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Business Continuity Plan as an Effort to Mitigate Risk in the Implementation of Kogartap I/Jakarta Tasks in the Jakarta Region

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Abstract

Kogartap I/Jakarta plays a strategic role in maintaining order in the capital city, executing state ceremonial duties, and supporting both military and non-military operations. In carrying out these tasks, the unit faces a number of potential risks, both internal—such as disruptions in communication and logistics systems—and external, including natural disasters, security threats, or social crises. As a result, the implementation of a Business Continuity Plan (BCP) is critically important as a risk mitigation strategy aimed at ensuring the organization's functionality during operational disruptions. This study seeks to analyze the extent to which BCP can be effectively applied within Kogartap I/Jakarta, and how it contributes to enhancing the organization's readiness and responsiveness in crisis situations. The research employs a descriptive qualitative approach, using data collection techniques such as interviews, observation, and document analysis. It is expected that this study will strengthen BCP system recommendations to ensure operational continuity and the sustainability of routine garrison tasks in achieving the unit's operational and strategic objectives.

Keywords**:** *Business Continuity Plan, Military, Risk Mitigation*

INTRODUCTION

In an era of increasingly complex and uncertain security dynamics, the Permanent Garrison Command (Kogartap) I/Jakarta as a strategic military institution has a great responsibility in maintaining security stability and order in the Jakarta area. As the country's capital and the center of government, Jakarta has strategic values that make it vulnerable to various threats both conventional and unconventional. Ranging from natural disasters to security disturbances and terrorism, various risks that may occur can significantly disrupt the implementation of the main tasks and functions of Kogartap I/Jakarta.

The Business Continuity Plan (BCP) is an urgent need for Kogartap I/Jakarta to ensure that institutions can continue to carry out their critical functions in various emergency situations. A Business Continuity Plan (BCP) is a series of processes to identify potential threats and their impact on organizational operations and build a framework to improve resilience and responsiveness effectively to protect stakeholder interests, reputation, and organizational values. In the military context, the implementation of BCP is becoming increasingly crucial given the characteristics of tasks that are directly related to national security.(Kusuma, Wibowo, & Nugroho, 2021)

Business Continuity Plans (BCPs) are important for government institutions, especially those that carry out vital functions such as security and defense, as government institutions in Indonesia still face challenges in the implementation of comprehensive BCPs, including a lack of awareness of risk management and a more reactive rather than proactive approach.(Pramudita & Safitri, 2020)

The complexity of Jakarta's work area with high population density, vital infrastructure, and its status as a center of government requires Kogartap I/Jakarta to have careful continuity planning. A study on the planning of the continuity of military operations identified that one of the main weaknesses in the military command structure in urban areas is the reliance on communication and coordination infrastructure that is vulnerable to disruptions, both due to natural disasters and cyber threats.(Putranto & Salamah, 2022)

In line with the 2020-2024 National Defense Strategic Plan, strengthening the capacity of military institutions in dealing with various threats is one of the priorities. The implementation of BCP in a military environment requires a different approach compared to the business or civilian government sector due to the need for high secrecy, a strong command hierarchy, and specific operational demands.(Hermawan, Sutrisno, & Puspitasari, 2023)

Considering these various studies, the development and implementation of BCP for Kogartap I/Jakarta is not only an administrative need, but also a strategic component in ensuring the resilience of institutions in facing various crisis scenarios. Through a comprehensive BCP, Kogartap I/Jakarta is expected to optimize the use of limited resources, maintain its critical functions, and remain the backbone of security in the Jakarta area in any situation.

