

CHAPTER I

INTRODUCTION

I. BACKGROUND

National and regional development is the effort to achieve a fair and prosperous society evenly in all aspects. Country Indonesia is known as a developing country and is currently actively carry out development in all fields in order to realize the national goal is to protect all the Nations of Indonesia and all the spilled blood of Indonesia, promote the general welfare, the intellectual life of the nation and implement the world order based on peace and social justice in accordance with the mentioned in the preamble of the Constitution of 1945.

Development goals are intended to support the achievement of national and regional development goals. National development is essentially a series of sustainable development that encompasses the entire facet of the lives and livelihoods of communities, Nations, and countries. Development undertaken by developing country like Indonesia will demand to always fix the infrastructure and state facilities to be able to keep pace with developments in the era of globalization. It is these demands that provide incentives for continued development by improving local infrastructure and facilities to meet the increasing needs of the people and impacting the developing countries themselves. This condition could give unfavorable impact on the environment, but we could not avoid if the existence of modernization also have a positive impact and benefits for all. It takes a lot of factors supporting to implement and develop the sector modernization in the development and governance of the city.

Currently in Kulon Progo, the trending news which reported is a development of New International Airport construction for Yogyakarta Province. The reason for the construction of the new airport in Yogyakarta is because the condition of Adi Sucipto Airport can no longer be developed due to limited land and natural constraints. The capacity is not able to accommodate the number of movement of passengers and the movement of existing aircraft. The maximum capacity of the passenger terminal at Adi Sucipto Airport, which has an area of 15 thousand square meters, is only about 1.2 million passengers per year. So even with other facilities such as; apron (aircraft parking area) capacity of only 8 aircraft; and the runway along the 2,250 meters, is no longer able to increase the movement of aircraft and serve large-bodied aircraft. Whereas in 2016, the number of passenger movements at Adi Sucipto airport has reached 7.2 million passengers. Of course these conditions make the service is not maximal and give impact on the reduced comfort of passengers. So it is necessary to immediately build a new bigger airport for air movement to be freer and the passengers more comfortable with the existence of a wider airport.

In some areas directly adjacent to the province of DIY, Purworejo Regency is regency that still needs to be developed in terms of infrastructure development and also tourism. Purworejo Regency has a slogan as *Purworejo Berirama*, where the real meaning is Purworejo Clean, Beautiful, Friendly, and Safe; but the slogan is usually slipped to mean the regency that when passed will cause shocks to the vehicle because of the road conditions are perforated and damaged. In addition, Purworejo regency, who is directly adjacent to DIY province which is a tourism city, does not even promote the tourism of its own region and also the lack of

directions to tourist sites hamper the development of Purworejo Regency so that tourists find it difficult to explore tourist spots in Purworejo Regency.

The location of the new airport development in Kulon Progo Regency and adjacent to the southern part of Purworejo Regency will create a new curiosity such as what is a strategic planning that will be taken by Purworejo Local Government as a form of the development report because of this will certainly create great economic opportunities for regional income. Kulon Progo government itself conducts basic training to the community free of charge in welcoming the presence of New Yogyakarta International Airport in hopes of cutting down poverty and unemployment, especially in front of the New Yogyakarta International Airport in Kulon Progo. The development of New Yogyakarta International Airport will take some effect in terms of growth in Purworejo Regency as the closest location with the construction.

The development of New Yogyakarta International Airport will give new economic development impact to Purworejo Regency, both in terms of regional income and regional tourism income. This is because the construction of New Yogyakarta International Airport is close to Purworejo Regency. In addition, other advantages that are created are because this airport will become an international airport with the purpose of tourist destinations, so that tourism in Purworejo Regency also allows attracting foreign and local tourists, seeing the location of Purworejo Regency has a distance closer to the airport than the city of Yogyakarta own. So that required preparation for Purworejo regency which is the area affected so that make development of New Yogyakarta International Airport as an opportunity to develop area Purworejo Regency. It also creates a stigma about how far the preparedness of Purworejo Regency with the development of New Yogyakarta

International Airport from various aspects of regional development as well as the development of its human resources in response to the construction of New Yogyakarta International Airport.

