

Policy Implementation in Management of Anchor Harbors Kepulauan Riau Province

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Abstract

Research discusses the implementation of anchor management policies in the Kepulauan Riau Province which involves various actors with different interests. Research objectives are to implement anchor management policies in the Kepulauan Riau Province. Research method used is a post-positivism approach by analyzing the types of benefits obtained, the scale of change desired, the decision-making framework, institutional and regime characteristics, as well as policy implementation and responsiveness. Results and discussion show that implementing this policy has significant economic, social, environmental and security benefits but still requires improvements to infrastructure and supporting facilities. There is also a need for good cooperation and coordination, increasing institutional capacity, increasing the capabilities of relevant officials, as well as developing technology and innovation to support more effective policy implementation. In conclusion, the anchor management policy in the Kepulauan Riau Province must be improved so that it can have a positive impact on the community and the surrounding environment and improve the welfare of the local community. Apart from that, this research also highlights the importance of involving various actors in decision making regarding anchor management policies. In this way, the resulting policies can be more effective and efficient, and can meet the needs and interests of all parties involved. Implication of this research is the need for synergy and collaboration between various actors regarding anchor management policies. Apart from that, it is also important to pay attention to the decision-making framework, characteristics of institutions and regimes, as well as policy implementation.

Keywords: Implementation; Policy; Anchorage; Kepulauan Riau

Abstrak

Penelitian ini membahas tentang implementasi kebijakan pengelolaan labuh jangkar di Provinsi Kepulauan Riau yang melibatkan berbagai aktor dengan kepentingan berbeda-beda Tujuan Penelitian untuk implmentasi kebijakan pengelolaan Labuh Jangkar di Provinsi Kepulauan Riau. Metode penelitian yang digunakan adalah pendekatan post-positivisme dengan menganalisis, jenis manfaat yang diperoleh, skala perubahan yang diinginkan, kerangka pengambilan keputusan, karakteristik lembaga dan rezim, serta implementasi dan daya tanggap kebijakan. Hasil dan pembahasan menunjukkan bahwa penerapan kebijakan ini mempunyai manfaat ekonomi, sosial, lingkungan, dan keamanan yang signifikan namun masih memerlukan perbaikan infrastruktur dan fasilitas pendukung. Perlu pula kerjasama dan koordinasi yang baik, peningkatan kapasitas kelembagaan, peningkatan kemampuan aparat terkait, serta pengembangan teknologi dan inovasi untuk mendukung implementasi kebijakan yang lebih efektif. Kesimpulannya, kebijakan pengelolaan labuh jangkar di Provinsi Kepulauan Riau harus diperbaiki agar dapat memberikan dampak positif bagi masyarakat dan lingkungan sekitar serta meningkatkan kesejahteraan masyarakat

setempat. Selain itu, penelitian ini juga menyoroti pentingnya melibatkan berbagai aktor dalam pengambilan keputusan terkait kebijakan pengelolaan labuh jangkar. Dengan demikian, kebijakan yang dihasilkan dapat lebih efektif dan efisien, serta dapat memenuhi kebutuhan dan kepentingan semua pihak yang terlibat. Implikasi dari penelitian ini adalah perlunya sinergi dan kolaborasi antara berbagai aktor terkait kebijakan pengelolaan labuh jangkar. Selain itu, penting juga untuk memperhatikan kerangka pengambilan keputusan, karakteristik lembaga dan rezim, serta implementasi kebijakan yang responsif terhadap dinamika dan perubahan yang terjadi di lapangan. Dengan demikian, kebijakan pengelolaan labuh jangkar di Provinsi Kepulauan Riau dapat berjalan dengan baik dan memberikan manfaat maksimal bagi semua pihak yang terlibat.

Kata Kunci: Implementasi; Kebijakan; Labuh Jangkar, Kepulauan Riau

Introduction

Indonesia is a maritime country and the largest archipelagic country in the world, capable of improving prosperity, guaranteeing justice and bringing sustainable peace (Yulianingsih, 2017). Indonesia supports this hope and has a sea area of 5.8 million KM², which is 17,504 islands surrounded by a coastline of 92,000 KM (Nugraha & Mulyono, 2017). The Indonesian seas also have strategic geoeconomic value for the nation's progress and prosperity, not only in the form of enormous and diverse natural wealth such as fisheries, coral reefs, mangrove forests, seaweed and biotechnology products but also in environmental services. and marine (Prasetyo et al., 2021; Syahrin, 2018).

