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Evaluation of the Implementation of Coastal Community Empowerment Policy in Supporting Indonesian Maritime Defense (A Case Study in Surabaya City)

Beni Rudiawan, Sumartono, Mardiyono and Choirul Saleh
Brawijaya University, Veteran Malang, Ketawanggede, Lowokwaru Malang, 65145 Jawa Timur, Indonesia

Key words: Public Policy, evaluation of implementation, CIPP, AHP, likert scale

Corresponding Author:
Beni Rudiawan
Brawijaya University, Veteran Malang, Ketawanggede, Lowokwaru Malang, 65145 Jawa Timur, Indonesia

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Abstract: Public policy issued by the Surabaya City Government through the Regional Regulation Number 10 Year 2016 concerning the Medium-Term Regional Development Plan (RPJMD) of Surabaya City for 2016-2021 has analyzed strategic issues and formulated the visions, missions, goals and targets including the formulation of strategies and direction of policies as well as general policy establishment and regional development programs. However, the implementation of public policy that leads to the empowerment of coastal communities to improve welfare and living standards and make them the elements of maritime defense strength in Indonesia is still not particularly visible. This research aimed to provide an evaluation of the coastal community empowerment policy as stated in the Regional Regulation Number 10 Year 2016 concerning The Medium-Term Regional Development Plan of Surabaya City as a policy prepared by the relevant regional governments in supporting Indonesian maritime defense. This study used the CIPP (Content, Input, Process and Product) evaluation method approach and Analytical Hierarchy Process (AHP) method. The CIPP evaluation method was used to determine the criteria for evaluating the implementation of a policy program. The AHP method was employed to give weighting criteria to the policy program. Then a questionnaire was conducted with Likert scale to give a score on the related evaluation instrument. Based on the results of the evaluation of the coastal community empowerment policy implementation in Surabaya City using CIPP-AHP approach and Likert scale, the overall performance of the contextual aspect had an evaluation value of 85.33% with a good category and result of the overall input aspect evaluation value was 76.25% in a moderate category. Meanwhile, the overall aspect process evaluation result was 79.125%, also a moderate category. Last, the evaluation result of product aspects was 79.75% in a moderate category. Overall, the evaluation of the implementation of the coastal community empowerment

policy in supporting maritime defense in Surabaya City obtained a value of 80.12% in a moderate category. This research is expected to be able to provide an understanding to the stakeholders about the coastal community empowerment policy in supporting the maritime defense. Furthermore, this research is expected to be a reference source for the development of evaluation methods for policy implementation.

INTRODUCTION

Geographically, Indonesia is the largest archipelago state in the world and this is in line that Indonesia has >17,000 islands with a coastline length of 81,000 km and waters area of 3.1 million km² (0.3 million km^2 of territorial waters and 2.8 million km^2 of archipelago waters) or 62% of its territorial area[1]. Taking into account the current threat spectrum that utilizes the existence of coastal areas and their communities, it is time for Indonesia to develop maritime defense through the implementation of concrete coastal community empowerment policy[2]. However the reality is that currently Indonesia is indeed an archipelagic state but has not yet been completed as a maritime state, hence in realizing national development it is also not yet based on a maritime perspective[3].

Public policy issued by Surabaya City government through the Regional Regulation No. 10 Year 2016 concerning the Medium-Term Regional Development Plan of Surabaya for 2016-2021 period has analyzed the strategic issues and formulated visions, missions, goals and targets including strategies and direction of policies as well as established general policies and regional development programs[4]. However, the implementation of public policy that leads to the empowerment of coastal communities to improve welfare and living standards and make them one of the elements of maritime defense strength in Indonesia in particular is still not yet visible[5].

When faced with a cross-country threat that uses the sea as a medium of transportation, the coastal areas indirectly become a transit point and it is possible that coastal communities can become agents of transnational crimes. This research aims to provide an evaluation of the coastal community empowerment policy as stated in the Regional Regulation Number 10 Year 2016 concerning the Medium-Term Regional Development Plan of Surabaya as a policy prepared by the relevant regional governments in supporting Indonesia's maritime defense.

This research applied the CIPP (Context, Input, Process and Product) evaluation method approach and Analytical Hierarchy Process (AHP) method. The CIPP evaluation method was used to determine the criteria for evaluating the implementation of a policy program. The AHP method was carried out to give weighting criteria to the policy program. Then a questionnaire was made using a Likert scale to give a score on the related evaluation instrument.