Purworejo Regency Government must ensure harmony of relations between the regions with each other, it means able to build cooperation between regions to improve common welfare and prevent regional imbalances in order to build regional equity. This is because Purworejo regency became an affected area of New Yogyakarta International Airport development while Purworejo regency condition has not shown any signs of development planning to welcome New Yogyakarta International Airport, especially in Bagelen sub-district which is adjacent to New Yogyakarta International Airport. Development is only felt at some point in the city center, such as at the road W.R Supratman, Purworejo square, Kutoarjo square. So far there is only development in the Bagelen market but this development has little impact on the governance of the region in Purworejo regency. In addition, community participation in the development plan is needed to synchronize development with what is needed by the community and the opportunities that exist for the creation of life and livelihood enhancement. So the Purworejo government needs to make efforts to generalize the regional gap in terms of regional governance and also the improvement of economic capability. Purworejo government needs to take a big opportunity from the impact of the development of New Yogyakarta International Airport to attract investors or entrepreneurs who are interested in investing as part of the New Yogyakarta International Airport development because the new airport also still needs a buffer business to see the status it carries is an international airport. This opportunity will certainly be a challenge for the Government of Purworejo Regency.

II. RESEARCH QUESTION

Based on the exposure above background problem can be drawn the outline of the problem as follows:

- 1. What are the factors that need to be developed in Purworejo Regency to welcome the construction of New Yogyakarta International Airport?*
- 2. How is the preparedness of Strategic Planning from Purworejo Regency facing the affected area of New Yogyakarta International Airport?*

III. RESEARCH OBJECTIVE

According with the formulation of the problem that has been stated before, the objectives of this research is as follow:

1. To identify the factors those are capable of being developed by the affected region of development New Yogyakarta International Airport in Purworejo Regency.
2. To assessing the preparedness of strategic planning from Purworejo Regency in welcoming as the affected area of New Yogyakarta International Airport development.

IV. RESEARCH BENEFIT

According to the background of the problem above, autor wish that:

1. The existence of this research can be an experience and increase knowledge for researchers and readers.
2. With this research is expected to add insight and experience for the reader.
3. To be a source of study of existing science in research.

V. THEORITICAL FRAMEWORK

1. Local Government

A. Local Government Definitions

Local Government is the organizer of government affairs by the regional government and DPRS according to the principle of autonomy and duty of assistance with the principle of autonomy as wide as possible in the system and principle of the Unitary State of the Republic of Indonesia as intended in the 1945 Constitution of the Republic of Indonesia. Where are the Governor, Regent, or Mayor, and blood device as an element of local government organizer. The Regional People's Legislative Assembly, hereinafter referred to as the Regional People's Legislative Assembly (DPRD), is a representative institution of the regional people as an element of the regional government administration. The local government which is a sub-system of the national government administration system has the authority to regulate and manage its own household.

In the implementation of regional autonomy, the Regional Head and Deputy Regional Head shall not only have rights, but also have obligations therein. That is, a regional head in the implementation of his leadership pattern should not only oriented to the demands to obtain the right and authority as much as possible, regardless of the meaning of regional autonomy itself that was born from a need for efficiency and effectiveness of management of governance, which aims to provide services better and better quality to society.