The potential for Indonesia's environmental and marine services is significant because Indonesia has a strategic geographical position as a crossing for up to 45% of international sea shipping that trades goods, commodities and products worldwide (Lisbet et al., 2019; Veronika, 2014). The trade value reaches 1,500 trillion US dollars annually, shipped via ALKI (Indonesian Archipelagic Sea Lanes) (UNCTAD Report, 2011). As a regulation on international shipping lanes approved by IMO, ALKI must be utilized to exploit natural resource potential and attract investment for the nation's prosperity (Samangun, 2019; Wirasakti, 2014).

Indonesia has 3 ALKI routes, so countries can choose the route that is considered the safest and most economical (Risdiarto, 2019). On the other hand, Indonesia must guarantee the security and safety of these sea lanes, taking advantage of economic opportunities and minimizing obstacles to choosing these routes (Hutagalung, 2017). The ALKI route is estimated to have a potential trade value of up to 1.5 million US dollars (equivalent to Rp. 18 billion) daily. With the increased shipping volume and activity from year to year, Indonesia should develop maritime and port business services. So, the existence of ALKI places Indonesia in the global production chain and environmental and marine services to support international shipping traffic (Samangun, 2019; Wirasakti, 2014).

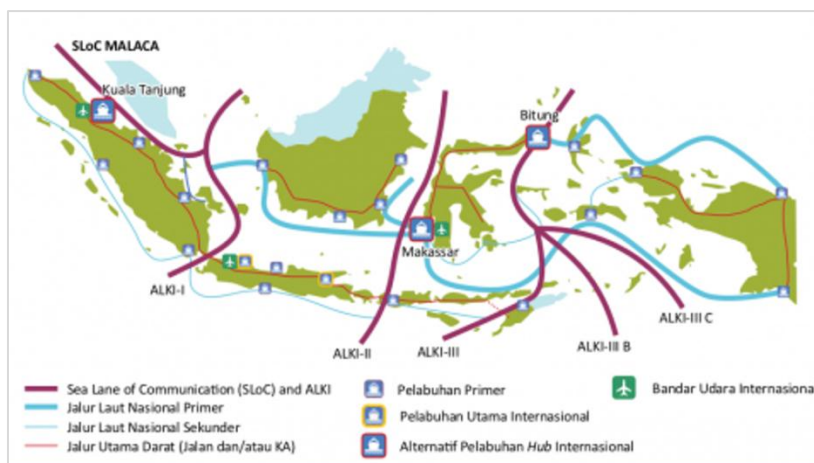


Figure 1. Indonesian Archipelagic Sea Lanes

Source: ALKI, 2020.

The TSS concept, ratified by the International Maritime Organization (IMO) through the 101st Maritime Safety Committee (MSC) session, is a great belief in regulating the Sunda Strait and Lombok Strait, which have substantial traffic. Indonesia must then show an active role in the field of international shipping safety and security to strengthen Indonesia's identity as the World Maritime Axis (Sobarrudin et al., 2017).

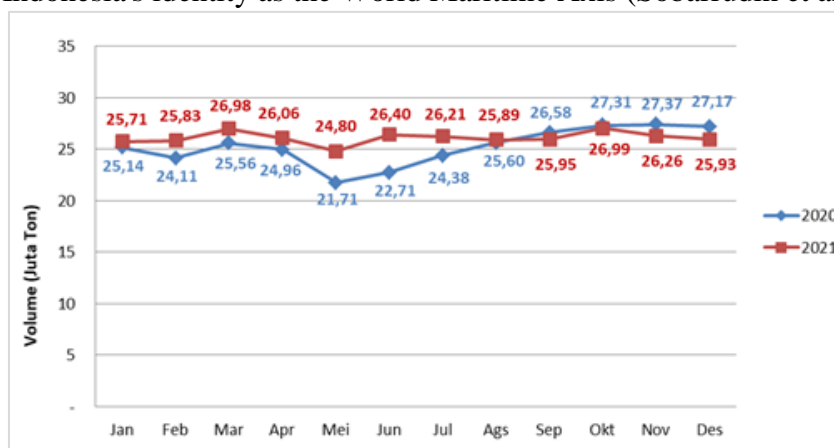


Figure 2. Development of the Volume of Goods Transported by Ship Transport Mode.