There are several research literature applying CIPP methods. First, CIPP was used to provide an evaluation of natural science subject and to identify the strengths and shortcomings of teacher quality[6]. CIPP model was also used to conduct a program evaluation to newly developed textbooks at the Iranian Ministry of Education[7]. Several research used CIPP model for evaluating the quality of education in schools[8], for providing an evaluation of the children's rehabilitation program[9] and an instrument for evaluating the implementation of the topic of optical project assessment in class VIII of Junior High School in Yogyakarta[10]. The other investigations employed CIPP model to determine the effectiveness of the School Operational Assistance implementation in private Islamic Primary School in Jambi City[11], to evaluate high school EFL programs[12] and to evaluate competency-based curricula designed through internal funding in the telecommunication sector[13]. Furthermore, the utilization of CIPP model was to find out the effectiveness of the implementation of the inclusive Elementary School Gadang 2 in Banjarmasin[14] and to evaluate Package C education program[15].

There is also plenty of research conducted using the Evaluation Analytical Hierarchy Process (AHP) model. Chabuk *et al*.[16] used AHP model to obtain criteria weights for solid waste disposal in Al-Mahawil Qadhaa, while Ozsoy and Yilmaz[17] used this model to provide an evaluation of the product design concept. In some empirical studies, AHP model was applied to choose priorities in the optimization management of fisheries in the Sea of Oman[18], to evaluate the factors that influenced the value of agricultural land[19], to evaluate manufacturing processes based on 5 axis machine tools[20] and to obtain housing market analysis preferences[21]. Other research used AHP method for selecting the right country for economic integration with a case study of Iranian foreign trade with the Organization of Islamic Countries (OIC)[22], to prioritize a series of criteria, sub-criteria and alternatives in the renewable energy planning process[23] as well as to prioritize factors that had a substantial effect on wood surfaces and wood-based materials in the sawing process[24]. Lastly, this AHP method was used in the process of evaluating railroad system project in Istanbul[25].

This research is expected to be able to provide an understanding to the stakeholders about the coastal community empowerment policy program in supporting maritime defense. Furthermore, this research is expected to be a reference source for the development of evaluation methods for policy implementation.

MATERIALS AND METHODS

Surabaya City: Surabaya City was officially established since 1293 and is known as a port city which indirectly makes Surabaya as a city of trade and services and is a strategic route linking the middle part and eastern part of Indonesia. Geographically, Surabaya City is located at 7°9'-7°21' South Latitude and 112°36'-112°57' East Longitude[26]. Most of the city is lowland with a height of 3-6 meters above the sea level whereas the rest, it's Southern part, is hilly with a height of 25-50 meters above the sea level[5].

The total area of Surabaya City is +52,087 ha with 63.45% or 33,048 ha of the total area is land and the rest which is around 36.55% or 19,039 Ha is sea area managed by the City Government of Surabaya. Administratively, Surabaya is divided into 5 urban areas, consisting of 31 sub-districts and 163 villages[27]. The boundaries of Surabaya City are as follows: North: the Madura Strait, South: Sidoarjo Regency, East: the Madura Strait and west: Gresik Regency[28].

Policy implementation: Policy implementation is an activity that relates directly to the parties who are the object of the policy[29], therefore, it is not exaggerating if the policy implementation includes important aspects. It is possible that after a policy has been implemented there is a discrepancy between the expected goal and the existing outcomes or so-called "implementation gap".

Implementation of public policy is a complex activity process and involves many parties both from the government and from outside including the communities[29]. Structure of public policy implementation has a very dynamic nature because it depends on many aspects. Therefore, a specific understanding is needed regarding policy implementation[30].

The basic measures and objectives will be useful in outlining the goal of the overall policy decisions. Besides that, they are also evident and can be measured easily in some cases. Nonetheless, it is still possible to face some difficulties in getting performance measurement and problem identification, since, this is due to the possibility that the program area is too broad and the goal is very complex[31].

Maritime defense: In essence threats can be viewed from a variety of perspectives and depend on an entity's point of views. Threats are viewed as all kinds of things come both from within and outside a country and are still in the form of potential or forms of activities that threaten sovereignty, integrity, including efforts to change the character of a sovereign state. Threats can be constructed in a series of claims which declare a generic statement related to the protection of a particular object reference[32].