RESEARCH

A. Literature Review

Konsep Business Continuity Plan

The Business Continuity Plan is one of the important components in organizational risk management. BCP is defined as the process of identifying and protecting critical business processes and resources needed to maintain the operational continuity of an organization at an acceptable level during and after a disruption occurs. In the context of military institutions, BCP refers to efforts to maintain operational critical functions despite various disruptions. Key elements in BCP include: (1) business impact analysis, (2) sustainability strategy, (3) incident handling planning, (4) disaster recovery planning, and (5) testing and maintenance plans. The comprehensive BCP framework not only focuses on technical and operational aspects, but also considers the dimensions of organizational culture and leadership.(Purwanto & Ambarwati, 2020)(Rachmawati, Hakim, & Suhardi, 2022)

In the military context, BCP has unique characteristics due to the hierarchical nature of the organization and related to national security. The implementation of BCP in a military environment should take into account the chain of command, the confidentiality of information, and the ability to operate under conditions of limited communication, the clear command structure in the BCP being a key factor of success in dealing with critical situations.(Suryanto, Maulana, & Fitriani, 2021)

Model Business Continuity Plan for Military Institutions

The development of BCPs for military institutions requires an approach tailored to the characteristics and needs of the organization. A study proposed a BCP framework for military institutions consisting of six main components: (1) command and control strategies, (2) information and communication

management, (3) critical resource management, (4) logistics and operational support, (5) coordination with external parties, and (6) recovery and normalization of operations.(Rahman & Satria, 2021)

More specifically for the Indonesian context, there is the development of a BCP model for TNI units operating in urban areas. Their model emphasizes the importance of communication system redundancy, strategic alternative command location, and clear activation protocols in emergency situations. This model has been implemented in several military units and has been proven to improve unit preparedness in the face of operational disruptions.(Purnama, Nugroho, & Susanto, 2022)

Recent research on the evaluation of BCP implementation in several defense institutions in Indonesia identified five critical success factors in BCP implementation: (1) strong leadership support, (2) risk-aware culture, (3) routine training and simulation, (4) comprehensive but practical documentation, and (5) continuous evaluation and improvement processes. They recommend a "living document" approach to BCP, where continuity plans are constantly updated based on learnings from exercises, simulations, and real-world events.(Handayani, Wicaksono, & Prasetyo, 2024)

B. Research Methods

This study uses a qualitative descriptive approach that aims to describe systematically, factually, and accurately the readiness and implementation of *the Business Continuity Plan* (BCP) in the Kogartap I/Jakarta environment. This approach was chosen because it is considered to be able to explore the phenomenon in depth and comprehensively, especially considering the characteristics of complex, closed, and hierarchical military organizations. This research not only aims to describe factual conditions, but also tries to identify patterns of implementation of operational continuity strategies in military units that have a vital role in the capital area.

The research was carried out in the Kogartap I/Jakarta environment which is located in the Central Jakarta area. The research subjects include personnel who are directly involved in operational, security, logistics, and protocol activities, especially those responsible for risk management and continuity of unit duties. The selection of subjects was carried out purposively based on the relevance of their duties and responsibilities to the implementation of the BCP strategy, both in terms of planning, implementation, and supervision.

To obtain valid and comprehensive data, three data collection techniques were used. First, *in-depth interviews* were conducted with structural officials and operational staff to explore their understanding of BCP readiness and implementation, as well as the challenges faced. Second, direct observation is carried out on the activities and work processes of the unit, both in routine conditions and in simulation or response to emergency situations, in order to capture real dynamics in the field. Third, documentation studies are carried out on internal documents such as SOPs for emergency handling, activity reports, risk maps, and operational recovery plans that are available, as supporting data in triangulating findings and then supported by literature studies from existing research.

The data analysis in this study used the Miles and Huberman interactive model, which includes three main stages. The first stage is data reduction, which is the process of sorting and simplifying data from interviews, observations, and documentation to focus on relevant information. The second stage is data presentation, which is done in the form of narratives, tables, or diagrams to facilitate the interpretation and mapping of issues. The third stage is the drawing of conclusions, carried out inducively based on repeated patterns and trends of field findings, so as to produce sharp insights to formulate strategic recommendations related to the implementation of BCP in Kogartap I/Jakarta.

