

## **STRATEGIC MANAGEMENT PLAN FORMULATION AT OFFICE YOUTH AND SPORT TANIMBAR ISLANDS REGENCY 2024–2029**

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### **ABSTRACT**

The manuscript titled Formulation of Management Strategic Plans for the Tanimbar Islands Regency Youth and Sports Service: 2024-2029 aims to enhance the Youth and Sports Service in the region, establishing it as a competitive and superior organization committed to fostering a high-achieving, integrity-driven youth generation. The research employs a qualitative approach, specifically a case study, to analyze the current performance and future strategies of the Youth and Sports Service. The case study method allows the researcher to explore and resolve the issues faced by the department by utilizing both primary and secondary data. The strategic factors for the department were identified using SWOT analysis, including EFAS and IFAS frameworks. These factors were further analyzed using PSAK and the TOWS matrix to develop actionable strategies for the organization. The focus is on creating innovative youth events and improving access to sports facilities, aligning with the local government's efforts to enhance human resource development. The manuscript outlines the process of strategic planning, covering situation analysis, vision and mission formulation, goal setting, performance indicators, action plan development, and evaluation. The objective is to create sustainable strategies to improve the welfare of society, particularly in the youth and sports sectors, ensuring that the strategic plan for 2024-2029 is effective and well-implemented in the Tanimbar Islands Regency.

**Keywords:** SWOT Analysis, EFAS Analysis, IFAS Analysis, SFAS Analysis, and TOWS Matrix Analysis.

### **1. INTRODUCTION**

Strategic management is integral to every organization as it is an innovative approach to achieving organizational objectives. In today's competitive landscape, strategic thinking is essential for managers. It entails a series of decisions and actions to formulate and implement strategies that align the company with its environment to attain organizational goals. Strategic formulation involves planning, decision-making to achieve company objectives, and creating specific strategic plans.

As a process, management facilitates informed decision-making focused on organizational goal attainment. It underscores the significance of having a clear, directed strategy and the ability to adapt to dynamic environmental and market changes (Lafley & Martin, 2013).

The Choice Cascade concept, introduced by Lafley and Martin (2013) in their book "Playing To Win: How Strategy Really Works," offers a systematic approach to formulating effective strategies. This concept aids leaders and managers in understanding the strategic decision-making process. The steps in the Choice Cascade concept include:

1. Determining the organization's winning aspiration by understanding its primary goals and winning aspirations.
2. Identifying the areas or market segments where the organization will focus its strategy.

3. Formulating how the organization will achieve competitive advantage and succeed in the market.
4. Identifying the capabilities and resources necessary to support the selected strategy.
5. Developing a management system that supports strategy implementation and effective decision-making.

Following the steps outlined in the choice cascade enables leaders and managers to develop a clear, targeted, and well-executed strategy to achieve organizational goals effectively. Rothaermel (2019) emphasizes several strategies crucial for creating a competitive advantage for companies:

1. Deep Understanding of Industry and External Environment: This strategy underscores the importance of companies thoroughly understanding the industry and external environment in which they operate. Companies can identify opportunities and threats by gaining insight into these external factors.
2. Competitive Advantage Development: This strategy emphasizes the significance of cultivating a unique competitive advantage. It suggests that such an advantage can stem from various factors, such as product innovation, cost leadership, product differentiation, or operational excellence.
3. Differentiation Strategy: This strategy entails creating distinctive and valuable products or services to differentiate the company from its competitors.
4. Innovation and Change: This strategy highlights the company's ability to adapt to changes in the business environment and underscores the importance of continuous innovation to remain relevant and competitive in a dynamic market.
5. Strategic Partnerships and Alliances: Forming partnerships with other entities can be part of the management strategy and provide companies with access to additional resources, new technologies, or broader markets.

Implementing these strategies can enhance a company's competitive position and facilitate its long-term market success. (Rothaermel, 2019).

#### General Description and Location and Boundaries

West Southeast Maluku Regency transformed the enactment of Law Number 46 of

1999 about the Establishment of North Maluku Province, Buru Regency, and West Southeast Maluku Regency. With the issuance of Government Regulation Number 2 of

2021, which designated the name change from Tanimbar Islands Regency to Tanimbar Islands Regency within Maluku Province, West Southeast Maluku Regency officially assumed the appellation of Tanimbar Islands Regency. Spanning an area of 11,980.07 square kilometers, it comprises 4,461.08 square kilometers of land (37.24%) and 7,518.99 square kilometers of ocean (67.76%). Encompassing 85 islands and four outer islands, including Selaru Island (inhabited), Larat Island (inhabited), Astubun Island, and Batarkusu Island, it encompasses ten sub-districts, two villages, and seven preparatory villages, accommodating a total population of 127,365 individuals, with men constituting

50.48% and women 49.52% of the populace. Geographically, the Tanimbar Islands Regency is located between 6 and 8 degrees South latitude and 125 degrees 45 minutes to

133 degrees East longitude. The Timor Sea and Pacific Ocean border this area to the south, the Banda Sea to the north, the Arafura Sea to the east, and the Sermata Island Cluster to the west.