In the maritime context, the aforementioned threats are important in the study of maritime security, which requires an effort to build maritime defense. There are three important frameworks for formulating the concept of maritime security, namely "the maritime security matrix, securitization framework and security and communities of practice[33]". Through these three frameworks, it will be able to map how to form relevant maritime security from the perspective of building maritime defense. In principle, maritime security has a strong correlation with other dimensions, namely national security, economic security, human security (society) and the maritime environment itself[4].

In developing maritime defense, the Indonesian government has issued the Government Regulation (PP) Number 16 Year 2017 dated 20 February, 2017 concerning the Indonesian Maritime Policy which consists of seven pillars namely:

- Management of marine resources and human resource development
- Defense, security, law enforcement and safety at sea
- Marine governance and institutions
- Economy, infrastructure and welfare improvement
- Management of marine space and protection of marine environment
- Maritime culture
- Maritime diplomacy

Community empowerment: Community empowerment is an emphasis on the importance of self-reliant communities as a system that organizes itself[34]. This empowerment approach is expected to give role to individuals not as objects but as actors (actors) that determine their lives. The main approach in the empowerment is that a community is not the object of various development projects but is the subject of the development effort itself[35].

There are several approaches that can be used in community empowerment, including[36]: centralization becomes decentralization; top-down becomesbottom-up; uniformity becomes local variation; prioritizing community decision making; dependency becomes sustainability; social exclusion becomes social inclusion and improvement becomes transformation.

CIPP method: CIPP model provides a direction for assessing the context, inputs, processes and products of a program. Unlike other evaluation approaches, CIPP Model not only assesses company results but also the environment, goals, plans, resources and implementation. Its orientation is proactive in guiding assessment needs, goal-setting, planning, implementation and quality assurance with an emphasis on continuous improvement. It is also retrospective in looking back, concluding and assessing the accountability and value of the finished program[6].

CIPP evaluation model is a comprehensive framework to direct the implementation of formative evaluation and summative evaluation of program objects, projects, personnel, products, institutions and systems. This evaluation model is configured to be used by internal evaluators conducted by evaluator organizations, self-evaluations carried out by project teams or contracted individual service providers or external evaluators[10]. CIPP evaluation model consists of 4 types of criteria, namely[15]:

Context evaluation: This evaluation identifies and assesses the needs that underlie the preparation of a program.

Input evaluation: This evaluation identifies problems assets and opportunities to help decision makers define and help to assess the objectives, priorities and benefits of the program as well as to assess alternative approaches, action plans, staff plans and budgets for cost-effectiveness and potential to meet needs and targeted goals.

Process evaluation: This evaluation seeks to access the implementation of the plan to help program staffs carry out activities and then help user groups to more broadly assess the program and interpret benefits.

Product evaluation: This evaluation seeks to identify and access outputs and benefits, both planned and unplanned, short and long term.

Analytical Hierarchy Process (AHP) method: Analytical Hierarchy Process (AHP) is a method for solving a complex situation that is not structured into several components in a hierarchical arrangement, by giving subjective values about the importance of each relative variable and determining which variable has the highest priority to influence the outcome in that situation.

The main equipment of AHP has a functional hierarchy with the main input of human perception. With hierarchy, a complex and unstructured problem is solved in groups and arranged in a hierarchical form. AHP is often used as a problem-solving method compared to other methods for the following reasons:

- The hierarchical structure as a consequence of the criteria chosen, reaches the deepest sub-criteria
- It takes into account the validity up to the tolerance limits of various criteria and alternatives chosen by decision makers
- It takes into account the durability of the outputs of the decision-making sensitivity analysis

Principle of arranging hierarchy: The principle of arranging hierarchy is to describe and elaborate a hierarchy, by breaking down the problem into separate elements. The way is by detailing knowledge of complex thoughts into the main elements, then each of these elements is broken down into its parts and so on, hierarchically[19].

The description of lower hierarchical goal is basically intended to obtain measurable criteria even though it is not always the case. In some cases, it may be more beneficial to use the goal in the higher hierarchy in the analysis process. The lower in describing a goal, the easier it is to determine the objective size and criteria. However, when the process of analyzing decision making does not require too detailed description, expressing the measure of achievement can be done using a subjective scale[25].

