not asked the inputs from the local society or the stakeholders first, including that they did not explained to the society about what was the goal in the conduct of the program of State Defend Awareness Development. The answers from the questionnaires on the planning phase, which the majority of the respondents mentioned that the planning on the program of State Defend Awareness Development in the area of Bekasi Regency was done well, those answers are deemed to be unrepresentative to the factual condition of the planning done. With that, in this phase of panning, the program of State Defend Awareness Development in facing the Non-Military threat in Bekasi regency of West Java Province does not fulfill the criteria as established in the theory of evaluation and also the theory of strategy; (b) In relation to the "preparation". In this research, the preparation of the program of State Defend Awareness Development did not based on the theory of evaluation either on the phase of input, such as the result of the identification on the problem as well as a decision that was not according to the needs of assets and budgeting to achieve the targeted goal. The judgment mentioned above is based on the other supporting data, like the absence of the curriculum about State Defend until the lower level of the actor unit like Military District Commando and the local Military Rayon Commando. Of course, this caused the preparation did not going well. Then, the speakers/trainers of the State Defend Awareness Development that is stationed to schools are those of Village Trainers Non-Commissioned Officer who are seen to not have any

preparation for the State Defend Awareness Development program since they only are graduates from education institution equivalent to Senior High School. With the absence of the roadmap about the State Defend Awareness Development, this affected the program to not run optimally. Then, based on the theory of strategy if it is linked to the preparation of the State Defend Awareness Development program that was done failed to fulfill the criteria from the element of “goal”, “ways” as well as “means”. This judgment is based on the factual condition such as the absence of the clear formulating process of goal, then the impact was influencing the preparation whether in the ways as well as means that was needed in order to hold the State Defend Awareness Development program in facing the non-military threat in Bekasi Regency of West Java. Indeed, based on the answers of the questionnaires on this preparation phase here, the majority of the respondents mentioned that the preparation for the State Defend Awareness Development program in the Bekasi Regency was done well. However, the result did not show the same situation in the factual condition. With that, then the preparation for the State Defend Awareness Development program did not fulfill as mentioned in the evaluation theory especially in the evaluation of the input including in the theory of strategy about the ways and the means that is needed in order to face the non-military threat in the Bekasi Regency of West Java Province; (c) In relation to the “conduct”. In this research, it is seen that the conduct of the State Defense Awareness Development program was not entirely based on the theory of evaluation in the processing phase. For example, in relation to the planning as well as the preparation in order to support the State Defend Awareness Development program in facing the non-military threat in the Bekasi Regency of West Java Province. This judgment is based on the factual condition in the field, such as the program of State Defend socialization was only attached in the program of Indonesia National Armed Forces Team-up to Build Villages (TMMD) done by the territorial units of each regions. It means that the State Defend Awareness Development program was only done if there is an empty slot in the schedule in the program of TMMD. This was rendered worse considering the program of TMMD was not always held in the area of Military Resort Commando 051/WKT in Bekasi also that there was no proper roadmap about the State Defend Awareness Development program that was only done by the personnel that has not received any development and materials in the Education and Development Center of State Defend, then the conduct of the State Defend Awareness Development program may not run optimally. Under the threat of the pandemic of virus Covid-19 recently, it caused the limitation on the program in the State Defend Awareness Development program, which made it also not optimal. Of course, the majority of answers of the questionnaires in the phase of conduct from the respondents mentioned that the conduct of State Defend Awareness Development program in the area of Bekasi Regency worked well, however the factual condition did not depict as what was happening in reality. Besides, if it is seen from the theory of strategy, then the conduct of the State Defend Awareness Development program done, seen from the element of “goal”, “ways” as well as “means” were also not fulfilled. This judgment is based on the factual condition on the phase of planning and preparation that did not have any appropriate goal, ways and means in order to hold the State Defend Awareness Development program in facing the non-military threat in Bekasi Regency of West Java province. Referring to the previous explanation, then the conduct of State Defend Awareness Development program as intended in the theory of evaluation, especially in the process evaluation, as well as in the theory of strategy in order to face the non-military threat especially in Bekasi Regency of West Java had not conducted properly; and (d) Related to the “result” of the conduct. In this research, the result of the State Defend Awareness Development program was still far from the expected output according to the theory of product evaluation, and that is “is the program successful?” in order to support the State Defend Awareness Development program in order to face the non-military threat in the Bekasi Regency of West Java Province. This judgment is based on the actual condition, such as that there are still tendencies of increasing number of criminal cases; traffic accidents; traffic violation; and the presence of apprehension of the member of terrorism group in the area of Bekasi Regency until recently. Of course, the answers in the questionnaires, the majority of respondents mentioned that the result of conduct for the State Defend Awareness Development program in the area of Bekasi Regency was done successfully. However, the result of the questionnaires did not represent the factual condition in reality about the result of the program held. Also, referring to the theory of strategy in the phase of results in the State Defend Awareness Development program in order to face the non-military threat in Bekasi Regency of West Java Province was not achieved in the element of goal, ways as well as means;