Source: BPS RI data, 2020

There are four goals that Indonesia wants to achieve regarding the governance of Indonesia's international shipping lanes. First, Indonesia wants to improve navigation safety by regulating ship traffic. Second, the risk of collisions between ships in international shipping lanes must be reduced. Third, preserving the waters and biota in the Indonesian Sea. Fourth, Indonesia wants to regulate tariffs on ships crossing Indonesian sea waters (Lisbet et al., 2019; Loy, 2020; Sunyowati, 2010)

Geostrategic advantage should be seen as an absolute advantage that supports Indonesia's competitiveness compared to Asian countries that also offer similar services (Sugihartono, 2018). This opportunity is open because Indonesia is experiencing the momentum of transport and communication system efficiency. Indonesia is also the first archipelagic country in the world to have a sea lane separation scheme or Traffic Separation Scheme, making service flow management more efficient and better (Fadli, 2021). In the field of port services, Indonesia also continues to develop better and faster organizational and management techniques, and it is hoped that the implementation of port business in Indonesia will very likely become faster, more productive, efficient, cheaper and safer (Gultom, 2017; Putra & Djalante, 2016). These better business

models are also being implemented in Labuh Anchor service activities at several points in Indonesia. The Coordinating Ministry for Maritime Affairs and Investment (KEMENKOMARVES) currently really understands Indonesia's Geostrategic and Geoeconomic constellations and believes that Indonesia can support the development of maritime business models in the field of shipping services, thereby organizing service management (Priyono, 2017; Tjoneng, 2015).

Anchorage is a situation where a ship is anchored using an anchor at sea for specific purposes. Such as waiting for a guide before entering the port area, carrying out tactical actions, or being in an emergency (Sabatini et al., 1999). By implementing Anchorage Services, the Government can obtain benefits such as STS services (Zima & Rucka, 2015). Utilizing the potential of Anchorage services from international ships is not without challenges because Indonesia competes with other Asian countries which also offer similar services.

In particular, the potential revenue from the Labuh Anchor service is very promising. The Kepulauan Riau Provincial Government targets the potential revenue from the Labuh Anchor service around IDR—1.5 trillion in 2020 through Regional Levies. For the Kepulauan Riau Province, this value is an opportunity to stimulate the regional economy and encourage the improvement of the national economy, which in turn, through the Profit Sharing Fund scheme, can inspire other regions that have the same water potential to be able to utilize it. Implementing the anchor management policy certainly involves several stakeholders or actors who participate, including the surrounding community, who depend on their economy by working in the waters around the Kepulauan Riau, with the anchor area being determined.

Policy implementation cannot be separated from the problems that arise. As in the previous research with the title "Conflict Mapping in the Management of Anchor Harbors in the Kepulauan Riau Province," the article explains that the sources of conflict and map the parties involved in the dispute over the management of anchor in the Kepulauan Riau Province and the dynamics and conflicts of authority between the central and regional governments in management of anchor in the Kepulauan Riau Province in 2017-2020 (Arianto, 2021). The parties involved in the conflict over managing anchor in the Kepulauan Riau Province include a. Batam Enterprise Agency. b. Kepulauan Riau Provincial Government; Governor, DPRD and Transportation Department. c. Central Government; Ministry of Transportation and Head of Harbormaster and Port Authority (KSOP) in the Kepulauan Riau Province.

Conflicts in rights and authority between the central and regional governments in managing anchor include overlapping policies between those responsible and critical stakeholders, and there are still sectoral egos/institutional egos between each stakeholder involved in the policy (Shah & Thompson, 2004). The large number of anchor management that the central Government wants to manage at several strategic points in Indonesia, the problem that often arises is that there is no specific policy that legally regulates anchor anchors in their management. In some cases, there are overlapping policies, so that implementation continues to be inappropriate or unable to achieve the stated objectives.

Method

This research method uses a post-positivism methodological approach, which means that post-positivism is a scientific methodology that does not view positivism as the main basis for research. This approach assumes that social reality is complex and diverse, and researchers must consider subjective and contextual factors that influence research. With post-positivism methodology, researchers explore theories, concepts, and

models that emerge from empirical observation and analysis. In other words, researchers aim to find an explanatory model by emphasizing social and philosophical views that emerge from the interpretation of social data. Post-positivist research views social reality as changing, inconsistent, and always evolving. Therefore, researchers need to have a flexible approach and continuously track changes in interpreting social phenomena. Post-positivist research also involves an abductive approach: drawing conclusions by making constructions based on existing theoretical understanding and observations of phenomena in society. Post-positivist researchers seek objective truth about social reality while realizing that the knowledge gained is always provisional and continually revised. Complex and diverse social aspects require steps to ensure the validity and reliability of the methodology used. Additionally, post-positivist research also emphasizes the importance of self-reflection by researchers, including questioning their research interests and how these interests may influence research findings. Overall, post-positivist research places the researcher as the object responsible for building and revising a valid understanding of social reality while realizing that this knowledge is never absolute and can change.

