



IMPLEMENTATION OF PERDA NUMBER 9 YEAR 2011 REGENCY OF NORTH BARITO CONCERNING RETRIBUTION FOR BUSINESS SERVICES TO REGIONAL PORTS MANAGED BY UPT DERMAGA MUARA TEWEH

Bazarudin Zuhri*, Asmu'i, Bachrudin Ali Akhmad

Master of Government Science Study Program, Faculty of Social and Political Sciences, Lambung Mangkurat University, Banjarmasin City, South Kalimantan, Indonesia

Submit : 05-03-2021

Accepted : 08-18-2021

***Corresponding author**

Abstract

Ports play an important role in stimulating the growth of economic, trade and industrial activities from their areas of influence. However, the port does not create these activities, but only serves the growth and development of these activities. On this basis it can be said that the port as one of the transportation infrastructure, can generate economic activity in a region because it is part of the chain of transportation and logistics systems. Good management of the port is needed so that the results obtained are effective and efficient, the management is regulated by several policies in the form of Laws, Government Regulations, Ministerial Regulations and Regional Regulations, especially in the North Barito Regency area, precisely in Muara Teweh City, there is a port that managed by the Regional Government, namely through the Department of Transportation of North Barito Regency, the Technical Implementation Unit (UPT) of Muara Teweh Pier. The purpose of this research is to determine the implementation of Regional Regulation No. 9 of 2011 on North Barito Regency regarding Business Service Fees, especially Port Services at Regional Ports Managed by UPT Dermaga Muara Teweh and analyze the factors that influence the implementation of these regional policies. The research method uses a qualitative approach, This study analyzes the extent of the implementation of regional policies, in this case Regional Regulation No. 9 of 2011 on North Barito Regency regarding Business Service Fees, Especially Port Services at Regional Ports managed by UPT Dermaga Muara Teweh and the factors that influence it.. The results of the study show that the implementation of Regional Regulation Number 9 Year 2011 North Barito Regency regarding Business Service Fees, especially Port Services at Regional Ports Managed by UPT Dermaga Muara Teweh is not yet optimal, this can be seen by the achievement of retribution according to data that tends to decrease which is influenced by several factors, namely: Information Submission, Resources, Implementing Mental, and Structure and Procedure.

Keywords: Implementation, Regional Regulations, Port Service Business Service Fees.

INTRODUCTION

Ports play an important role in stimulating the growth of economic, trade and industrial activities from their areas of influence (Nampira et al., 2018; Rizki et al., 2021; Husen & Baranyanan, 2021). However, ports do not create these activities, but only serve the growth and development of these activities (Pusparani et al., 2021). Such activities increase the role of the port from just being a place for ships to become a center of economic activity (Karunia et al., 2019; Sholeh, 2020). In principle, the relationship between development activities by humans at sea cannot be separated from those on the coast and even entirely on land (Lubis, 2014). Ports are a means of awakening inter-island trade and even inter-country trade, ports in an area will stimulate the economic cycle more,

Ports have a very important and very strategic role, in supporting economic growth and trade in cities and provinces in particular, and the state in general (Putra & Djalante, 2016; Handoyo, 2015). This has consequences for the management of the port business segment so that its operations can be carried out effectively, efficiently and professionally so that port services become smooth, safe, and fast at an affordable cost (Gultom, 2017). Basically the services provided by ports are services to ships and services to cargo (goods and passengers) (Aspan et al, 2020). Theoretically, as part of the marine transportation chain, the function of the port is a meeting place (interface) of two or more modes of transportation and the interface of various interrelated interests. Goods transported by ship will be unloaded and transferred to other modes such as land modes (Aditio, 2021; Suhartanti & Darmono, 2017).

On this basis it can be said that the port as one of the transportation infrastructure, can generate economic activity in a region because it is part of the chain of transportation and logistics systems (Fitri, 2019). Port is a place consisting of land and surrounding waters with certain boundaries as a place for government activities and economic activities that are used as a place for ships to dock, dock, up and down passengers and/or loading and unloading of goods equipped with shipping safety facilities and supporting activities. port and as a place for intra and intermodal transportation (PP RI No. 69 of 2001).