About the Many Hindrance that is Faced during the State Defend Awareness Development Program in the Area of Bekasi Regency. The analysis upon the problem mentioned above is that the State Defend Awareness Development program had not become something that needs the attention from all parties. The judgment above can be seen from the factual condition, such as in the “planning phase”, the State Defend Awareness Development Program was not socialized for the last 4 years in the Bekasi Regency. There was no regular State Defend Awareness Development Program that is compulsory for everyone. There was no regulation/development materials/curriculum in the existing State Defend Awareness Development Program. Same case also applied in the “preparation phase”, the State Defend

Awareness Development Program involved Pusdiklat personnel of State Defend as the supervision in the State Defend Awareness Development Program in the region. The speakers/trainers are only done by the Village Trainers Non-commissioned Personnel that is generally only having the background of graduates of Senior High School. There was no clear roadmap in State Defend Awareness Development. Also in the "phase of conduct" of State Defend Awareness Development Program was only attached in the program of the Indonesian National Armed Forces Team-up to Build Villages (TMMD) that was done by the units in the level of headquarters of the Indonesian Army, which means that the socialization was given id there was free slot in the schedule of TMMD program. The pandemic of Covid-19 limited the State Defend Awareness Development Program to only held online/virtual for schools with the duration for only 1 until 1.5 hours. The TMMD program was not always held in the area of Military Resort Commando 051/WKT in Bekasi so that State Defend Awareness Development Program could not be done regularly every year. Same thing with the "phase of results", the State Defend Awareness Development Program with the updating on the State Defend was only done once a year and the time was also very limited, it was only done in a day for only 4 hours. With that, it was not able to reach the people in following the State Defend Awareness Development Program, then the program as mentioned above was not optimal. The impact is that the obedience upon law and discipline in traffic was still low and the occurrence of crimes tend to increase;

About the Strategy of State Defend Awareness Development Program in Order to Fight the Non-military Threat in the Area of Bekasi Regency of West Java. The analysis upon the trouble above was that the State Defend Awareness Development Program did not based on the strategy that was formulated accurately. The judgment above was based on the factual condition, such as in the formulation of "goal" of the conduct of State Defend Awareness Development Program by the stakeholders in the Bekasi Regency, did not receive any input or did not even ask the inputs from the citizens or the stakeholders related to the one followed the State Defend Awareness Development Program in the area of Bekasi Regency with the absence of the inputs from the related stakeholders or from the participants of the program affected the strategy chosen was wrong. Then, with the many "hindrances" faced in the implementation of the State Defend Awareness Development Program for the society in the area of Bekasi Regency, be it in the phase of planning, preparation as well as the conduct was more or less influencing the strategy established. The formulation of the accurate "strategy" in the conduct of State Defend Awareness Development Program in the area of Bekasi Regency needed to be done by starting it with the evaluation upon the conduct of State Defend Awareness Development Program that had been done thus far, identifying the hindrances that was faced as well as the formulating the correct strategy so that the conduct of State Defend Awareness Development Program of the society in the area of Bekasi Regency. Those things above are needed to be done so that it is successful and useful in fighting various threat of the non-military ones as well as to conduct the message in the Constitution of Indonesia Year 1945, The Law of the Republic of Indonesia No.02year 2004 concerning the Indonesian National Defense, and The Law of the Republic of Indonesia No.23year 2019 concerning Management of National Resources for National Defense.