Results And Discussion

1. Potential Anchorage Policy in Kepulauan Riau

The anchor anchor business in Indonesia has quite large potential considering that Indonesia is a maritime country with thousands of islands and a long coastline. Unfortunately, even though Indonesia's maritime potential is very large, neighboring countries such as Singapore, Malaysia and Thailand, which are not archipelagic countries like Indonesia, have utilized most of the potential of the World Maritime Axis. Currently, around 90% of the world's ships pass through Indonesian waters in the World Maritime Axis, with 80% passing through the Malacca Strait and 10% passing through the Makassar Strait. In the Malacca Strait, more than 100,000 ships pass through each year, carrying around 90 million TEU containers. Singapore and Malaysia can each handle around 40 million TEUs, while Thailand handles 10 million TEUs. On the other hand, Indonesia is only able to handle less than 1 million TEUs.

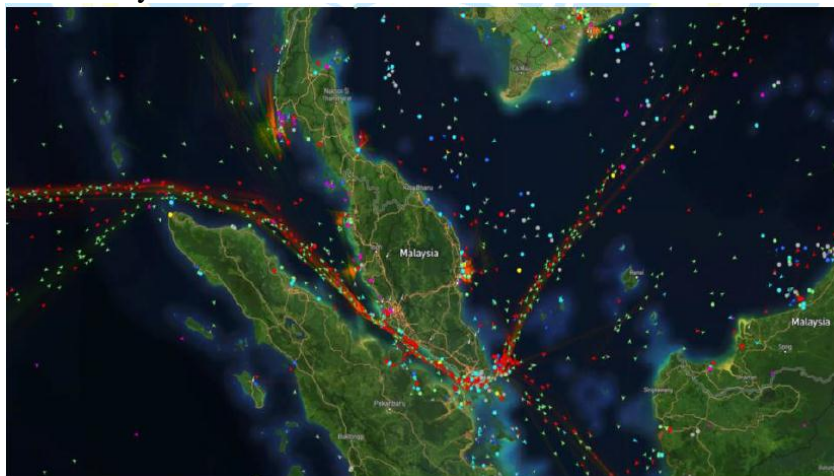


Figure 1. Ship Traffic in the Malacca Strait that Passes Through the Kepulauan Riau Area
Source: Nofandi et al., 2022

Even though Indonesia has the longest coastline in the Malacca Strait, which is 600 miles long, this country does not receive benefits comparable to Singapore and Malaysia which have coastlines of only 15 miles and 200 miles respectively. Singapore and Malaysia managed to reap revenues of around IDR 300 trillion from transshipment on this route (Fauzi, 2019). Information from Marine Traffic shows that the Straits of

Malacca and Singapore have significant traffic density. These two straits are among the busiest routes for global shipping. Data obtained from the Ministry of Transportation shows that around one third of the total world trade volume is distributed through the Malacca-Singapore Strait, with more than 200 ships every day and accounting for 80% of oil supplies for East Asia. These ships carry 25% of the world's trade goods, 2/3 of the world's Liquefied Natural Gas (LNG), 14% of the world's daily needs and 11 million barrels of oil per day (Nofandi et al., 2022).



Figure 2. Anchor Harbor Area in Kepulauan Riau Province
Source: Arianto et al, 2022

Before the arrangement was carried out, there were 18 anchor locations in Kepulauan Riau Province. This number was considered too much, so since 2018, at the initiative of the Coordinating Ministry for Maritime Affairs and Investment, a technical restructuring was carried out by the Ministry of Transportation. The arrangement process took three years and in 2021 the anchor area was reduced to only 6 points, namely:

- a. Tanjung Balai Karimun anchor area, which is determined by Minister of Transportation Regulation Number PM 17 of 2017 and managed by Pelindo I (Persero), with an area of approximately 96,470,063 m².
- b. The anchor area for Nipah Island, which was determined through the Decree of the Minister of Transportation Number SKM 222 of 2019 with an area of 54,733. 770 m² and Minister of Transportation Decree Number KM 223 of 2019 which is managed by PT. Asinusa Sekawan and Pelindo (Persero) with an area consisting of zone A covering an area of 18,808. 877 m², zone B covering an area of 9,641,965 m² and zone C covering an area of 16,818,965 m².
- c. Galang Island anchor area as determined by Minister of Transportation Decree Number KM 148 of 2020 which is managed by PT. Bias Delta Pratama with an area of 251,308,785 m².
- d. The anchor area for Kabil Waters (Riau Strait) as determined by Decree of the Minister of Transportation No. KM 216 of 2020 which is managed as a concession/cooperation with PT. Kepri Harbor (Perseroda), and its area is 18,867,197 m².
- e. The Tanjung Berakit anchor area is determined through the Decree of the Minister of Transportation Number KM 30 of 2021, which is managed on a concession/cooperation basis with PT. The Kepulauan Riau Port covers an area of zone A of 185,325,246 m² and zone B of 84,005,592 m².
- f. The anchor area of the Batam port is at the Batu Ampar terminal and the Sekupang terminal as determined by Decree of the Minister of Transportation Number KP 775 of 2018 which is managed by the port operator with an area covering zone A of 6,709,960 m² and zone B of 12,187,566 m².