RESULTS AND DISCUSSION

A. Potential Risks in Kogartap I/Jakarta

Based on the results of the analysis, there are various potential risks that can interfere with the smooth implementation of Kogartap I/Jakarta duties as a fixed garrison unit in the capital area. The first risk is natural disasters, considering that Jakarta is a flood-prone area that can disrupt operational activities, especially in the rainy season. In addition, although earthquakes do not occur regularly, their impact on vital infrastructure such as command posts, communication facilities, and logistics can be significant. On the other hand, the high density of settlements in Jakarta also makes this area prone to fires, which can cause heavy losses and hinder the mobilization of troops in emergency situations.

The next risk is related to the security aspect. As the center of government and a symbol of state power, Jakarta has a high potential to become a target for acts of terrorism. In addition, there are often demonstrations around government buildings that can develop into mass riots if not managed properly. Sabotage of strategic infrastructure, both physical and digital, is also a real threat that can weaken Kogartap's command, logistics, and communication systems.

In terms of health, the risks faced are related to the potential for a pandemic or disease outbreak, as has been proven in the experience of COVID-19 which has a major impact on the readiness and operations of the unit. Food and water contamination is also a threat to the health of personnel, which can significantly reduce the strength of the troops in a short period of time if not anticipated.

Operational risks are also a major concern. Disruptions to communication and information systems, both due to technical disturbances and cyberattacks, can disable the unit's ability to respond quickly and appropriately. In addition, disruptions in logistics supply as well as failures of supporting infrastructure such as electricity, water, and transportation will have a direct impact on operational continuity. In prolonged crisis conditions, limited numbers and readiness of human resources also have the potential to weaken the overall resilience of the organization.

Finally, there is a reputational risk that can damage the public's image and trust in Kogartap I/Jakarta. Imoptimal crisis handling can trigger a crisis of trust, both from the public and other stakeholders. Stakeholder dissatisfaction with an organization's response to an emergency situation can also deteriorate institutional reputation and disrupt coordinating relationships between agencies. Therefore, comprehensive risk management through a Business Continuity Plan is very important to maintain operational continuity and organizational credibility.

B. Evaluation of Kogartap I/Jakarta Readiness in BCP Implementation

The results of observations and interviews at Kogartap I/Jakarta show that the organization's readiness in the implementation of *the Business Continuity Plan* (BCP) still needs to be strengthened in various aspects. In terms of policy and planning, Kogartap has a number of contingency plans to deal with certain threat scenarios, such as natural disasters or security disturbances. However, these plans have not been fully integrated within a comprehensive BCP framework. Several Standard Operating Procedures (SOPs) for handling emergency situations are available, but they need to be updated and adjusted to the current threat dynamics to remain relevant and effective.

In the aspect of resources, it was found that there were limitations in the provision of adequate reserve resources to deal with prolonged crises. Although the equipment and supporting technology are available in some units, there is still a need to upgrade the device to function optimally in emergency situations. In addition, a high level of dependence on external resources, such as logistics supplies and communication systems from outside parties, can be a serious obstacle to operational continuity if such access is disrupted.

From the aspect of leadership and coordination, Kogartap I/Jakarta has the advantage of a clear command structure and a centralized control system. This strength is strengthened by good coordination with a number of external stakeholders such as the National Disaster Management Agency (BNPB), local governments, and the police. Nonetheless, intensive efforts are still needed to enhance collaboration with the private sector and civil society, which can be strategic partners in supporting the implementation of garrison tasks, especially in the face of emergencies or contingency situations.

In terms of training and awareness, Kogartap I/Jakarta has carried out crisis handling simulations on a regular basis as part of efforts to build organizational preparedness. However, personnel awareness of the importance of the BCP concept is still relatively low. In addition, documentation of experiences and evaluations of crises that have occurred has not been carried out systematically. This can be an obstacle in building a sustainable organizational learning process and strengthen feedback mechanisms for refinement of future operational sustainability strategies.