AHP procedure: There are three main principles in solving problems in AHP according to Saaty, namely[21]: Decomposition, Comparative Judgment and Logical Consistency. Broadly speaking, AHP procedure includes the following stages:

- Decomposition of problems
- Assessment/weighting to compare elements
- Arranging matrices and consistency test
- Determination of priorities in each hierarchy
- Synthesis of priorities
- Decision making

Assessment of elements: If the decomposition process has finished and the hierarchy has been arranged properly, pairwise comparison assessment (weighting) is carried out in each hierarchy based on their relative importance. In the example above, the comparison is made in Hierarchy III (between alternatives) and in Hierarchy II (between criteria)[37].

Assessment or weighting in Hierarchy III is intended to compare the values or characters of options based on each existing criterion. For example, between option 1 and option 2, in criterion 1, option 1 is more important, then between option 1 and option 3, option 3 is more important and so on, until all options are compared one by one (in pairs). Result of the assessment is the value/weight which is the character of each alternative.

Table 1: AHP scoring scale

Scores	Definition
1	Both elements/alternatives are equally important (equal)
3	One element is slightly more important than other elements (moderate more importantly)
5	One element is clearly more important than other elements (essential, strong more importance)
7	One element is very clearly more important than the other elements (demonstrated importance)
9	One element is absolutely more important than the other elements (absolutely more importance)
2, 4, 6, 8	When in doubt between the two closed values (grey area)

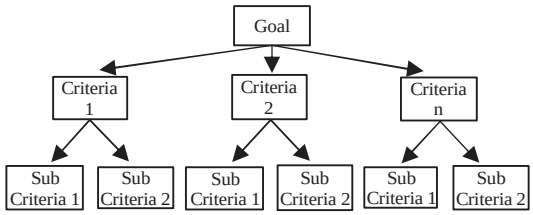

Fig. 1: Research flowchart

Assessment or weighting in Hierarchy II is intended to compare the values of each criterion to achieve the goal. Later the weighting of the importance of each criterion will be obtained to achieve the stated goal. The pairwise comparison assessment procedure in AHP refers to the assessment scores that have been developed by Thomas L Saaty as follows in Table 1.

Comparison values of criteria that have been obtained are then processed to rank all existing criteria. Both qualitative and quantitative criteria can be compared in accordance with a predetermined judgment to produce weights and priorities.

Matrix preparation and consistency test: When the weighting process or "filling in the questionnaire" has been completed, the next step is the preparation of a pairwise comparison matrix to normalize the importance of the weight of each element in each hierarchy (Fig. 1). The values obtained are then arranged into a pairwise comparison matrix similar to the matrix used in the matrix questionnaire above. However in preparing the matrix for analyzing these research data, all boxes must be filled[38]. AHP method can be done with the following steps including[38]:

- Define the problem and determine the desired solution
- Create a hierarchical structure that starts with the main goal
- Make a pairwise comparison matrix that describes the relative contribution or influence of each element to the goal or criteria at one level above it
- Perform pairwise comparison to obtain the total number of n×[(n-1)/2] pieces where n is the number of elements compared
- Calculate eigenvalues and test their consistency
- Repeat steps 3-5 for all levels of the hierarchy

Table 2: Personnel expert for research

Experts	Code	Total
Mayor of Surabaya	E1	1
Head of Maritime Affairs and Fisheries Office of East Java Province	E2	1
Head of Maritime Potential Office for Main Base of Indonesian Navy V Surabaya	E3	1
Heads of the Sub-districts (Sukolilo, Gunung Anyar, Rungkut)	E4-6	3

Table 3: Respondents data for research

Respondents	Code	Total
Heads of the villages	R1-10	10
Community leaders	R11-20	10
Coastal communities	R21-40	20

- Calculate the eigenvector of each pairwise comparison matrix
- Check the hierarchy consistency

Goal: Identifying the implementation of the coastal community empowerment policy in Surabaya maritime defense.

Data collection: The research data were obtained from 6 experts and 40 respondents. 6 experts consisted of: Mayor of Surabaya; Head of Maritime Affairs and Fisheries Office of East Java Province; Head of Maritime Potential Office of Main Base of Indonesian Navy V Surabaya; Heads of Sukolilo, Gunung Anyar and Rungkut Sub-districts.