The Ministry of Youth and Sports Office in the Tanimbar Islands Regency is situated in Saumlaki City, within Maluku Province. Occupying an area of 12 x 26 meters, the current office faces challenges in development due to its constrained location, being near the road shoulder, which facilitates official access but limits expansion possibilities. Consequently, the Tanimbar Islands Regency Government aims to allocate funds to construct a more spacious and representative Youth and Sports Office, ensuring optimal functionality. This initiative is crucial to enable all State Civil Apparatus and PPPK (Temporary Employees with Specific Tasks) to fulfill their primary duties and responsibilities in alignment with West Southeast Maluku Regent Regulation Number 32 of 2018, delineating the organizational structure and work procedures of the Youth and Sports Office. The formulation of the strategic management plan by the Tanimbar Islands Regency Youth and Sports Office must adhere to established mechanisms by relevant laws and regulations.

The Tanimbar Islands Regency Youth and Sports Office in Saumlaki City, Maluku Province, is crucial in managing youth and sports affairs within the regency's ten sub-districts, eighty villages, two villages, and seven preparatory villages. Situated as a cornerstone of the Unitary State of the Republic of Indonesia (NKRI), the regency's adjacency to the Australian Continent necessitates the establishment of a representative office and supporting facilities. Such infrastructure is vital to address

strategic issues outlined in the Tanimbar Islands Regency Regional Development Plan 2024-2026, particularly focusing on developmental strategies and innovations within the Youth and Sports Service Strategy Plan. Moreover, the partnership between the Tanimbar Islands Regency Youth and Sports Office and INPEX MASELA Ltd, an oil mining company, presents an opportunity to enhance sports achievements and youth activities through Corporate Social Responsibility (CSR) funding assistance. Given the need to cater to the demands of a border area, adequate preparation of Strategic Plan for the Tanimbar Islands Regency Youth and Sports Service from 2024-2029 aligns with the regency's developmental aspirations. The formulation of such a plan must adhere to established mechanisms by relevant laws and regulations, ensuring comprehensive strategic management for achieving organizational objectives.

Consequently, studying strategic management becomes imperative for organizations to attain their goals efficiently. Organizations like the Youth and Sports Service can navigate challenges and achieve directed outcomes by employing strategic management principles.

Population growth in the Tanimbar Islands Regency has greatly influenced the strategic plan for youth and sports development from the Central Statistics Agency for the Tanimbar Islands Regency for 2024 as seen in the table 1 below according to the latest data:

Table 1: Population In Tanimbar Islands Regency

Number	District	Population (Thousand)
1.	South Tanimbar	38.944
2.	Wertamrian	12.187
3.	Wermaktian	13.974
4.	Selaru	15.513
5.	North Tanimbar	14.959
6.	Fordata	5.125
7.	Wuarlabobar	8.917
8.	Nirunmas	8.686
9.	Kormomolin	7.931
10.	Molu Maru	4.402
	Totally	130.278

Source: Tanimbar Islands Regency Central Statistics Agency 2024

This research addresses two main problem formulations:

1. How can strategic planning at the Tanimbar Islands Regency Youth and Sports Office be formulated?

The author prepares strategic planning by paying attention to and using strategic steps as below;

- a. Situation Analysis: Carry out a comprehensive analysis of current conditions, including available resources, challenges, opportunities and community needs related to youth and sports in the Tanimbar Islands district;
- b. Goals And Objectives: Set specific, measurable, achievable, relevant and time-bound goals and targets that are clear to guide the achievement of the established vision and mission;
- c. Determining Performance Indicators: Determine performance indicators that can be used to measure the achievement of the goals and objectives that have been set and these indicators must be able to be measured and assessed objectively;
- d. Strategy Identification: Determine the strategies and action steps that can be taken to achieve the goals and targets that have been set, for example the development of sports programs for youth in particular at schools, training for local coaches or better sports facilities;
- e. Determination Of Performance Indicators: Determine performance indicators that can be used to measure the achievement of the goals and objectives that have been set and these indicators must be able to be measured and assessed objectively;
- f. Preparation of Action Plans: Summarize all strategies and immediately implement action steps and performance indicators in a detailed and scheduled action plan;
- g. Monitoring and Evaluation: Carrying out regular monitoring and evaluation of the implementation of action plans to ensure that the programs implemented are in accordance with the strategic plans that have been prepared;
- h. Consultation and participation: Involving various related parties including youth, communities and other related parties in the strategic planning process to ensure the sustainability and success of the program

By following the steps above, it is hoped that the Youth and Sports Department can develop an effective and sustainable strategic plan to improve the welfare and healthy lifestyle of the people in the Tanimbar Islands Regency.