The implementation of anchor management in the strategic area of the Kepulauan Riau Province has many interests involving stakeholders and other actors to implement the program. In the performance itself, there are differences in management and objectives in the direction of anchor anchors in collecting fees; previously, the final decision would be managed by the Kepulauan Riau Provincial Government as the Holder of the Regional Autonomy Authority. However, this management was temporarily stopped based on the letter from the Indonesian Ministry of Transportation Number M.006/63/17/DJPL/2021 concerning the Settlement of Problems with the Imposition of Port Service Levy by regional governments.

This has harmed the local Government and the people of the Kepulauan Riau Province, who hope for the anchor as an economic revival during the COVID-19 pandemic. Currently, the Provincial Government is still struggling to ensure that the rights and authority of regional governments have functioned well so that the regional government system can manage and achieve the potential of local original income. This means the main benefits and benefits in the maritime sector in Indonesia's border areas by utilizing levies on anchor anchors that cross the territorial waters of the Kepulauan Riau Province in the future. It is not only a matter of rights and authority, but regulations and many rules that make stakeholders fight for their rights in managing anchor, so stakeholders should have a shared vision and mission to drive the economy at the border by taking advantage of existing opportunities.

However, the current problem is that the regime in power always raises its respective sectoral egos. Indirectly, the future direction that must be taken is to prepare development efforts in management both technically and in regulations in its implementation to carry out levies within the currently determined area for anchor activities in the Kepulauan Riau Province, so the importance of an ideal policy which stakeholders must implement. Implementation of policies involves several stakeholders and is followed by interests that influence the procedure itself, so the responsibility for managing anchor anchors must also involve all stakeholders. The many attractions will improve the community's welfare with the impact of additional income for the community of Kepulauan Riau Province.

However, in reality, the Kepulauan Riau Provincial Government has failed to attract new sources of income from levies for ship anchoring services, which are targeted at IDR 200 billion per year. The Kepulauan Riau Provincial Government is facing the problem of authority to manage the 0-12 mile sea based on Law Number 23/2014. Based on the data, the Ministry of Transportation, through the Directorate General of Sea Transportation, issued Letter Number UM.006/63/17/DJPL/2021 dated 17 September 2021 concerning the Settlement of Problems with the Imposition of Port Service Levy by Regional Governments. Based on the letter, the Ministry of Transportation temporarily manages anchor services in the Kepulauan Riau Province (Pratiwi, 2021).

In general, implementation refers to efforts to establish relationships that enable the achievement of public policy objectives due to government activities. This determination involves creating a "policy delivery system" in which certain means are designed and implemented to achieve specific goals. Therefore, public policy – a statement of aims, objectives, and broad standards – is translated into a program of action to achieve the purposes stated in the policy. Different programs can be developed in response to the same policy objectives. Action programs can be divided into more specific projects to be managed. Action programs and individual projects aim to cause changes in the policy environment, which can be considered a result of the program.

The distinction between policies and programs here means that policy implementation is a function of program implementation and depends on the results

achieved. Consequently, studies of policy implementation processes almost always involve investigating and analyzing concrete action programs designed to achieve broader policy goals. A clear distinction between policy and program is challenging to maintain in practice. This is somewhat vague because "policy" has different use levels. In addition, because policy implementation depends on program outcomes, it is difficult to separate the fate of policies from those of their constituent programs. Furthermore, the statement that policy implementation depends on program implementation assumes that the programs are genuinely appropriate for achieving policy objectives, an assumption that is not always borne out in practice.