Good management of the port is needed so that the results obtained are effective and efficient, the management is regulated by several policies in the form of Laws, Government Regulations, Ministerial Regulations and Regional Regulations, especially in the North Barito Regency area, precisely in Muara Teweh City, there is a port that managed by the Regional Government, namely through the Department of Transportation of North Barito Regency, the Technical Implementation Unit (UPT) of Muara Teweh Pier.

North Barito Regency is located at a position of 114027'3.32" – 115050'47" East Longitude and 0049'00" north latitude – 1027'00" south latitude, and is crossed by the Barito River with a length of ± 900 km which stretches from the north of the Leuser Mountains on the Murung Raya border with West Kalimantan Province and empties into Banjarmasin, South Kalimantan Province which can be navigated along ± 700 km, the average depth is between 6 meters – 14 meters, the average width is 350 meters – 500 meters and the tributaries are; Montallat, Teweh and Lahei, which connect several villages along the river channel and it is undeniable that water transportation is still in demand and is one of the links from areas that cannot be passed by land or is calculated in terms of travel time, which is faster than using land transportation, can even be one of the causes of opening up the isolation of an area.

Public facilities such as river ports must be able to provide good service to the community using river transportation where this is done solely to provide maximum service for the community with good professional and accountable management which can later be expected to

contribute also to PAD (Regional Original Income).), in accordance with regional autonomy where the regional authority to collect and manage income from taxes and regional levies can certainly become regional capital to advance their respective regions.

To pursue the potential that exists in the water transportation sector, in this case on the Barito River, the North Barito Regency Government issued a regional policy with the issuance of Regional Regulation No. 9 of 2011 concerning Business Service Fees which contained an explanation of Port Service Fees, which are expected. With the issuance of the Regional Regulation (Perda) it can give authority to the North Barito Regency Transportation Service as the executor of being able to optimize the port service retribution sector which is useful for increasing PAD for development and community welfare. For this reason, it is necessary to have adequate facilities and good service in the field based on the author's observations, the availability of port supporting facilities such as docks is still inadequate, other facilities such as shipping safety equipment are still lacking, administrative service facilities are also lacking, few field implementers, and several other factors that have an impact or are directly related to the achievement of PAD targets. from the port service sector at UPT Dermaga Muara Teweh, so this is what underlies the author to research and analyze the effectiveness of the implementation of the regional regulation by raising the research entitled "Implementation of Regional Regulation No. 9 of 2011 on North Barito Regency concerning Business Service Fees at Regional Ports Managed by UPT Pier Muara Teweh".

RESEARCH METHODS

The type of research used is phenomenological research, which describes descriptively the process of implementing Regional Regulation No. 9 of 2011 on North Barito Regency on Regional Ports Managed by UPT Dermaga Muara Teweh which refers to Law No. 17 of 2008 concerning Shipping, PP No. 61 of 2009 Concerning the Port which is implemented through the Regional Regulation of North Barito Regency No. 9 of 2011 concerning Business Service Fees and Job Descriptions at UPT Dermaga Muara Teweh.

This study analyzes the extent of the implementation of regional policies, in this case Regional Regulation No. 9 of 2011 on North Barito Regency regarding Business Service Fees, Especially Port Services at Regional Ports managed by UPT Dermaga Muara Teweh, which focuses on implementing existing policies based on effectiveness, quality. service and availability of adequate human resources and facilities, existing communication, implementation of existing policies, and organizational structure in this case UPT Dermaga Muara Teweh whether it is in accordance with the main tasks, functions and organizational structure and the factors that influence it. Where researchers will use the theory of George C.

The data collection technique used is a triangulation technique, namely by: Observation, namely collecting data directly by looking at and observing conditions in the field, in this case direct observation at the Port of UPT Pier Muara Teweh both at the service place and the surrounding environment and also to implementers field services and service users; Interviews, to explore in-depth information on matters that are in direct contact with the actors of activities related to research, namely service users, implementing officers in the field, especially as key informants, namely the Head of UPT Dermaga Muara Teweh; and Documentation, namely collecting data on policy documents related to research such as Standard Operating Procedures (SOP).