2. What strategic actions must The Tanimbar Islands Regency Youth and Sports Office take?

In this research the author recommends strategic actions that need to be taken for the optimal development of the youth and sports sector in the future including;

- a. Youth and Sports Program Development: Developing diverse and inclusive youth and sports programs to meet the needs of various age and interest groups in the community;
- b. Improved Sports Facilities: Improve and maintain existing sports facilities and build new facilities that are adequate to support various sports activities in the Tanimbar Islands Regency;
- c. Human Resources Training and Development: Providing training and development to coaches, administrators and sports teaching staff to improve the quality and professionalism in the implementation of sports programs;
- d. Collaboration with Related Parties: Building cooperation with government agencies, non-governmental organizations, schools and the private sector to support youth and sports programs in the Tanimbar Islands Regency;
- e. Health Promotions and Campaigns: Carrying out health and active lifestyle campaigns to increase public awareness of the importance of exercise and healthy living;
- f. Monitoring and Evaluation: Carrying out regular monitoring and evaluation of the implementation of youth and sports programs to evaluate the effectiveness, efficiency and impact of the activities carried out;
- g. Youth Empowerment: Developing youth empowerment programs through skills training, increasing entrepreneurship and opportunities for participation in regional development activities.

By implementing this strategic action, it is hoped that the Youth and Sports Department can achieve the goals of sustainable youth and sports development and have a positive impact on the community in the Tanimbar Islands Regency.



Sports play a pivotal role in enhancing the health and welfare of youth and shed light on pertinent social issues related to sports participation (Macphail & Stratton, 2014). In their work, Macphail and Stratton (2014) underscore several crucial points:

1. **The Importance Of Sports Participation:** Sports participation is instrumental in enhancing youth's physical and mental well-being. Engaging in physical activity not only promotes physical fitness but also enhances emotional and social well-being.
2. **Skills Development:** Sports and physical education contribute to the holistic development of youth, fostering physical, cognitive, and social skills. Youth participate in various sports activities and learn essential skills such as teamwork, leadership, and self-discipline.
3. **Overcoming Health Challenges:** Sport serves as a tool for addressing health challenges encountered by youth, including obesity, mental disorders, and chronic diseases.
4. **Participation In Sports:** Active sports participation promotes a healthy lifestyle, mitigates health issues, and fosters a sense of community among youth.
5. **Promotion Of Healthy Lifestyles:** Emphasizing the significance of promoting healthy lifestyles among youth through sports and physical activity. Encouraging participation in sports and physical education enables youth to reap long-term benefits in terms of their health and well-being.

Furthermore, Houlihan and Malcolm (2016) provide a comprehensive examination of the relationship between sport and society, highlighting social issues such as racism, sexism, and politics in sport:

1. **Racism In Sport:** Racism manifests in various facets of sports, both on and off the field. Sport serves as a platform to combat racism and promote inclusivity and diversity.
2. **Sexism In Sport:** Gender inequality persists in providing opportunities, support, and recognition in sports. Addressing sexism is crucial for promoting gender equality.
3. **Politics In Sports:** The interplay between sports and politics encompasses political decisions influencing sports and vice versa. Significant aspects include diplomacy, political influence in organizing international sporting events, and athletes' political activism in sports.

4. The Role Of Sport In Social Change: Sport catalyzes social change, combating discrimination, promoting equality, and amplifying important social issues through sports platforms.

Moreover, Farquharson and Sherry (2018) explore the potential of sports in achieving social justice among youth and underscore the importance of addressing social issues within the context of sports:

1. Sport As A Means Of Social Justice: Participation in sport offers youth equal development opportunities, irrespective of social, economic, or ethnic background.
2. Social Issues In Sport: Deep-seated social issues such as racism, sexism, and economic inequality necessitate attention within the sports landscape. It is imperative to engage in discussions to understand the impact of these issues on youth participation and devise strategies to overcome challenges.
3. Values And Ethics Education Through Sport: Sport serves as a vehicle for imparting social values, ethics, cooperation, and justice to young individuals. Participating in sports teaches youth the importance of respecting differences, teamwork, and fostering inclusive communities.
4. Social Activism And Advocacy In The World Of Sport: Youth can leverage sports as a platform to voice significant social issues and drive activism or advocacy for broader changes in societal values.

## 2. LITERATURE REVIEW

### OVERVIEW OF STRATEGIC MANAGEMENT

Strategic management encompasses an approach that delves into comprehending an organization's vision, goals, and long-term plans, with a particular emphasis on leaders' pivotal role in preparing themselves, their teams, and the organization to confront future challenges. Leaders can hone strategic leadership skills, grasp market trends, identify opportunities and risks, and formulate appropriate strategies to realize organizational objectives. The strategy underscores the significance of collaboration and effective communication in fostering an innovative and adaptive organizational culture (Stowell & Mead, 2016).

According to Lafley and Martin (2013), strategic management yields several benefits for organizations:

1. Focus Enhancement: It aids organizations in maintaining focus on primary goals and winning aspirations, aligning decisions and activities with achieving these objectives.

2. **Competitiveness Augmentation:** By crafting a clear and targeted strategy, organizations can establish a competitive advantage, distinguish themselves from competitors, and prevail in market competition.
3. **Priority Clarification:** Strategic management assists organizations in prioritizing their resources and efforts towards endeavors crucial for attaining strategic goals, thus averting inefficient resource allocation.
4. **Innovation Stimulus:** Strategic management stimulates organizations to innovate continually and develop novel products or services that meet market demands by prioritizing long-term strategy.
5. **Leadership Improvement:** Strategic management practices bolster organizational leadership by equipping leaders with the acumen to make sound strategic decisions and implement effective strategies.