In general, anchoring policies can be categorized into three perspectives of statutory regimes, namely the Port and Shipping Law regime, the Non-Tax State Revenue (PNBP) regime and the Job Creation Law regime. The Port and Shipping Law Regime is a set of laws and regulations that regulate shipping and port activities in a country. This regime covers various aspects, such as shipping safety and security, environmental protection, as well as regulations related to ship operations and port activities. Some of the laws and regulations in this regime related to anchor anchors include:

- a. Law Number 17 of 2008 concerning Shipping;
- b. Government Regulation Number 61 of 2009 concerning Ports;
- c. Regulation of the Minister of Transportation of the Republic of Indonesia Number 121 of 2018 concerning Amendments to Regulation of the Minister of Transportation Number 72 of 2017 concerning Types, Structure, Classes and Mechanisms for Determining Port Service Tariffs;
- d. Decree of the Minister of Transportation of the Republic of Indonesia Number KM 154 of 2020 concerning Standard Operational Procedures for the Management and Operation of Certain Areas in Waters that Function as Ports in the Kepulauan Riau;
- e. Government Regulation Number 31 of 2021 concerning the Implementation of the Shipping Sector.

The Non-Tax State Revenue Law (PNBP) regime refers to the system of collecting state income originating from sources other than taxes. PNBP is any state revenue that does not come from taxes, such as revenue from state asset management activities, public services, government investment management, etc. The Non-Tax State Revenue Law (PNBP) regime that regulates anchor anchors is Government Regulation Number 15 of 2016 concerning Types and Tariffs for Types of Non-Tax State Revenue that Apply to the Ministry of Transportation. Meanwhile, the Job Creation Law Regime is a set of laws that were formed through the omnibus method, namely by changing or revoking a number of statutory provisions from various sectors and combining them into one legal rule, especially changes to labor law, investment licensing, and the environment, and other sectors. This is one of the steps to simplify regulations in an effort to create jobs through facilitating, protecting and empowering cooperatives and micro, small and medium enterprises, improving the investment ecosystem and ease of doing business, and Central Government investment and accelerating national strategic projects. Some of the regulations in this regime related to anchoring include:

- a. Government Regulation Number 41 of 2021 concerning the Implementation of Free Trade and Free Trade Areas;
- b. Regulation of the Head of the Batam Free Trade Zone and Free Port Concession Agency Number 27 of 2 2021 concerning the Management of Service Tariffs and Financial Administration Procedures in Port Business Entities Batam Free Trade Zone and Free Port Concession Agency;

- c. Regulation of the Head of the Batam Free Trade Zone and Free Port Concession Agency Number 34 of 2021 concerning Amendments to the Regulation of the Head of the Batam Free Trade Zone and Free Port Concession Agency Number 27 of 2021 concerning Management of Service Tariffs and Procedures for Financial Administration in Port Business Entities Concession Agency Batam Free Trade Zone and Free Port.

2. Content of Policy

a. Interest of Affected

Interest affected is an interest in a policy and the extent to which the implementation of the policy influences this interest. In the performance of anchor in the Kepulauan Riau Province, there must be interest from the actors involved in it because the management of anchor in the Kepulauan Riau cannot be separated from policies in gaining income in the maritime sector in the border region. The findings show that several interests are affected by the implementation of anchor anchors in the Kepulauan Riau Province.

- 1) First, the interest of the Kepulauan Riau Provincial government in promoting tourism in the waters area. To attract tourist interest, managing anchor is essential to facilitate access to marine tourism objects, which are the main attractions in the area.
- 2) Second, the interests of fish catchers or fishermen. Anchoring is a means to make it easier for fishermen to moor their ships and carry out activities in these waters. So, the Government needs to consider fishermen's interests in making anchor management policies.
- 3) Third, the interests of ship entrepreneurs or tourist ship owners. This interest is related to the area's ease of mooring and anchoring ships. A good and regular anchor management policy will provide certainty for ship entrepreneurs operating in the area.
- 4) Fourth, the interests of the community around the anchor anchor. The community around the anchor is also interested in its management, especially regarding environmental impacts that may arise from activities in the area. The Government needs to pay attention to the interests of the surrounding community in making policies for managing anchor effectively and sustainably.

By realizing the interests involved in implementing anchor in the Kepulauan Riau, it is hoped that the established anchor management policy can meet the interests of all parties in a balanced manner.

b. Type of Benefits

Types of benefits in implementing policies. A policy has benefits, including the implementation of management of anchor as a regional income asset for the Kepulauan Riau Province. The benefits of implementing a policy should be positive and can be felt by many parties. The results show that there are several types of benefits from implementing the policy, including:

- 1) Economic Benefits. In implementing anchor management, the financial benefit is the creation of regional income from anchor levies. Apart from that, with good governance, the potential for developing maritime and tourism industries can also increase Regional Original Income (PAD).
- 2) Social Benefits. Implementing anchor port management also provides social benefits for the community, such as the availability of facilities for passengers and visitors around the port. Apart from that, good leadership can also offer employment opportunities to the surrounding community.