RESULTS AND DISCUSSION

Overview of Muara Teweh Pier UPT

In North Barito Regency, there is a port managed by the Regional Government which functions as a place to get on and off passengers and goods between cities within the Regency as well as between Regencies and Provinces as well as a post for monitoring water transport traffic.

The UPT Muara Teweh Pier itself was previously named UPTD River Lake and Crossing Transportation Traffic (LLASDP) and in 2017 in accordance with North Barito Regent Regulation Number 70 of 2017 concerning the Establishment of Technical Implementation Units at Regional Offices in the North Barito Regency Government, there was a change became the UPT Muara Teweh Pier, with the scope of port services consisting of the Muara Teweh Pendopo Market Pier, Pacific Hotel Front Pier, Flood Free Market Pier, Weekly Pier Pier, and Montallat Post.

The UPT Dermaga MuaraTeweh is led by a UPT Head who is directly under and responsible to the Head of the Service. Has the main task of carrying out some official duties in the field of regulation, supervision and control of river and crossing transportation traffic. Supervision and guidance as well as receipt of levies for passengers, goods, berths of ships at the port, Supervision and guidance of ship owners, Supervision of river transportation crossing the Barito River, Control of traffic for passenger and goods transport crossing the Barito River, Signing and arranging approvals for crossing bridges Long Spans for Transport of Wood Logs.



Figure 1. UPT Muara Teweh Pier (Upper Part)

The construction of the Muara Teweh Pier uses the 2011 and 2012 APBN (which is shown in Figure 1) with an area of ± 220 m² consisting of office rooms, prayer rooms, passenger waiting areas, ticket counters, parking lots, toilets, stairs to the port which are designed in such a way. a way to be able to go up and down following the water level, a pontoon with an area of ± 100 m², and a warehouse. Meanwhile, the old wharf building is still being maintained and is also still functioned as an office and a place of service even though it should be rehabilitated immediately or replaced by a new building considering its condition is no longer able to withstand the heavy burden of people and goods piled up in the building. seen by the rising water above the pier floor with the wooden construction (can be seen in Figure 2).



Figure 2. Old Wharf Building UPT Muara Teweh Pier (Bottom)

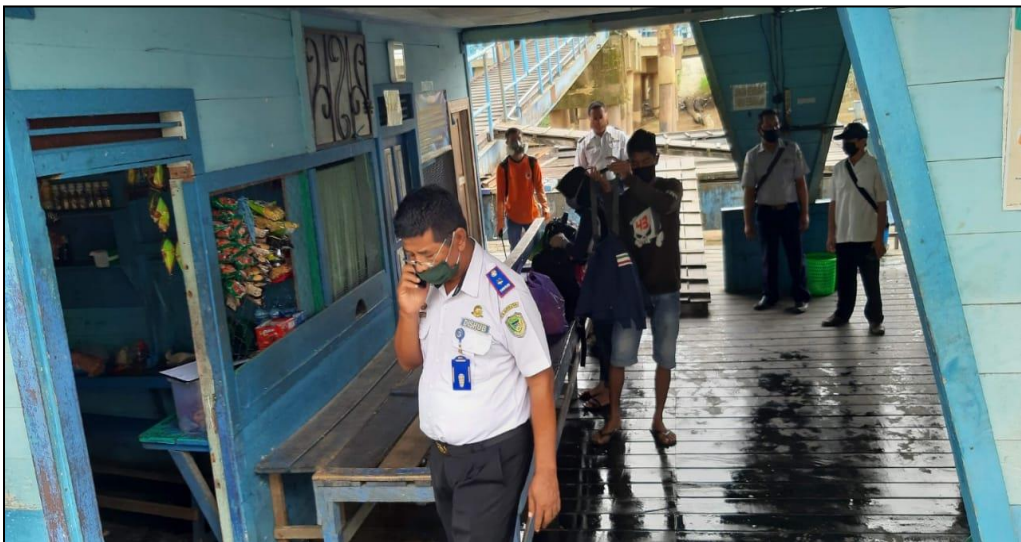


Figure 3. Condition of the Old Pier (UPT Jetty Muara Teweh) when it is loaded with loads