Effectively leveraging strategic management enables organizations to achieve sustained success, enhance performance, and maintain relevance in a dynamic market landscape.

Moreover, fundamental concepts recurrent in strategic management support organizational performance (David & David, 2020):

1. **Environmental Analysis:** This concept underscores the significance of organizations comprehending their environment, encompassing internal and external aspects, to discern market opportunities and threats, as well as internal strengths and weaknesses.
2. **Strategy Formulation:** Encompassing suitable strategies to accomplish long-term organizational objectives by considering environmental factors, organizational resources, and competencies.
3. **Strategy Implementation:** This concept underscores the importance of effective and efficient strategy execution through judicious resource allocation, meticulous monitoring, and transparent organizational communication.
4. **Strategy Evaluation:** Refers to assessing the performance of implemented strategies to ensure their ongoing relevance and efficacy in achieving organizational goals.
5. **Strategic Management:** This overarching concept entails a comprehensive approach encompassing planning, implementing, and evaluating

organizational strategies to enhance long-term performance and competitive advantage.

By comprehending and applying these foundational concepts, organizations can optimize their performance and attain long-term success in a fiercely competitive market.

**ENVIRONMENTAL**

**OBSERVATION External**

**Environment Analysis**

The external environment consists of variables (opportunities and threats) that are outside the organization and not specifically within the short-term control of top management (Wheelen and Hunger,2021)

**Strategic Factors EFAS and IFAS**

In this section, strategic managers examine the external conditions and environment, and identify strategic factors for the organization. The EFAS table serves to help managers organize external strategic factors into generally accepted categories of opportunities and threats. (Wheelen and Hunger,2021)

The IFAS table helps managers to organize strategic factors into categories of strengths and weaknesses. IFAS also helps analyze how well management responds to these specific factors.

**External Factor Analysis Strategic (EFAS) and Internal Factor Analysis Strategic IFAS Table**

Internal strategic factors	Grade weight	Rating	The weighted score	Remarks
Strengths				
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....
Weaknesses				
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....
Total				
	.....		.....	
	.....		.....	

Measures for the use of IFAS and EFAS tables (Wheelen and Hunger,2021 ):

1. List opportunities, threats, strengths and weaknesses (5 to 10) in column 1;
2. Weight each factor from 1.0 (most important) to 0.0 (not important) in column 2 based on the factor's probable impact on the company's strategic position. The total weight must sum to 1.00;
3. Rate each factor from 5.0 (outstanding) to 1.0 (poor) in column 3 based on the company's response to the factor;
4. Multiply each factor weight times its rating obtain each factor's weighted score in column 4;
5. Use column 5 (comments) for rationale used for each factor;
6. Add the individual weighted scores to obtain the total weighted core for the company in column 4. This tells how well the company is responding to the factors in its external environment.

#### STRATEGIC FORMULATION

Strategic formulation entails devising long-term plans to manage environmental opportunities and threats proficiently, considering the organization's strengths and weaknesses.

Strategic formulation For Strategic Factor Analysis Summary (SFAS)

SFAS serves as a mechanism to synthesize a company's strategic factors by amalgamating external strategic factors (EFAS) with internal strategic factors (IFAS) into a Strategic Factor Analysis Summary (SFAS).

Strategic Factor Analysis Summary (SFAS) Table

Internal strategic factors	Grade weight	Rating	Weighted scores	Duration			Remarks
				Short	middle	extended	
Strengths	.....	.....	.....	X			.....
.....	.....	.....	.....	X			.....
.....	.....	.....	.....				.....
Weaknesses	.....	.....	.....		X		.....
.....	.....	.....	.....		X		.....
.....	.....	.....	.....				.....

Opportunities	.....	.....	.....			X	.....
.....	.....	.....	.....			X	.....
.....	.....	.....	.....				.....
Threats	.....	.....	.....		X		.....
.....	.....	.....	.....	X			.....
.....	.....	.....	.....				.....
Total	.....		.....				

The steps of using SFAS (Wheelen And Hunger,2021):

1. List each of the most important factors developed in your IFAS and EFAS tables in column 1;
2. Weight each factor from 1.0 (most important) to 0.0 (not important) in column 2 based on that factor's probable impact on the company's strategic position. The total weights must sum to 1.0;
3. Rate each factor from 5 (outstanding) to 1.0 (poor) in column 3 on the company's response to that factor;
4. Multiply each factor's weight times its rating to obtain each factor's weighted score in column 4;
5. For duration in column 5, check the appropriate column (short-term less than -1 year; intermediate - 1 to 3 years; long-term over 3 years).
6. Use column 6 (comments) for rationale used for each factor.

#### SWOT/TOWS Analysis

SWOT analysis serves to identify an organization's rare competencies i.e. the particular diversions and resources that an organization possesses and the superior ways in which they are used. The TOWS matrix is used to identify alternative ways that an organization can use specific strengths to capitalize on opportunities or to avoid threats, and overcome weaknesses.