The investigation carried out was in relation to building maritime defense through the implementation of coastal community empowerment policy which is stated in The Medium-Term Regional Development Plan of Surabaya City for 2016-2021. The coastal areas as the location of this research consisted of 3 sub-districts, namely Sukolilo District, Rungkut District and District Gunung Anyar. Besides, there were 30 respondents consisting of heads of the villages; the community leaders; the coastal communities (Table 2 and 3).

Regarding the secondary research data, the data collection was done in the forms of tables, graphs, working papers and other relevant research data which were obtained from related offices and agencies including in the districts that had been determined (Table 4 and 5).

Scoring system: The next step was applying scoring system using the integration of AHP Score and the Likert

Table 4: CIPP criteria for program implementation

Aspect	Sub Criteria	Codes
Context	Needs	C1
	The goal of program preparation	C2
	Basic program preparation	C3
Input	Human Resources	I1
	Organizational structure	I2
	Budget	I3
	Procedure for program implementation	I4
Process	Conformity between the program goal and its implementation	P1
	Understanding of community program	P2
	Program monitoring and evaluation	P3
	Obstacles	P4
Product	Benefits of policy	R1
	Sustainability of policy	R2

Table 5: Integrated score system for research

AHP score	Likert score	Percentage (100%)	Description
9	5	91-100	Very good
7-8	4	81-90	Good
5-6	3	71-80	Moderate
3-4	2	61-70	Bad
1-2	1	<60	Very bad

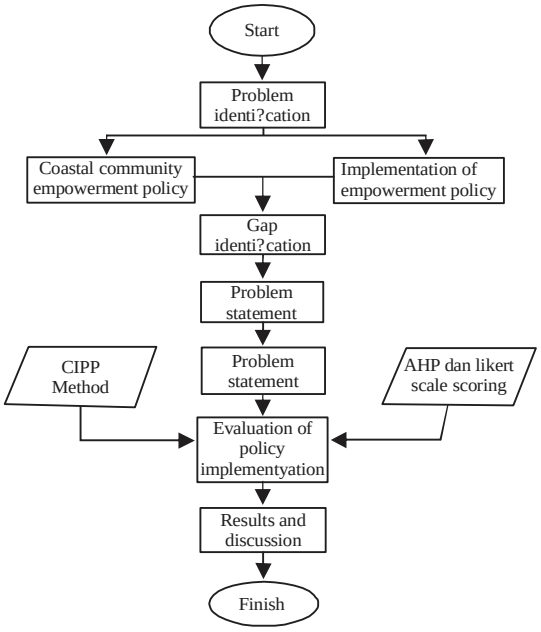

Fig. 2: AHP Criteria Model for Program Implementation.

score. This was conducted in order to find out the scores of the evaluation results from the coastal community empowerment policy implementation so that improvements can be made. Based on the table above, the Likert scale measurement categories are 5 (five): very good; good; moderate; bad; very bad. The way to asses was if the items were identified profitable, then the weight was as follows: score 5 indicates Very Good (VG) category; score 4 indicates Good (G) category; score 3 indicates Moderate (M) category; score 2 indicates Bad (B) category; and score 1 indicates Very Bad (VB) category (Fig. 2 and 3).

Table 6:. Result of Criteria Weight from AHP Score.

Aspects	Sub criteria	Code	Local	Weight
Context	Needs	C1	0.142	0.035
0.245	The goal of program preparation	C2	0.525	0.129
	Basic program preparation	C3	0.334	0.082
Input	Human Resources	I1	0.355	0.163
0.460	Organizational structure	I2	0.145	0.067
	Budget	I3	0.145	0.067
	Procedure for program implementation	I4	0.355	0.163
Process	Conformity between program goal and the implementation	P1	0.380	0.066
0.175	Understanding of community programs	P2	0.213	0.037
	Program monitoring and evaluation	P3	0.115	0.020
	Obstacles	P4	0.292	0.051
Product	Benefits of policy	R1	0.550	0.066
0.121	Sustainability of policy	R2	0.450	0.054

RESULTS AND DISCUSSION

Measurement of system hierarchical structure: The hierarchy of evaluation for the maritime defense empowerment policy implementation began with the goal, formation of the criteria until they sub-criteria. There were four main factors that influenced the evaluation of the maritime area empowerment policy implementation in Surabaya based on CIPP criteria, namely aspects of context, input, process and product. The context aspect consisted of 3 (three) sub criteria; the input aspect consisted of 4 (four) sub criteria; the process aspect consisted of 4 (four) sub criteria; and the product aspect consisted of 2 (two) sub criteria. The evaluation hierarchy for the maritime empowerment policy implementation in Surabaya City can be seen clearly in Table 6 and Fig. 3.