In the provision of Article 65 of Law Number 23 Year 2004 regarding Regional Government, the Regional Head in running the regional government has the following duties and authorities:

- 1) To lead the implementation of Government Affairs which is the regional authority based on the provisions of the laws and regulations established by the DPRD.
- 2) Maintaining peace and public order.
- 3) Prepare and submit a draft law on RPJPD and draft local regulation on RPJMD to DPRD to be discussed with DPRD, and prepare and establish RKPD.
- 4) Prepare and submit a draft law on APBD, draft local regulation on APBD changes, and draft local regulation on accountability of APBD implementation to DPRD to be discussed together.
- 5) Representing its territory inside and outside the court, and may appoint a legal representative to represent it in accordance with the provisions of legislation.
- 6) Propose appointment of deputy head of region.
- 7) Carry out other duties in accordance with the provisions of legislation.
- 8) Establish a law that has been approved by the DPRD.
- 9) Establish the Regional Head's Decision and Decree.
- 10) Take certain actions in urgent circumstances that are needed by the Region and / or the community.
- 11) Carry out other authorities in accordance with the provisions of legislation. (GFAS Baeha-2015).

The local government in the regency headed by the regent or mayor responsible to the DPRD of Regency / City and is obliged to report to the President through the Minister of Home Affairs in the context of guidance and supervision. Regent as an element of Local Government and regional leaders have the duty to perform general obligations and carry out all regional authority and assigned coaching duties. While the functions organized by the Bupati are:

- a. Regional Leaders who must foster all regional tools in order to be efficient and effective in the implementation of regional authority.
- b. Formulation and determination of regional policy in the implementation of supervision and trial of regional authority.
- c. Coordination of the task of vertical institutions in the region.

In a large, visible and responsible regional government, local governments are required to do their best to utilize the capabilities already possessed by the regions in order to generate their own financial resources and their potential in the region, including in the application in the form of real development.

Furthermore, the Regional Government is an apparatus or organization authorized, entitled, and obliged to regulate and manage their own household. In relation to the concept of organization, the government, both National Government and Regional Government according to Marium entered as an organization. Marium (1979) explained that which includes elements of the organization include:

- a) A group of people with a common goal.
- b) Can only be held in cooperation.

- c) Or, a joint effort for members of the group to work together.
- d) Division of labor under one leader.

Therefore, if it is associated with the term government it can be said that the Regional Government organization is the activity of a group of people who cooperate and is government apparatus. The organization who given the authority, the right or obligation to regulate and assume its own household affairs with the division of labor in under the Central Government.

B. Local Government Affairs

The organizers of government affairs are divided based on externalist criteria, accountability, and efficiency with respect to the harmony of relationships between government structures. Government affairs under the jurisdiction of the regional government, organized on the basis of the above criteria consist of compulsory and optional affairs.

Compulsory matters which are the authority of the provincial government are the provincial-level affairs covering 16 affairs. Provincial government affairs that are optional include government affairs that are real and have the potential to improve the welfare of society in accordance with the conditions, uniqueness, and potential of the region concerned. Compulsory matters which are the authority of the district or city government include 16 affairs. The municipal or municipal government affairs that are optional include government affairs that are real and have the potential to improve the welfare of society in accordance with the

conditions, uniqueness, and potential of the region concerned (Ridwan, 2006).

In carrying out governmental affairs under the jurisdiction of regional administrations, local governments exercise the widest possible autonomy to:

- 1) Arranging and managing their own governmental affairs based on the principle of autonomy and duty of assistance.
- 2) Define the local program.

In administering governmental affairs, local governments have links with the central government and with other regional governments. These relationships include the relationship of authority, finance, public services, utilization of natural resources, and other resources. Financial relationships, public services, utilization of natural resources, and other resources are carried out fairly and harmoniously. The relationship is also the cause of administrative and territorial relationships between government affairs.

Implementation of the function of local government will be implemented optimally if the administration of government affairs is followed by the provision of adequate revenue sources to the region, with reference to the Law regulating the Fiscal Balance between the central and local governments, where the amount is adjusted and aligned with the division of authority between the government and regions. All financial resources inherent in any government affairs assigned to the region become a source of local finance. Regions are granted the right to obtain financial resources such as: the availability of funding from the Government in accordance with government affairs submitted; the authority to collect and

utilize local taxes and levies and the right to obtain revenue sharing from local resources in the region and other balance funds; the right to manage local wealth and obtain other legitimate sources of income as well as sources of financing. Under such arrangements, in this case the government basically applies the principle of money to function.