## TOWS Matrix

Internal factors (IFAS)	Strengths (S) List 5-10 internal	Weaknesses (W) List 5-10 internal
External factors (EFAS)		
Opportunities (O) List 5-10 external	Create a strategy that uses strengths to capitalize on	Create strategies that capitalize on opportunities to
Threats (T) List 5-10 external threats.	Create strategies that use strengths to avoid opportunities.	Create strategies that minimize weaknesses and avoid threats.

The steps of using TOWS (Wheelen and Hunger,2021):

1. In the block labelled opportunities, we list the external opportunities faced in the organization's current and future environment;
2. In the block labelled threats, we list the external threats faced by the company today and in the future;
3. In the block labelled strengths, we list the organization's current and future specific areas of strength;
4. In the block labelled weaknesses, we list the specific areas of current and future weaknesses of the organization;
5. Then create a set of possible strategies for the manager.

### 3. DATA AND RESEARCH TECHNIQUE

#### ANALISYS Type of Research

Research denotes a process aimed at uncovering truths and generating propositions or laws, utilizing data acquired from the field.

In this research context, we employ two scientific approaches or methods: Quantitative and qualitative.

#### Qualitative Research

Qualitative research examines scientific object conditions, with the researcher serving as the primary instrument. It seeks to comprehend phenomena experienced by research subjects, such as behavior, perception, and motivation, holistically through descriptive means, employing words and language within specific natural contexts and various natural methods.

### Type of Research Utilized

This study employs a case study research methodology to identify and resolve current issues faced by the Tanimbar Islands Regency Youth and Sports Service. This research utilizes primary and secondary data from the Tanimbar Islands Regency Youth and Sports Service.

In Indonesia, qualitative research, known as naturalistic or naturalistic qualitative research, is characterized by its natural implementation, reflecting daily, unmanipulated situations. It emphasizes natural descriptions and entails data collection directly from natural conditions, necessitating researchers' direct involvement in the field. Unlike quantitative research, which can involve representation by others or structured interviews, qualitative research prioritizes depth over quantity of data, resulting in fewer research objects.

According to Nurdin and Hartati (2019), obtaining good qualitative data requires researchers to:

1. Explore unstudied phenomena.
2. Enhance illustrations with additional written documents.
3. Gain a thorough understanding of the research topic through simultaneous study, triangulation, or combined methods.
4. Interpret social phenomena from an involved perspective rather than an external explanation

### Data Analysis Method

#### EFAS and IFAS Analysis

The EFAS method is employed to analyze and evaluate information related to economic, social, cultural, demographic, environmental, political, governmental, legal, technological, competitive, customer, and market factors. Meanwhile, the IFAS method assists managers in categorizing strategic factors into strengths and weaknesses and analyzing management's responsiveness to these factors.

External Strategic Factors (EFAS) and Internal Strategic Factors (IFAS)

Internal strategic factors	Grade weight	Rating	The weighted score	Remarks
Opportunities ..... .....	..... ..... .....	..... ..... .....	..... ..... .....	..... ..... .....
Threats ..... .....	..... ..... .....	..... ..... .....	..... ..... .....	..... ..... .....
Total	..... .....		.....	

Strategic Factor Analysis Summary (SFAS)

The strategic SFAS used to summarize the strategic factors of a company is to combine the external strategic factors (EFAS) with the internal strategic factors (IFAS) into a strategic factor analysis summary (SFAS).

Strategic Factor Analysis Summary (SFAS) Table

Internal strategic factors	Grade weight	Rating	Weighted scores	Duration			Remarks
				Short	middle	extended	
Strengths ..... .....	..... .....	..... .....	..... .....	X X			..... .....
Weaknesses ..... .....	..... .....	..... .....	..... .....		X X		..... .....
Opportunities ..... .....	..... .....	..... .....	..... .....			X X	..... .....
Threats ..... .....	..... .....	..... .....	..... .....	X	X		..... .....
Total	.....		.....				

## TOWS Matrix

The TOWS matrix is used to identify alternative ways in which the organization can use specific strengths to capitalize on opportunities or to avoid threats and overcome weaknesses.

### TOWS Matrix Table

Internal factors (IFAS)	Strengths (S) List 5-10 internal	Weaknesses (W) List 5-10 internal
External factors (EFAS)		
Opportunities (O) List 5-10 external	Create a strategy that uses strengths to capitalize on	Create strategies that capitalize on opportunities to
Threats (T) List 5-10 external threats.	Create strategies that use strengths to avoid opportunities.	Create strategies that minimize weaknesses and avoid threats.