The regional-owned port managed by the Muara Teweh Pier UPT besides the Muara Teweh Pier UPT itself also oversees or manages the Pendopo Market Pier, Flood Free Market Pier, Weekly Pier Pier, and Montallat Post which in the picture the Pendopo Market Pier and Pasar Pier Flood free is in poor condition, but both piers are still used to get on and off passengers and goods for residents across Muara Teweh City, such as Jambu Village, Jingah Village, Malawaken Village, which community activities are free of charge. Meanwhile, Post Montallat performs the task of supervising the shipping situation which is the final post for the entry and exit of river transportation in North Barito Regency, These things related to shipping are always reported to the UPT Dermaga Muara Teweh both regarding the condition of the water level, the river transport fleet that ran aground in the Siwak Bay area which is prone to bathymetric conditions such as sand dunes at the bottom of the river which is one of the obstacles in shipping lanes around Montallat District. , also report, such as a shipping accident, all of these things will always be reported by the officers at the Montallat Post to the Muara Teweh Pier UPT and always coordinate for the smooth and safe shipping.a river transport fleet

that ran aground in the Siwak Bay area which is prone to bathymetric conditions such as a sand dune at the bottom of the river which is one of the obstacles in the shipping lane around Montallat District, also reports such as a shipping accident, all of these things will always be reported by officers at the Montallat Post to the UPT Pier Muara Teweh and always coordinate for the smooth and safe shipping. a river transport fleet that ran aground in the Siwak Bay area which is prone to bathymetric conditions such as a sand dune at the bottom of the river which is one of the obstacles in the shipping lane around Montallat District, also reports such as a shipping accident, all of these things will always be reported by officers at the Montallat Post to the UPT Pier Muara Teweh and always coordinate for the smooth and safe shipping.

UPT Pier Muara Teweh is led by a Head and assisted by a Head of Subdivision of Administration and 9 (nine) staff consisting of 3 (three) ASN/PNS and 6 (six) honorary staff who have an office at UPT Jetty Muara Teweh Pier, and The Montallat Post consists of 1 (one) ASN/PNS and 3 (three) honorary staff having an office at the Montallat Post, Montallat District.

The service procedure at the Muara Teweh Pier UPT refers to the Decree of the North Barito Regent Number: 188.45 / 13 / 2017, concerning the Standard Operating Procedure of the Muara Teweh Pier at the North Barito Regency Transportation Service, in this case the Standard Operating Procedure (SOP) is to obtain a letter Sailing Approval for River Transportation where the connection will also be on port service fees and of course it will also affect the size of the PAD obtained.

Research Result

Implementation of Regional Regulation No. 9 of 2011 at UPT Pier Muara Teweh

The substance of the implementation of Regional Regulation No. 9 of 2011 that or objects that become the implementation of the policy include:

1) Principles of Determining the Structure and Amount of Charges

The amount of the tariff structure stipulated in Regional Regulation no. 9 of 2011 article 32 paragraph 1 regarding port service levies and changes in the amount of tariffs according to the Regulation of the Regent of North Barito No. 50 of 2017 concerning changes in levy rates for the use of regional assets at ports, terminal fees, and port service fees in Perda No. 9 of 2011 concerning business service levies, referring to the contents of Regional Regulation No. 9 of 2011 article 33 paragraph 1 "revenue rates can be reviewed no later than every 3 (three) years", paragraph 2 "reviews levy rates as referred to in paragraph (1) is carried out by taking into account the price index and economic developments, and paragraph 3 "changes levy rates as a result of the review of tariffs as referred to in paragraph (1) shall be stipulated by a Regent Regulation".