## **Conclusion and Suggestion:-**

### **Conclusion:-**

The result of the evaluation upon the implementation of State Defend Awareness Development Program as one of the strategic target of the national defense in facing the non-military threat, especially in the area of Bekasi Regency of West Java Province through the evaluation model of CIPP (context, input, process, and product) indicated that the conduct of State Defend Awareness Development Program did not run well and also failed to fulfill the requirement about things that must be fulfilled starting from the phase of planning, preparation, conduct and also the phase of result of conduct;

The many hindrances that were faced during the conduct of State Defend Awareness Development Program in the area of Bekasi Regency of West Java Province was considered as the impact, which implies that State Defend Awareness Development Program need more attention from all parties especially the related stakeholders. The State Defend Awareness Development Program was only a secondary act if there was an available slot, in other words it was seen not as a priority.

There were no suitable strategy on the State Defend Awareness Development Program in order to fight the non-military threat in the area of Bekasi Regency of West Java Province according to the needs and the problems existing in the Area of Bekasi Regency. That can be seen from the conduct that had not been working well and also the many hindrances faced during the State Defend Awareness Development Program in the area of Bekasi

Regency. Therefore, a proper strategy is needed to be formulated according to the characteristics of the area of Bekasi Regency, whether from the aspect of geographical, demographic as well as the dynamic of the condition on social life of the society

### **Suggestions:-**

In improving the result of the State Defend Awareness Development Program in order to fight the non-military threat in the area of Bekasi Regency of West Java Province according to the evaluation result and the existing troubles as well as the objective condition that occurred in the area of Bekasi Regency, then the following strategies needed to be implemented:

Aspect of Goals: (a) Before the formulation of goals, then it needs the announcement about what are the goals of State Defend Awareness Development Program for the society live in the Bekasi Regency by the stakeholders; (b) In formulating the goal about the State Defend Awareness Development Program by the stakeholders in the Bekasi Regency, it needs to gain the inputs or requesting the inputs from the society that will participate the State Defend Awareness Development Program in the Bekasi Regency;

Aspect of Ways: (a) The planning on the State Defend Awareness Development Program needs to refer to the curriculum that is made by the stakeholders; (b) The planning of the State Defend Awareness Development Program needs to be made independently, in other words it is not attached on the development of the local territorial units; (c) The planning on the State Defend Awareness Development Program is ought to be given directly to the acting units on the field such as Military Resort Commando or Military District Commandoto accelerate and optimize the result of the State Defend Awareness Development Program; (d) The planning of State Defend Awareness Development Program needs to be done regularly and must go through the roadmap that has been established; (e) the preparation of the State Defend Awareness Development Program in term of trainers need requires trainers that gained the development on The Training and Education Center of State Defend; (f) The preparation for the State Defend Awareness Development Program needs to gain the supervision especially for the acting units of the lower level; (g) The preparation for the State Defend Awareness Development Program is ought to be based on the modul of the curriculum of State Defend or the roadmap that has been established by the acting units of the lower level; (h) The conduct of State Defend Awareness Development Program is ought to be based on the specialized program that is regularly planned separately so that it is not part of the Indonesian National Armed Forces Team-up to Build Villages (TMMD) program since the TMMD program is not always held in the area of a territorial unit;

The Aspect of Means: (a) To improve the result of the conduct of State Defend Awareness Development Program, it needs the allocation of budget specifically for the State Defend Awareness Development Program in order to face the non-military threat in the Bekasi Regency of West Java Province; (b) to improve the result of the conduct of State Defend Awareness Development Program, it needs to have more updates on the State Defend Awareness in at least three times a year; and also (c) To improve the result the of the conduct of State Defend Awareness Development Program, it is ought to be based on the established curriculum by The Training and Education Center of State Defend (Pusdiklat) with the involvement of trainers that also gained the development or education from the Pusdiklat.

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