Table 2: Civil Servants Based On Rank/Space Classification

Number	Rank/Space Classification	Quantity(People)
1.	Supervisor Level I (IV/b)	2
2.	Supervisor (IV/a)	2
3.	Administrator Level I (III/d)	3
4.	Administrative Officer (III/c)	3
5.	Junior Administrative Officer Level I (III/b)	1
6.	Junior Administrators (III/a)	4
7.	Registrar Level I (II/d)	2
8.	Registrar (II/c)	1
9.	Junior Registrar Level I (II/b)	1
	Totally	19

Source: Youth and Sports Department Strategic Plan 2023

The Tanimbar Islands Regency Youth Sports Service is led by a Head of Service and assisted by Structural Officials and Functional Staff whose main duties and functions are contained in West Southeast Maluku Regent Regulation Number: 32 of 2018 concerning Position, Organizational Structure of the Service which can be seen in table 2 Civil Servants based on rank/space classification in the Youth and Sports Service in accordance with the 2023 Strategic Plan, which still lacks human resources to create a Youth and Sports Service that is competitive and superior for the development of youth and sports in

the Islands Regency. Tanimbar. Main duties and functions as well as the work procedures of the youth and sports department which consists and can be seen clearly in table 3 below:

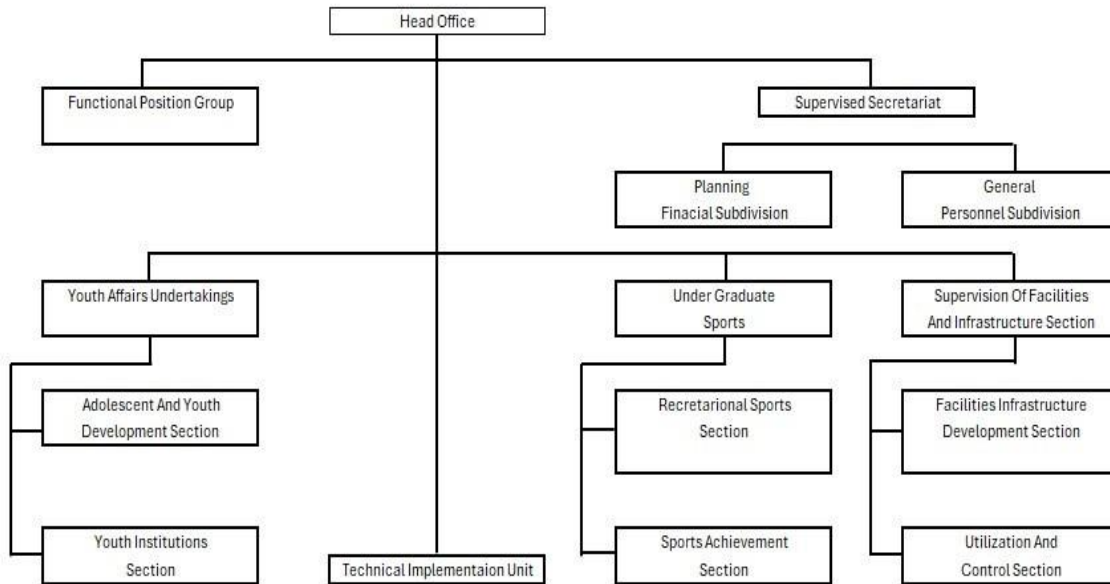
- a. Head Office
- b. Supervised Secretariat:
  - Planning and Finance Subdivision
  - General and Personnel
- Subdivision c. Youth Affairs Undertaking:
  - Adolescent and Youth Development Section
  - Youth Institutions
- Section d. Undergraduate Sports:
  - Recreational Sports Section
  - Sports Achievement Section
- e. Supervision of Facilities and Infrastructure Sector:
  - Facilities and Infrastructure Development Section
  - Utilization and Control
- Section f. Functional Position Groups  
and
- g. Technical implementation Unit

Duties: The Youth and Sports Service has the task of assisting the Regent in carrying out Government Affairs in the Youth and Sports Sector which are the authority of the Region and the Assistance Tasks given to the Region.

The functions of the Youth and Sports Department include:

- Formulation of technical policies in the youth and sports sector;
- Implementation of policies in the youth and sports sector;
- Implementation of evaluations in the youth and sports sector;
- Implementation of service administration in accordance with the scope of duties;
- Controlling the implementation of tasks and functions of regional technical implementation units and;
- Implementation of other functions assigned by the Regent related to his duties and functions.

Tabel 3: Organizational Structure Of Youth And Sports Services  
Tanimbar Islands  
Regency



Source: West Southeast Maluku Regency Regional Regulations 2018

#### 4. RESULT AND DISCUSSION

##### IFAS analysis at the Tanimbar Islands Regency Youth and Sports Office

This section comprises observations conducted by the author, involving interviews with personnel from the Tanimbar Islands Regency Youth and Sports Office. The aim is to discern the internal organizational landscape, including its structure, organizational culture, and available resources. Furthermore, the analysis seeks to identify the youth and sports service's strengths and weaknesses.

Table 4: Tabel External Strategic Factors  
(EFAS)

Internal strategic factors	Grade weight	Rating	The weighted score	Remarks
<b>Strengths</b>				
Community Participation	0,05	2	0,10	Programs that are always supported
Government Policy	0,20	4	0,80	Creating regulation
Adequate human				To create

resources	0,05	2	0,10	program innovation
Cooperation network	0,15	3	0,45	Village, sub-district and district
Budget Support	0,05	2	,10	Through local government and
Weaknesses				
Budget and financial resources	0,05	2	0,10	Not yet adequate
Sports facilities	0,20	4	0,80	Inadequate
Apps and digital platforms	0,05	2	0,10	Modern learning system
Development programs and	0,15	3	0,45	Improve the knowledge of athletes
athlete development program	0,05	2	0,10	Not yet balanced with the needs
Lack of human resources	0,05	2	0,10	Not yet adequate
Total	1,00		3,10	

The IFAS analysis data shows that the dominant strength of the Tanimbar Islands Regency Youth and Sports Office is government policy with a weight (0.20) rating (4) and a total weighting (0.80). The reason for the high weighting is because currently the Tanimbar Islands Regency Youth and Sports Service is under the auspices of the Government so that policies can be implemented in the community.