In order to improve the welfare of the people, the regions can establish cooperation with other regions based on the consideration of efficiency and effectiveness of public services, energy and mutual benefit. Cooperation is realized in the form of inter-regional cooperation bodies that are governed by joint decisions. In the provision of public services, the regions may cooperate with third parties. Cooperation that burdens the people and the regions should get DPRD approval.

In the event of a dispute in the administration of inter-regency / city government functions within a province, the Governor shall resolve the dispute. In the event of a dispute between provinces, between provinces and districts / municipalities within their territories, and between provinces and districts / municipalities outside their territories, the Minister of Home Affairs resolves such disputes. The decision of the Governor or Minister of Home Affairs as referred to is final. In the framework of the implementation of local government, the President may form a council which is tasked to provide advice and consideration to the policy of regional autonomy.

The Council is headed by the Minister of Home Affairs whose membership structure and administrative arrangements are further regulated under a Presidential Regulation. The Council is tasked with providing

suggestions and considerations to the President among others concerning the draft policy, namely the establishment, deletion, and merging of regions and the establishment of special areas; financial balance between the Government and local government.

2. Development

A. Development Definitions

The implementation of national development aimed at improving the living standards and welfare of Indonesian people, mostly in rural areas, so for the sake of development activities more directed to rural development, so that national development will succeed if rural development increases.

Siagian (2005) was states that development is a business or a series of growth efforts or changes that are realized consciously by a nation, state and government from development in the framework of nation-building (nation-building). Henry (2013) was stated that development is defined as a "process", a process describing the development, whether it involves growth processes or changes in social life and culture. The opinion explains that, development is an attempt to change towards a decent and better life that is to equate the nation's life in a fair and equitable.

In a community in a region of course there is a variety of social, economic, and have contours of different forms of the region. For example, areas that have disaster-prone levels with areas that do not have the threat of disaster, of course the development of infrastructure and social life patterns are different. In addition, developments in areas that have abundant natural

resources with areas that have tourism resources are also different. Therefore development can be interpreted as a coordinated effort to create more legitimate alternatives to every citizen to fulfill and achieve his most human aspirations. So it can be interpreted that development should be oriented to diversity in all aspects of life. Development should include the economic, social, political, and community as a whole aspect. So this becomes the duty and responsibility of central and local governments as stakeholders and policy makers.

Development on infrastructure is very important and most basic in everyday life in society. Infrastructure was side by side with the community, where this infrastructure supports the activities of the community. Soetrisno (1985) said that infrastructure; underground structures or infrastructures are the availability of roads, bridges, dams, harbors and others.

Furthermore, Effendy (2002) said that the availability of adequate infrastructure in the form of the availability of public service facilities, public service facilities include educational facilities, health facilities, places of worship, electricity, roads, bridges, culverts, transportation, clean water, drainage, technology and communication that aims to enable the society to move forward and facilitate economic activity in the community.

B. Development Planning

In general, planning means an activity and basic activities to make steps as efforts to get things to be achieved or aspired. In Law Number 25 Year 2004 on National Development Planning System article 1, Planning is a process to determine the right future action, through a sequence of options, taking into account the available resources.

Planning is an ongoing process that produces decisions, or choices, about alternatives to the possible use of my resources for the purpose of reaching a part of the goal within a certain period of time in the future. From the opinion of Conyers and Hill in Haryono (2010) obtained the definition of planning as:

1. Make a choice;
2. Allocate existing resources;
3. Achieving goals;
4. For the future.

So planning is a form of grand design action of a policy stakeholder to then plan a policy that will be implemented, where the policy is in accordance with the interests of the people and is something that is sustainable for the future. Decentralization policy is a policy that can encourage the acceleration of local development; here the local government has the responsibility and big share in building the region both from economic, political, and social aspects.