The amount of levy rates for port services at Regional-Owned Port Piers as regulated in North Barito Regency Regional Regulation Number 9 of 2011 concerning Business Service Retribution are as follows:

Table 1. The amount of levy rates for port services at the UPT Pier of Muara Teweh Pier

No.	Name / Object of Retribution	Quantity
1.	Passenger Retribution	Rp. 1,000 / passenger
2.	Unloading Goods	Rp. 10,000/tonne
3.	Unloading Animals	
	Cow, buffalo	Rp. 10,000 / head
	Goat, pig	Rp. 5,000 / head
	Chicken, duck, duck, etc	Rp. 500 / head
4.	Stacking of goods	Rp. 10,000/ton/night
5.	Mooring levies, docking river boats	

Getek motorbike / taxi motorbike	Rp. 2,000 / Etmal
Freight ship ton	Rp. 3,000 / Etmal
Freight ship 6 – 15 tons	Rp. 5,000 / Etmal
Freight ship 16 – 30 tons	Rp. 7,000 / Etmal
Freight ship 31 tons	Rp. 10,000 / Etmal

Source: North Barito Regency Regional Regulation Number 9 of 2011

Note: Etmal = time or length of time for the ship to dock at the dock, usually 1 x 24 hours.

Then in 2017 there was a change in levy rates, the North Barito Regency Government through the North Barito Regent Regulation Number 50 of 2017 made changes to the amount of port service retribution rates in the North Barito Regency Regional Regulation Number 9 of 2011 which came into effect in October 2017, can be seen in following table:

Table 2. Changes in the Amount of Charges for Port Services at the UPT Jetty of Muara Teweh Pier

No.	Name / Object of Retribution	Quantity
1.	Passenger Retribution	Rp. 2,000 / passenger
2.	Unloading Goods	Rp. 20,000/tonne
3.	Unloading Animals	
	Cow, buffalo	Rp. 20,000 / head
	Goat, pig	Rp. 10,000 / head
	Chicken, duck, duck, etc	Rp. 1,000 / head
4.	Stacking of goods	Rp. 20,000/ton/night
5.	Mooring levies, docking river boats	
	Getek motorbike / taxi motorbike	Rp. 2,500 / Etmal
	Freight ship ton	Rp. 5,000 / Etmal
	Freight ship 6 – 15 tons	Rp. 10,000 / Etmal
	Freight ship 16 – 30 tons	Rp. 15,000 / Etmal
	Freight ship 31 tons	Rp. 20,000 / Etmal

(Source: North Barito Regional Regulation Number 50 of 2017)

In the event that the implementation levy on the field has been applied in accordance with the applicable regulations, this is in accordance with the statement from the Head of the Muara Teweh UPT Jetty as follows:

“The levy collection carried out by officers for the amount for 2017 and below uses the tariff rate in accordance with Regional Regulation No. 9 of 2011, and from the beginning of 2018 to 2020, the tariffs have been used in accordance with Perbup No. 50 of 2017, the officers at the Muara Teweh Pier UPT already know about it, even the change has been socialized in October 2017 by calling transport entrepreneurs and companies that use port services.”

2) Procedures for Collection and Areas for Levy Collection

The procedure for collecting levies has not gone well/optimally where the officers who collect levies still provide concessions to transportation entrepreneurs where the payment of passenger levies is sometimes not in accordance with the actual number of passengers, the officers only receive the amount of passenger levies that do not match the data in the passenger manifest list because the officers are just waiting in the room when the transportation entrepreneur submits an application to obtain a Sailing Approval Letter and pays the levy at that time even though there are other officers in charge of supervising the disembarkation of passengers, in addition to loading and unloading fees, sometimes no levy is withdrawn and sometimes the transportation entrepreneur himself does not do it. payment for several reasons.

The collection area is only carried out at the Pier at the Muara Teweh Pier UPT, whereas before 2015 the collection area was wider than the UPT Pier itself which also included Pendopo Market Pier, Flood Free Market Pier, Weekly Pier Pier and Montallat Post, but now it is only carried out At the UPT Pier, Muara Teweh Pier, apart from the condition of several dock buildings that are no longer feasible, it can be seen in Figure 4.4 and Figure 4.5 as well as the limitations of the existing staff.

The explanation from the Head of the Muara Teweh Pier UPT regarding this is as follows:

“The area for collecting the object of retribution since 2015 has only been carried out at the UPT Pier of Muara Teweh Pier, because the available facilities and infrastructure are more complete and better only here, while at some docks which are still under the management of the Muara Teweh UPT Pier, it is very worrying and only serving locally as well as the Montallat Post, now it only functions for supervision, plus the limitations of officers in the field, for all of that we have proposed but due to budget constraints, it has not been fulfilled”.