Policies can be implemented in the community. The weaknesses owned by the Tanimbar Islands Regency Youth and Sports Office are the lack of sports facilities. With a weight (0.20) rating (4) and total rating (0.80) The reason for the high weighting of weaknesses is because the Tanimbar Islands Regency Youth and Sports Office does not have a Sports Center or stadium as an arena for athlete development.

ANALYSIS OF EFAS SERVICES OF THE YOUTH AND SPORTS OFFICE OF TANIMBAR ISLANDS REGENCY

In this section the author conducts observations through interviews with the agency to find out the external organizational environment seen through the work environment and social environment. In addition, to find opportunities and threats owned by the Tanimbar Islands Regency Youth and Sports Office. It can be seen clearly in table 5 below that IFAS really helps Heads of Service to organize strategic factors into categories of strengths and weaknesses and helps with analysis of how well management responds to these specific factors.

Table 5: Internal Strategic Factors (IFAS)

Internal strategic	Grade weight	Rating	The weighted	Remarks
<b>Opportunities</b>				
Natural resources wealth	0,20	4	0,80	Good quality of natural resources
Land availability	0,10	3	0,30	Large amount of vacant land
Duan lolat cultural system	0,05	S2	0,10	To engage the
Event organization	0,05	2	0,10	To motivate the community
<b>Threats</b>				
Regional accessibility	0,05	2	0,10	To embrace youth
Island region	0,10	3	0,30	Span of control
Government policy	0,10	3	0,30	To set regional regulations and
Lifestyle	0,20	4	0,80	Tend to live well and not maintain
Fund sharing	0,05	2	0,10	Mash focuses on APBD
Total	1,00		3,20	

In the EFAS analysis data conducted, it can be seen that the dominant opportunity at the Tanimbar Islands Regency Youth and Sports Service is the wealth of natural resources with a weight (0.20) rating (4) and a total weighting (0.80). natural resources are very adequate both sea and land so that they can attract investors to enter. So that the Tanimbar Islands Regency Youth and Sports Service has a great opportunity to be able to develop further and be able to create superior youth in the field of sports. The threat posed by the Tanimbar Islands Regency Youth and Sports Service is lifestyle. With a weight (0.20)



rating (4) and total rating (0.80) The reason for the high threat weighting is because people prefer to live spoiled and do not like to exercise, resulting in illness.

#### ANALYSIS OF SFAS OF THE YOUTH AND SPORTS OFFICE OF TANIMBAR ISLANDS REGENCY

In SFAS, the author summarizes strategic factors by combining external factors and internal factors the explanation of which can be seen in table 6: SFAS is a way to summarize strategic factors in the Youth and Sports Department to combine external strategic factors in EFAS with internal strategic factors in IFAS into a summary analysis of strategic factors in SFAS.

Table 6: Startegic Factors Analysis Summary (SFAS)

Internal strategic factors	Grade weight	Rating	Weighted scores	Duration			Remarks
				Short	middle	extended	
<b>Strengths</b>							
Strength of government	0,10	3	0,30	X			Supporting the achievement of departmental and regional goals.
Policy Cooperation network.	0,15	4	0,60	X			On various levels in the development of the region.
<b>Weaknesses</b>							
Sports facilities	0,15	3	0,45		X		Gor, stadium and supporting
Athlete coaching and development	0,10	3	0,30		X		Innovative human resources for coaches and athletes
<b>Opportunities</b>							
Wealth of natural resources	0,20	4	0,80			X	Sea and land
Land availability	0,10	4	0,40			X	Large amount of vacant land
<b>Threats</b>							
Lifestyle.	0,10	2	0,20		X		Tend to live comfortably and not take care of
Island region	010	2	0,20		X		The range of control
Total	1,00		3,25				

**TOWS MATRIX ANALYSIS OF TANIMBAR ISLANDS YOUTH AND SPORTS OFFICE**

The author uses the TOWS matrix to identify alternative ways so that the Tanimbar Islands Regency Youth and Sports Service can use special strengths to generate better operational opportunities, while avoiding weaknesses and threats that can interfere with the operations of the Tanimbar Islands Regency Youth and Sports Service can be seen clearly in table 7 below where the author uses the TOWS Matrix to identify alternative ways so that the organization can have strengths in using opportunities or to avoid threats including overcoming its weaknesses.