It needs to be further explored about the role that Local Government has in creating the Regional Development Planning. This is considered

important because the Regional Government must actively conduct the Regional Development Planning for the following reasons:

- a. To assist the Central Government and at the same time express opinions in researching projects to be implemented in the area.
- b. It creates effective decentralization and thus creates more efficient administration.
- c. To provide direction to the private sector so that investment activities can be implemented efficiently and provide the maximum contribution to economic development.

Recognizing the importance of the benefits of regional development planning programs, especially to enhance the efficiency of project deployment in various regions, local governments should seek to assist central planning by providing data and information on local potentials and resources. It is an effort to disseminate projects in addition to enhancing equitable development on the basis of available resources in the region.

3. Strategic Planning

Michael E. Porter (Usmara, 2006) explained the meaning of strategy is to create an adjustment between the activities undertaken by a company. Considering the success of a strategy depends on doing a lot of things well, not choosing the job and integrating it. If there is no adjustment in the pursuit of the strategy, there will be no special strategy and no alignment at all.

Local government as a public organization should also have strategic planning which is a regular and pragmatic approach that can be

used in current and future decision making. This strategic planning is a process of self-assessment, goal setting, strategic development, and performance monitoring (Hamali, 2006).

Every organization has a strategic, in this case to realize the organizational goal that must be owned by an organization is an activity. The organizational strategy looks at the patterns of objectives, policies, programs, activities, decisions, and resource allocations. An effective strategy must meet several criteria, such as:

- 1) Technically necessary strategy should be run.
- 2) Strategy is politically acceptable to stakeholders.
- 3) Strategy must be in accordance with the philosophy and values of the organization.
- 4) The strategy should be in accordance with the strategic issues to be solved.

A. Strategic Planning Process

John M. Bryson defines strategic planning as an effort intended to make important decisions and actions that shape and direct an organization to effectively respond to a dramatically changed environment. The formulation of the strategy is an outline of the fundamental challenges faced. Therefore the strategy must be formulated in harmony with the strategic issues that have been defined, namely:

- a) Identify common alternatives that can be used to address strategic issues.

- b) Study the constraints that may arise in the implementation of the general alternatives.
- c) Formulate key proposals that can be used to realize these alternatives, while anticipating possible constraints.
- d) Formulate the main activities what should be done in one or two years ahead.
- e) Formulate specific steps to be taken within the next six months and establish who is responsible for carrying them out.

The definition of strategic planning by Berry and Wechsler Asmoko (2011) is a systematic process for managing organizations and future directions in relation to the environment and external stakeholder requests, including strategy formulation, agency strength and weakness analysis, agency stakeholder identification, implementation strategic, and issue management.

There are eight steps in the strategic planning process. Such a step should lead to action, results and evaluation research, or implementation and evaluation should not wait until the end, but should be an integral part of the process and continually. These steps according to Bryson (M.Bryson, 2005):

- 1) Initiate and agree on a strategic planning process

The goal of the first step is to negotiate agreement with the key decision makers about all the most important strategic planning and planning efforts. The agreement should include the purpose of

the planning effort, the steps taken in the process, the form, and the reporting schedule, the roles and functions and membership of a group or committee authorized to oversee the effort, roles, functions and membership of the strategic planning team, resources needed for the success of strategic planning efforts.

2) Identify the organization's mandate

The formal and informal mandates placed in the organization are the imperatives that the organization faces. It is amazing how certain organizations know exactly what to do and not do as their job.

3) Clarify the mission and values of the organization

The mission of the organization is closely related to its mandate, setting mission more than simply reinforcing the existence of the organization. Clarifying the purpose can reduce a lot of unnecessary conflicts within an organization and can help channel productive discussions and activities.

4) Analysis of the internal environment (strengths and weaknesses)

To recognize internal strengths and weaknesses, organizations can monitor resources (input), current strategies (processes), and performance (outputs).

5) Analyze the external environment (opportunities and challenges)

The planning team should explore the environment outside the organization to identify opportunities and threats facing the organization. Opportunities and threats can be identified by

monitoring the various political and economic powers and trends of politics, social, and technology.