The next step was to create a pairwise comparison matrix. This stage was implemented by making a pairwise comparison matrix that had been obtained from the results of filling in the questionnaires carried out by the experts related to Surabaya maritime area empowerment. The next step was to normalizing the pairwise comparison matrix. In this AHP method, a criterion was considered to have the highest priority if the resulting weight had a greater score than the other criteria. Priority arrangement was made for each element of the problem at the hierarchical level. This process produced weights or contribution of criteria for achieving goals. The priority was determined by the criteria that had the highest weight.

From the obtained results, it was found that the most influential criterion for evaluating policy implementation was the input aspect with the largest weight, 0.46. Meanwhile, the most influential sub-criteria were sub-criterion of human resources and sub-criterion of program implementation procedure with the weight of 0.163. After the eigenvector calculation or criterion

Table 7: Result of implementation program scoring for AHP-CIPP model

Aspect	Code	Local	Weight	Scores	Total	Percentage	Class
Context	C1	0.142	0.035	4.400	0.153	88.0	Good
0.245	C2	0.525	0.129	3.925	0.505	78.5	Moderate
	C3	0.334	0.082	4.475	0.366	89.5	Good
Input	I1	0.355	0.163	4.300	0.702	86.0	Good
0.460	I2	0.145	0.067	3.950	0.263	79.0	Moderate
	I3	0.145	0.067	4.075	0.272	81,5	Good
	I4	0.355	0.163	2.925	0.477	58,5	Very Bad
Process	P1	0.380	0.066	4.250	0.282	85.0	Good
0.175	P2	0.213	0.037	4.100	0.152	82.0	Good
	P3	0.115	0.020	3.500	0.070	70.0	Bad
	P4	0.292	0.051	3.975	0.203	79.5	Moderate
Product	R1	0.550	0.066	4.050	0.269	81.0	Good
0.121	R2	0.450	0.054	3.925	0.213	78.5	Moderate

Table 8: Result of policy implementation evaluation for Surabaya city

Aspect	Code	Weight	Score	Total	Percentage	Class
Context	C	0.245	4.267	1.046	85.333	Good
Input	I	0.460	3.813	1.752	76.250	Moderate
Process	P	0.175	3.956	0.691	79.125	Moderate
Product	P	0.121	3.988	0.481	79.750	Moderate
Evaluation	80.115	Moderate				

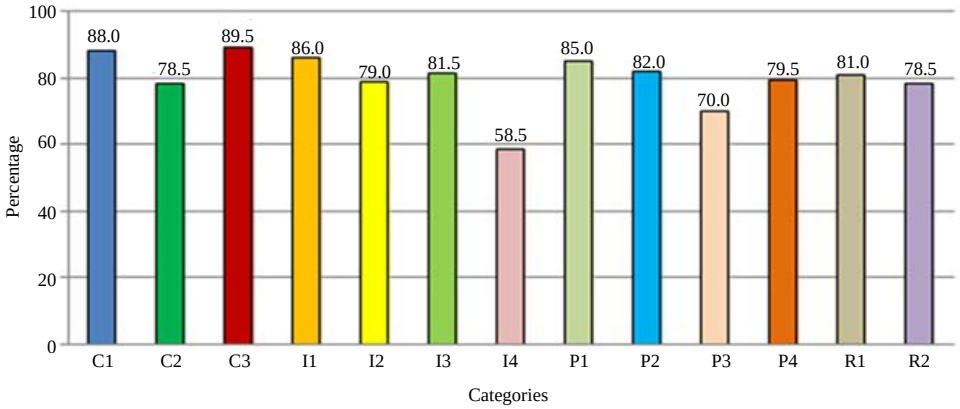

Fig. 4: Histogram of policy implementation evaluation for Surabaya city

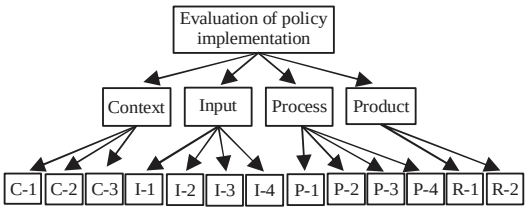

Fig. 3: Histogram of implementation program scoring for AHP-CIPP Model

priority weight was calculated, the pairwise comparison matrix was calculated toward the obtained criteria weights in to Table 7 gain weighted normalized values.