- 3) Environmental Benefits. Good anchor management can also provide ecological benefits, such as preventing damage to coral reefs due to careless anchor anchoring or endangering marine biota. Apart from that, with good management, efforts can also be made to manage marine waste and monitor water quality around the port if regulated.
- 4) Security and Safety Benefits. Good anchor management can also provide security and safety benefits, such as preventing ship accidents due to uncontrolled anchor anchors. Apart from that, good leadership can also involve efforts to monitor ship traffic flows and supervise ships that damage the environment.

With these benefits, it is hoped that implementing anchor management as a regional income asset for the Kepulauan Riau Province can have a more significant positive impact on the community and surrounding environment.

c. Extent of Change Envisioned

A precise scale of change is desired from the implementation of a policy. Previously, the anchor anchor anchor management was suspended per a letter from the Indonesian Ministry of Transportation, the Kepulauan Riau Provincial Government, which wanted to utilize the 12 nautical mile authority mandated in Law No. 23 of 2014 concerning Regional Government. Kepulauan Riau Province actualizes its control through Regional Regulation No. 9 of 2017 concerning the Second Amendment to Regional Regulation Number 1 of 2012 concerning Regional Levies. One of the levies collected is the anchor levy. This is the basis for anchor anchor management, which focuses on changes from using anchor anchors to their implementation.

The findings show that implementing anchor management policies in the Kepulauan Riau Province has increased supervision and regional income through increasing levies collected. However, improvements are still needed in infrastructure and supporting facilities, such as additional docks and loading and unloading facilities, as well as raising public awareness of the importance of maintaining cleanliness and easy access around the anchor area. Therefore, the scale of change desired in implementing this policy is improving infrastructure and supporting facilities, as well as increasing public awareness in maintaining cleanliness and ease of access around the anchor area.

d. Site of Decision-Making

The site of decision-making, where the decision-making of a policy will be implemented, is located. There must be clarity for an approach to be formed. If the location of decision-making is not precise, then you will not be able to achieve the goals you want to achieve. Currently, the source of the problem is between the authority between the central Government and regional governments, which should be that the Indonesian Ministry of Transportation has handed over the power to manage anchor to the Kepulauan Riau Provincial Government. The findings show a lack of coordination and collaboration between the central Government and regional governments in making decisions regarding managing anchor in the Kepulauan Riau. Therefore, mutual agreement is needed regarding the decision-making location to avoid future policy conflicts so that the policies taken can be implemented effectively and efficiently to achieve the desired goals.

e. Program of Implementors

A policy must have a precise and clear implementation, which is usually described in the anchoring process, from program formulation to program commission, which refers to the technical performance of anchoring in the strategic area of the

Kepulauan Riau Province. The findings show that several things must be considered for the anchor anchoring process to run well.

- 1) First, it is necessary to regulate the regulatory and licensing process for anchor anchors in the strategic areas of the Kepulauan Riau Province. This is very important to maintain order and security in the waters and avoid misuse by irresponsible parties.
- 2) Second, it is necessary to strive for cooperation and coordination between various related parties, such as local governments, ship owners, entrepreneurs, fishermen, and security and supervision officers. This collaboration can strengthen the supervision of mining activities and transportation of goods in waters and optimize the use of areas for the benefit of the community.
- 3) Third, it is necessary to increase the ability and knowledge of relevant officers to monitor and enforce the law against anchor activities that do not comply with applicable regulations and permits. This can be done through intensive training and outreach and increasing community involvement as partners in maintaining water security and order.
- 4) Fourth, paying attention to the quality of the equipment and facilities needed for a safe and effective anchor anchoring process, such as mooring ropes, life jackets, life buoys, and other necessary equipment, is essential. This equipment must be maintained and updated regularly constantly to be ready for emergencies.
- 5) Fifth, technology and innovation must be developed to support implementing a more efficient and environmentally friendly anchor anchoring process. This can reduce negative impacts on marine ecosystems and improve the welfare of people living around water areas.

By paying attention to these things, it is hoped that implementing the anchor anchoring process in the strategic areas of the Kepulauan Riau Province can run well and provide optimal benefits for the community and the surrounding environment.

f. Resources Committed

Policy implementation must be supported by adequate resources and suitable management arrangements for the resources themselves, so anchor activities must have a shared commitment to implementing the policy itself. The findings show that anchor activities experience many problems in managing existing marine resources, such as a lack of supervision, control and maintenance of anchor facilities. Apart from that, a lack of understanding of the negative impacts of anchoring activities on the environment is also a significant factor in difficulties in implementing existing policies. Therefore, close cooperation is needed between the Government, industry players and the community in maintaining the sustainability of marine resources so that anchoring activities can run better and be environmentally responsible.