6) Identify strategic issues facing the organization

Identifying strategic issues of important policy issues may affect mandate, mission, and values, levels and mixes of products or services, clients, users or payers, financial costs, or organizational management. The strategic issue statement must contain three elements, namely: the issue should be made concise; the factors that cause something to become an important policy issue should be listed in particular the mandate, mission, values or internal strengths and weaknesses and what external opportunities and threats make this a strategic issue; the planning team should emphasize the consequences of failure to address the issue. A review of the consequences will reveal considerations of how diverse issues are strategic or important.

7) Formulate strategies for managing issues

Strategies are defined as patterns of goals, policies, programs, actions, decisions, or resource allocations that define how the organization, what the organization does, why the organization should do it. The strategies may vary due to level, function, and time frame.

8) Establish an effective organizational vision for the future

The final step in the planning process, the organization develops a description of how the organization should succeed in implementing its strategy and reaches its full potential.

The principle of regional development planning should include a unity in the national development system, undertaken by the local government together with stakeholders based on their respective roles and authorities, be able to integrate spatial plans with regional development plans, and be implemented on the basis of the conditions and potentials of each, each region in accordance with the dynamics of regional and national developments. So that regulated in a Regulation of the Minister of Home Affairs Number 54/2010 on Implementation of Government Regulation No. 8 of 2008 on the stages, arranging procedures, controlling, and evaluating the implementation of regional development plans.

4. SWOT Analysis

SWOT is an acronym of strength, internal weakness of an institution and opportunities, and threats from the environment it faces. According to JP G Sianifar & Entang (2003), SWOT analysis is a process of detailing the internal and external environment to know the factors that influence the success of the institution into the category of strength, weakness, opportunities and threats as the basis for determining the objectives, targets, and strategies to achieve it has the advantage of achieving a better future.

Opportunities are the main beneficial situation in an institution. Threats are a major unfortunate situation within the institution. Threats are a major obstacle for the institution in achieving the desired position. Strength is a resource or capability controlled by or provider for an

institution that makes the institution relatively superior to its competitors in meeting the needs of the community. While weakness is a limitation or deficiency in one or more resources or capability of an institution against its competitors, which becomes an obstacle in meeting the needs of society.

Internal and external environment analysis is expected to provide information about the institutional capability and position of agency strength as well as key factors of success or strategic factors in achieving the vision and mission. The information obtained from the SWOT analysis is used as feedback in sharpening mission formulation and the formulation of rational objectives and reference in formulating development strategies and plans.

VI. CONCEPTUAL DEFINITION

Conceptual definition is the way to explain the limitation of the definition concept between other concepts. In order to provide a clearer representation and avoid misunderstandings interpretation of the important terms of each concept used, it needs to be given to the following definitions, such as:

a. Local Government

Local Government is the organizer of government affairs by the local government and DPRS according to the principle of autonomy and duty of assistance with the principle of autonomy as wide as possible in the system and principle of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the State of the Republic of Indonesia. Where are the

Governor, Regent, or Mayor, and blood device as an element of local government organizer.

b. Development

Development is a business or a series of growth efforts or changes that are realized consciously by a nation, state and government from development in the framework of nation-building (nation-building). Development should include the economic, social, political, and community as a whole aspect. So this becomes the duty and responsibility of central and local governments as stakeholders and policy makers.

c. Strategic Planning

Strategic Planning is a regular and pragmatic approach that can be used in current and future decision making. This strategic planning is a process of self-assessment, goal setting, strategic development, and performance monitoring

d. SWOT Analysis

A process of detailing the internal and external environment to know the factors that influence the success of the institution into the category of strength, weakness, opportunities and threats as the basis for determining the objectives, targets, and strategies to achieve it has the advantage of achieving a better future.