The next step was to carry out the scoring for each sub-criterion using the Likert scale 1-5. Scoring data collection involved the heads of the villages, the community leaders and the coastal community representatives. The Likert scale scoring evaluation results on the empowerment implementation of The Surabaya maritime defense area are shown in Table 8.

Testing of the instrument for the policy implementation evaluation was done using Likert scale. The policy implementation evaluation result showed that in the context aspect consisting of three sub-criteria, sub-criterion C1 had an evaluation value of 88.0% with a good category, sub-criterion C2 had an evaluation value of 78.5% with a moderate category and sub criterion C3 had an evaluation value of 89.5% with a good category (Fig. 4).

The result of policy implementation evaluation in the input aspect consisting of 4 sub-criterion showed that sub-criterion I1 had an evaluation value of 86.0% with a good category. In addition, sub-criterion I2 had an evaluation value of 79.0% with a moderate category,

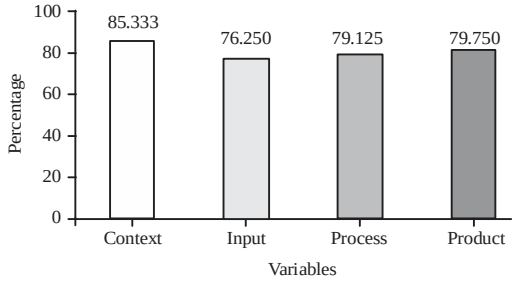

Fig. 5: Histogram of policy implementation evaluation for surabaya city

sub-criterion I3 had an evaluation value of 81.5% with a good category and sub-criterion I4 had an evaluation value of 58.5% with a very bad category.

Based on the result of policy implementation evaluation for the process aspect with 4 sub-criterion, sub-criterion P1 had an evaluation value of 85.0% with a good category and sub-criterion P2 had an evaluation value of 82.0% with a moderate category. sub-criterion P3 had an evaluation value of 70.0% with a good category and sub-criterion P4 had an evaluation value of 79.5% with a very bad category.

The result of implementating evaluation for the product aspect which consisted of 2 sub-criterion showed that sub-criterion R1 had an evaluation value of 81.0% with a good category and sub-criterion R2 had an evaluation value of 78.5% with a moderate category.

In accordance with the results of the evaluation of coastal community empowerment policy implementation in Surabaya City using CIPP-AHP approach and Likert scale scoring, the overall performance of the context aspect had an evaluation value of 85.33% with a good category. The result of overall input aspect evaluation was 76.25% in the moderate category. Furthermore, the result of overall process aspect evaluation was 79.125% in the moderate category and the product aspect evaluation result was 79.75% in the moderate category. Overall, the evaluation of the coastal community empowerment policy implementation in supporting maritime defense in Surabaya City had a value of 80.12% in the moderate category (Fig. 5 and Table 8).

CONCLUSION

Public policy issued by the Surabaya City Government through the Regional Regulation Number 10 Year 2016 concerning the Medium-Term Regional Development Plan (RPJMD) of Surabaya City for 2016-2021 has analyzed strategic issues and formulated visions, missions, goals and targets including the formulation of strategies and direction of policies as well as establishing general policies and regional development programs. The evaluation analysis on coastal community empowerment policy in supporting Surabaya maritime defense was carried out using CIPP (Context, Input, Process, Product) method integrated with AHP (Analytical Hierarchy Process) method and Likert scale scoring 1-5.

From the results of this current research, it was found that the most influential criterion in the policy implementation evaluation was the input aspect with the largest weight by 0.46. Meanwhile, the most influential sub-criteria were sub-criterion of human resources and sub-criterion of program implementation procedure with a weight of 0.163.

Furthermore, based on the evaluation results of the coastal community empowerment policy implementation in Surabaya by using CIPP-AHP approach and Likert scale scoring, the overall performance of the context aspect had an evaluation value of 85.33% with the good category and that of overall input aspect was 76.25% in the moderate category. The results also showed that the evaluation value of the overall process aspect was 79.125% in the moderate category and the overall product aspect was 79.75% in the moderate category. Overall, the evaluation of the coastal community empowerment policy implementation in supporting Surabaya maritime defense had a value of 80.12% in the moderate category.

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