Table 7: TOWS

Internal factors (IFAS)	<p><b>Strengths (S)</b></p> <ol style="list-style-type: none"> <li>1. Community participation</li> <li>2. Government policy</li> <li>3. Adequate human resources.</li> </ol>	<p><b>Weaknesses (W)</b></p> <ol style="list-style-type: none"> <li>1. Budget and financial resources</li> <li>2. Sports facilities</li> <li>3. Information system</li> </ol>
External factors (EFAS)	<ol style="list-style-type: none"> <li>4. Cooperation network.</li> <li>5. Budget support</li> </ol>	<ol style="list-style-type: none"> <li>4. Athlete coaching</li> <li>5. Lack of human resources</li> </ol>
<p><b>Opportunities (O)</b></p> <ol style="list-style-type: none"> <li>1. Natural resource results.</li> <li>2. Land availability.</li> <li>3. Duan lolat cultural system.</li> <li>4. Event organization.</li> <li>5. Training and mentoring.</li> </ol>	<p><b>SO</b></p> <ol style="list-style-type: none"> <li>1. Use budgets, government policies and networks to organize events related citizenship and sports.</li> <li>2. Adequate human resources can be used for sports training and development.</li> <li>3. Community participation in the duan lolat system works together to utilize vacant land so that it can be used as an adequate sports</li> </ol>	<p><b>WO</b></p> <ol style="list-style-type: none"> <li>1. Adequate natural resources and land availability can attract investors to provide facilities supported by a good information system.</li> <li>2. With the training and development system, it is expected to increase human resources.</li> <li>3. With the event at the regional level, a coaching and development program is formed at the village</li> </ol>
<p><b>Threats (T)</b></p> <ol style="list-style-type: none"> <li>1. Regional accessibility.</li> <li>2. Island region.</li> <li>3. government regulation.</li> </ol>	<p><b>ST</b></p> <ol style="list-style-type: none"> <li>1. Government policy to facilitate accessibility to the islands and adequate budget for the youth and sports</li> </ol>	<p><b>WT</b></p> <ol style="list-style-type: none"> <li>1. With a good information system, it can help in delivering information to the archipelago where</li> </ol>

4.Lifestyle.	office.	access is still difficult.
5.Fund sharing 6.Budget and financial resources 7.Sports facilities 8.Information system. 9.Athlete coaching and development program, and lack of human resources.	2.The existence of adequate human resources so that they can assist in making regulations and changing the lifestyle of the community so that they love sports.	2.The existence of adequate human resources can create good regulations.

#### STRATEGIC FORMATION

The strategic plan at the Tanimbar Islands Regency Youth and Sports Office for the period 2024-2029. To complete this research, the author also used alternative strategies that are recommended and clearly depicted in table 8 below to be able to find out the strategic plans that have been prepared to develop the youth and sports sector in the Tanimbar Islands Regency.

Table 8: Alternative Recommended Strategy

Strategic plan	Programs	Time Frame
SO	1.Increase local events related to youth and sports 2.Increase training and development programs for young KKT athletes. 3.Utilize vacant land to provide sports facilities.	Short-term every year from 2024-2029. Short-term every year from 2024-2029. Medium term must be done in stages
WO	1.Attract investors to provide sports facilities that are supported by adequate systems. 2.Increase human resources in the field of athletes 3.Athlete development program at an early age at the village and sub district	Long-term can be phased in. Short-term must be phased in Short-term must be phased in
ST	1.Provide an adequate budget to the agency.	Short-term and can be done in stages.

	2.Prepare good regulations 3.Socialize a good lifestyle to youth	Short-term can be done immediately in 2025. Short-term can be
WT	1. Facilitate accessibility of information between villages and sub-districts.	Medium-term and can be phased in.

From this strategic formulation, the Tanimbar Islands Regency Youth and Sports Service should establish both a broad mission and a narrow mission:

Broad mission:

1. "Enhancing community well-being by fostering human resource development."

Narrow mission:

1. Innovating event organization for enhanced convenience.
2. Providing sports facilities meeting national standards.
3. Enhancing information accessibility across villages, sub-districts, and districts.

### CONCLUSION

The Youth and Sports Service operates under the auspices of the Tanimbar Islands Regency Government. The strategic plan for the service from 2024 to 2029 must prioritize the training and development of robust human resources, transforming it into an innovative agency capable of spearheading youth events and advocating for improved access to information and sports facilities.

### SUGGESTIONS

To effectively implement management strategies at the Tanimbar Islands Regency Youth and Sports Service for the period 2024-2029, the following suggestions are proposed:

1. At the district level, allocate sufficient budget for local events related to youth and sports, fostering participation across sub-districts.
2. Enhance human resources through comprehensive training and development initiatives from an early age.
3. Establish sports facilities that adhere to national standards.
4. Promote healthy lifestyles within the community through practical socialization efforts.

5. It is necessary to involve all stakeholders in the Tanimbar Islands district in the process of formulating and implementing strategies in order to gain support and broader understanding of the programs that will be implemented.
6. Implementing effective communication between all related parties will strengthen coordination, collaboration and mutual understanding in achieving the goals that have been set together.
7. It is important to carry out regular monitoring and evaluation of the implementation of established strategies in order to identify successes and obstacles faced, so that corrective action can be taken immediately so that youth and sports development goals can be achieved optimally.

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