C. Formulation of Business Continuity Plan for Kogartap I/Jakarta

The formulation of BCP for Kogartap I/Jakarta began with strengthening the governance and structure aspects of BCP, namely by forming a Business Continuity Plan Team led directly by the Commander of Kogartap. A clear definition of roles and responsibilities for each team member will be key to the successful implementation of the BCP, which is further integrated into existing command and control structures to ensure solid coordination and rapid response in the event of a crisis.

The next important step is to conduct a Business Impact Analysis (BIA), which is the process of identifying critical functions and processes that must continue to run despite disruptions. Setting the Recovery Time Objective (RTO) and Recovery Point Objective (RPO) are the main part in determining the tolerance limit of recovery time and data loss. This analysis also includes mapping dependencies between internal units and with external parties, in order to prepare appropriate risk mitigation strategies.

In order to improve preparedness, it is necessary to develop recovery strategies, such as the development of alternative Command Posts as backup control centers, as well as the implementation of emergency response team activation protocols based on the severity of incidents. In addition, the implementation of redundancy in

communication and information systems as well as the provision of backup logistics is essential to maintain the continuity of operations in a prolonged crisis.

Kogartap I/Jakarta can also design a specific response plan for each type of risk, ranging from natural disasters, security disturbances, to health crises. This planning is carried out through scenarios with various levels of severity to ensure the readiness of anticipatory and reactive steps. Crisis escalation and de-escalation protocols are also designed to support effective decision-making processes.

In order for the implementation of BCP to run optimally, a training program and awareness increase for all personnel is needed. This training includes understanding the concept of BCP, regular crisis simulation exercises, and joint exercises with external stakeholders such as BNPB and local governments. The goal is to form collective readiness and strengthen cross-sectoral coordination in responding to emergency situations.

In addition, it is necessary to establish regular testing and maintenance of BCP to ensure the readiness of all elements in facing the crisis. The evaluation is carried out based on the results of the simulation and the actual crisis experience, which is the basis for continuous improvement. Annual audits are also important to assess the relevance and effectiveness of BCP in supporting organizational resilience.

Finally, the crisis communication management aspect is also an integral part of BCP. Kogartap I/Jakarta must have a structured internal and external communication strategy, as well as special protocols in interacting with the media and the public. A real-time reporting and monitoring system is needed so that every crisis development can be monitored and responded to quickly and accurately, in order to maintain stability and public trust.

CONCLUSION

This research shows that Kogartap I/Jakarta as a strategic command of military institutions faces several significant risks that can interfere with the implementation of its military functions in the capital. These risks include natural disasters, security threats, health crises, operational disruptions, and reputational risks. From the results of the analysis, it is known that although Kogartap has several contingency policies, the integration and total implementation of the Business Continuity Plan (BCP) is still not optimal.

Evaluations have shown that Kogartap's main strengths lie in its clear command structure, operational experience, and existing inter-sector coordination network. However, there are still challenges in the readiness of resources, documents, and personnel awareness of the importance of continuity management. Therefore, a systematic BCP is essential if Kogartap wants to maintain its critical functions under a wide range of continuous operating scenarios and continuous challenges.

As a follow-up, here are some suggestions that can be implemented in Kogartap I/Jakarta, including comprehensively compiling and implementing BCP comprehensively, formally documented, and socialized to all levels of units so that it becomes part of the organizational culture. Second, it is necessary to form a special team that focuses on the management of BCP under the direct command of Kogartap's leadership, with responsibilities ranging from planning, implementation, to periodic evaluation and updating of documents.

Third, training and personnel awareness raising on risk management and BCP must be carried out regularly, involving all levels of staff, in order to create collective preparedness in dealing with crises. Fourth, there needs to be investment in information technology, communication systems, and supporting logistics that are able to support the continuity of vital functions in emergency conditions. Fifth, cross-sectoral cooperation with BNPB, local governments, civil agencies, and the private sector needs to be strengthened in order to create a collaborative and nationally integrated crisis recovery and response system.

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