In addition, according to the Head of the Port Section when confirmed at the Office:

“It's true that we have proposed improvements to some of the docks several times through the Head of the Planning and Finance Subdivision at the direction of the Head of the Division after being directed by the Head of the Transportation Service, but the process to get it approved in the use of funds from the APBN in the form of DAK requires assistance funds for activities. The physical infrastructure itself is financed through the North Barito Regency APBD funds, namely for the planning stage, feasibility study, and others so that with limited budget and implementation time, it cannot be implemented even though for the proposal, I and the Head of Service immediately went to Palangkaraya with a proposal to Central Kalimantan Provincial Transportation Office”.

3) Implementation of Collection of Port Service Retribution

Implementation in the field is strongly influenced by the implementer, available facilities, supporting factors, constraints or obstacles in collecting port service fees. The implementer has an important role in the implementation of a policy, as well as the implementation of the collection of port service fees because without the implementer this policy cannot be implemented. So it is necessary to know who is the implementing actor in the implementation of the collection of port service fees at the UPT Pier Muara Teweh Pier, in this case the port manager as well as the field implementer, namely the Muara Teweh Pier UPT and the North Barito Regency Transportation Service.

According to the observations of the researchers in the field, the implementation in the field follows the Standard Operating Procedure (SOP) to obtain a Sailing Approval Letter where to get it one of the requirements is the payment of the mooring levy, while the loading and unloading levy is charged to the perpetrators of the activities that carry out loading and unloading, both passengers. As well as a freight forwarder, as conveyed by one of the officers who is an ASN/PNS assigned to the Muara Teweh UPT Jetty and he is assigned the task of making a Sailing Approval Letter as well as recapitulating levies;

“We collect fees in accordance with the SOP to obtain a Sailing Approval Letter, where the transportation entrepreneur submits a request then one or several officers check the passenger manifest and the ship's airworthiness as well as the availability of shipping safety equipment such as buoys and others, after receiving a report from the inspecting officer then I will prepare a retribution ticket as proof of payment of retribution from the river transport

entrepreneur and then make a Sailing Approval Letter (SPB) which will later be signed by the Head of the Muara Teweh UPT Pier who has received the delegation of authority by the Head of the Service, then submit the SPB as well as evidence the payment of the levy to the river transportation entrepreneur which is usually directly represented by the boat motorist”.

Then the researcher also asked the Regional Regulation of North Barito Regency Number 9 of 2011 concerning Business Service Retribution, which relates to Port Services and its amendments according to the Regulation of the Regent of North Barito Number 50 of 2017, the officer also said he knew that there was a change in the levy rate.

“We used the tariffs for retribution until October 2017 using the existing tariffs in Regional Regulation No. 9 of 2011, but since November 2017 we have imposed tariffs according to North Barito Regional Regulation No. 50 of 2017, and we are at the UPT Dermaga Muara Teweh have also conveyed directly to the River Transportation Entrepreneurs regarding the change, although previously it was also conveyed during the socialization in October 2017, as for the increase in tariffs, the entrepreneur also had no objections.”

The facilities that the authors mean in this study are the facilities provided by the government for the implementers in carrying out their duties. The facilities needed by the implementers in carrying out the collection of port services retribution are the availability of sufficient tickets as proof of retribution payments, adequate office equipment, availability of stationery, comfortable work place, even the availability of work clothes, work safety equipment and other supporting facilities for the sake of smooth work at UPT Pier Muara Teweh.

From the author's observations, at the UPT Pier, Muara Teweh Pier there is 1 unit of Personal Computer, 1 unit of printer, 1 safe filing cabinet, 3 chairs, 3 desks, and some very limited office stationery, 2 units of Hand Talky, pictures of signs -cruise signs, life fest, raincoat and flashlight.

In the dock, the room size for computer operators and staff for administration and others is 6 mx 3 m and is divided into 2 rooms, while in other parts there is also room for officers appointed to guard the dock in the form of a livable room, a room for payment. tickets measuring 2 mx 2 m for officers who are appointed to serve ticket purchases as well as administrative records, where these officers are paid and appointed by GAPASDAP (Association of River Transportation and Crossing Entrepreneurs) as an organization that accommodates river transportation entrepreneurs.