VII. OPERATIONAL DEFINITION

An operational definition defines a concept solely in terms of the operations (or methods) used to produce and measure it. In forming research questions and hypotheses, identify operational definitions by reading research articles that examine the same concept we intend to analysis this research are:

1. Local Government
 - a. Purworejo Regency Local Government Role
 - b. Formulation and Determination of Regional Policy
 - c. Coordination of Regional Institution

2. Strategic Planning
 - a. Identify strategic issues facing the organization
 - b. Study the constraints that may appear in implementation of general alternatives
 - c. Formulate key as an alternatives
 - d. Formulate the main activity
 - e. Formulate strategies for managing issues

3. SWOT Analysis
 - a. Strength and Weakness of Purworejo Regency
 - b. Opportunities and Threats of Purworejo Regency
 - c. Strength and Opportunities Strategy
 - d. Strength and Threats Strategies
 - e. Opportunities and Weakness Strategies
 - f. Threats and Weakness Strategies

VIII. RESEARCH METHODS

1. Type of Research

In this study the author using descriptive qualitative methods. The qualitative method is a procedure that produces research descriptive data in the form of the written word or spoken of people and behavior that can be observed. To get an objective conclusion, qualitative research tries to deepen and break through symptoms that inter- predate the problem or to conclude the combination of problems as the situation presents. (Lexy, 2002:3)

2. Data Resources

a. Primer Data

Data obtained from interviews with the parties related to the object under study.

b. Secondary Data

The use of secondary data in research is the main requirement because this research relates to the secondary data used, among others regulations, literatures, documents issued by the government and others related to the problem under study.

3. Data Collection Technique

a. Documentation

In this technique, the authors attempted to collect the data that comes from the books, archives, news, agenda, notes and other relevant issues in research. These documents are derived from the library, research places, institutions, and journals from a variety of other literature.

b. Interviews

This technique is done to obtain data by interviewing the people who involved directly with the activity at hand with the research. Interview done to related institutions, such as BAPPEDA of Purworejo Regency.

c. Observation

Techniques are done by looking at and reviewing the immediate conditions that exist in the field. In the observation method the researcher will directly plunge into the field and see the problems that become the subject of research related to the title of research so that later researchers can find solutions of the problems studied.

4. Data Analysis Technique

In analyzing the study data this writer using qualitative analysis techniques, where the data obtained were classified, described with words. Data is collected in the form of words, images and not the form of the figures. Thus, this research report will contain quotations data to give an overview presentation of the report. The data obtained from the papers, interviews, notes, reports, official documentation, and so on. In addition, the authors also try to understand and deepen their symptoms with problems interpretation and conclude various problems that exist.

In addition, the authors also process data with SWOT analysis techniques. The SWOT analysis can be used to identify and also internalize internal and external environmental indicators systematically, and can act as a catalyst in the process of making strategic development planning. SWOT analysis can be utilized to formulate and implement development strategies that can be seen

from two indicators, namely internal and external. Internal factors include the strengths and weaknesses of the area. While external factors include opportunities that can be exploited and also threats and obstacles that need to be faced. The assumption used in this analysis is that a precise and effective strategy will instantly maximize the opportunities or strengths that they have and also minimize the threats and weaknesses.

The indicators evaluated in formulating the SWOT are the strengths that are possessed include competitive advantage and competence, the weaknesses that can be a barrier to the success of a strategy. Emerging opportunities can be exploited to limit barriers, in spite of opportunities that appear to feed threats that can hinder the achievement of any goal cannot be avoided.

There are four possible alternative strategies: power and opportunity strategies (SO), weakness and opportunity strategies (WO), weakness and threat strategies (WT), and power and threat strategies (ST).

Internal	Strength (S)	Weakness (W)
External	List of Internal Strengths	List of Internal Weakness
Opportunities (O) List of External Opportunities	SO Strategy Use the power to take advantage of opportunities	WO Strategy Utilizing existing opportunities to overcome weaknesses
Threats (T) List of External Threats	ST Strategy Use power to avoid threats	WT Strategy Minimize weakness and avoid threats