3. Content of Implementation

a. Power, Interest, and Strategies of Actors Involved

It is imperative to manage anchor anchor in the Kepulauan Riau Province. The central Government plays an essential role in establishing policies and regulations regarding anchor management, while regional governments are responsible for implementation at the local level. Other actors in managing anchor in the Kepulauan Riau Province include ship owners, port operators, fishermen and local communities. Each actor has different interests regarding managing anchor, so conflict or competition arises between them. The strategies used by each actor are also different. Central and local governments use regulatory and supervisory approaches to ensure rules and

regulations compliance. Ship owners and port operators prioritize strategies to increase efficiency and profits, while fishermen and local communities focus more on improving economic welfare and environmental sustainability. In managing anchor in the Kepulauan Riau Province, good synergy and coordination are needed between all actors involved. The Government must be a facilitator or liaison between all actors and prioritize a public participation-based approach involving all relevant parties. It is hoped that this can provide the best solution for preserving nature and the surrounding environment while meeting the economic and social needs of the local community.

b. Institution and Regime Characteristics

Several institutional and regime characteristics influence the management of anchor in the Kepulauan Riau Province. These characteristics include:

- 1) Openness to public participation: Institutions and regimes more open to public involvement tend to manage anchorages better. This is because public participation can help identify problems related to anchor management and provide input on appropriate solutions.
- 2) Institutional capacity: Institutions with good power in human resources, finances and equipment can effectively manage anchor. Good ability will also enable institutions to make decisions quickly.
- 3) Level of collective action: Regimes that encourage collective action between subordinates and service providers will be better able to address problems associated with anchorage management. Good collective action will enable service providers to work together to improve and improve anchorage management practices.
- 4) Linkages between institutions: The existence of good relations and collaboration between institutions involved in anchorage management will enable service providers to identify problems and solutions together. Good ties will also make sharing information and coordinating between institutions easier.
- 5) Institutional roles and responsibilities: Institutions with clear and appropriate roles and responsibilities will better manage anchor. Clear roles and responsibilities will make it easier for institutions to make decisions and resolve problems related to anchor management.

c. Compliance and Responsiveness

The anchor management policy in the Kepulauan Riau Province has a relatively high level of compliance and responsiveness. Compliance here refers to the extent to which anchor management policies are complied with by actors in anchor activities, including fishermen, shipping companies and ships docking at the port. The research results show that the procedure has been well followed by the perpetrators of the activity, both because of the sanctions and their awareness of the importance of protecting the environment and complying with regulations. Meanwhile, responsiveness refers to the extent to which the policy is responsive to changes and developments in the field, such as an increase in the number of ships anchored or weather changes that can affect the safety of anchoring.

The research results show that this policy is quite responsive and able to adapt to changes to maintain the safety and comfort of port users. However, challenges are still faced in implementing this policy, such as a shortage of supervisory staff and limited port infrastructure. Therefore, efforts must be made to improve and optimize anchor dock management policies in the Kepulauan Riau Province to maintain the safety and comfort of port users and the surrounding environment.

Conclusion

Based on the results and discussion above, it can be concluded that implementing anchor management policies in the Kepulauan Riau Province involves various actors with different interests. However, implementing these policies has significant economic, social, environmental and security benefits. To achieve the objectives of policy implementation, good synergy and coordination is needed between all actors involved. Good management of marine resources must be supported by institutions and regimes open to public participation, good institutional capacity, a high level of collective action, good linkages between institutions, and clear roles and responsibilities. Additionally, compliance and responsiveness of anchor management policies must be maintained so that activity actors can obey these policies and respond to field changes. To improve the implementation of anchor management policies in the Kepulauan Riau Province, improvements in infrastructure and supporting facilities are needed, increasing public awareness of the importance of maintaining cleanliness and ease of access around the anchor area, good cooperation and coordination between various related parties, improving the ability and knowledge of officers related to monitoring and law enforcement of anchoring activities, as well as developing technology and innovation to support the implementation of a more efficient and environmentally friendly anchoring process. With these efforts, the performance of the anchor management policy in the Kepulauan Riau Province is expected to have a more significant positive impact on the local community and environment, as well as achieving the Government's desired goals of maintaining the sustainability of marine resources and improving the welfare of local communities.

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