While in the upper office, there are office facilities for the Head of the UPT Pier, Staff Room, parking lot, storage area for goods, passenger waiting area, prayer room, ticket purchase place, and toilets.

In order for the implementation of the collection of port services levies to run well and as expected, it is necessary to have supporting factors. The supporting factors in question are things that can help or support the implementation of a policy. There are no supporting factors for collecting port service fees, everything refers to the draft Regional Regulation Number 9 of 2011 concerning port service business fees.

In the implementation of the collection of port services levies it does not mean that it can run smoothly, there are many obstacles and obstacles that can occur, causing the collection of port services levies not as expected. The constraints or obstacles referred to in this study are the obstacles faced by the implementers in the implementation of the collection of port services levies. The obstacles that hinder the achievement of the levy withdrawal target are the inadequate

port infrastructure facilities that cause the community to be reluctant to pay the levy because they do not get reciprocity from the port services provided by the government, the number of officers is very lacking and there is no security guarantee for officers when carry out his duties.

4) Port Service Retribution Contribution to Increase Local Revenue

Implementation is the initial stage in the implementation of the collection of port services levies. To see whether the implementation has been going well or not and the performance of the implementing apparatus can be seen by the achievement of the targets that have been set previously. In this case, the achievement of the levy on port services is very large because it is added again from the levy for mooring ships as a contributor to PAD which is quite large, the largest being from coal mining companies,

Table 3 Realization of Port Service Retribution for 2017 – July 2021

Year	Target	Retribution Income at UPT Pier	Outside UPT Pier	Total Realization
2017	650,000,000	12.830.000	933,270,000	946.100.000
2018	3,000,000,000	19,000,000	3,508,960,000	3,527,960,000
2019	3,500,000,000	11,350,000	4,071,340,000	4,082,690,000
2020	7,000,000,000,000	2,500,000	4,606,116,000	4,608,616,000
until July 2021	7,000,000,000,000	-	3,363,000,000	3,363,000,000

Source: Assistant Treasurer for PSP Receipts at the North Barito Regency Transportation Service

In the table above, it can be seen that the overall average target was realized and even exceeded the target except in 2020, but the retribution income at the UPT Dermaga Muara Teweh decreased, as for when the port service retribution was merged into 1 (one) account for the Port Service Retribution since 2015. 2016, according to the Head of Muara Teweh Pier UPT:

"Previously, the targets and data for retribution for port services were separate, but since the issuance of the Regulation of the Regent of North Barito No. 15 of 2016 concerning the delegation of authority to issue and sign permits and non-licensing to the Head of the Investment Agency and One Stop Services of North Barito Regency in the Context of Providing Licensing Services One-Stop Integrated, so that there are changes regarding port service fees that are combined into one account".

As for why the retribution income could decrease, one of the officers at the Muara Teweh UPT Pier explained:

"Revenue income has decreased due to the declining economic conditions of the community, many large companies have reduced the number of employees, and the current state of the COVID-19 pandemic has reduced the activities of people using river transportation so that river transportation entrepreneurs reduce departure routes considering the number of passengers traveling through the river. does not meet the target, even the income from payment of passenger tickets is not sufficient for its operational costs, and passenger retribution is billed to passengers only if the number of passengers meets the target".

Meanwhile, according to the statement of one motorist getek motor as follows:

"Since the end of December 2019 to 2020, passengers have greatly decreased due to the COVID-19 disaster, plus many company employees have been laid off while operational costs are not proportional to the number of passengers and we, if the passengers are only under 5 people, we don't leave"

This was also confirmed by one of the Speed Boat business owners with the following information:

"It's true that this makes us have to think hard about how to cover operational costs that are not enough, plus it's so difficult to get fuel and the expensive price of fuel if we have to get it from retail traders, how are we willing to pay retribution while to cover operational costs we have to keep charging As for the amount of retribution, it's not really a problem".

Of course this also has an impact on employee payroll as explained by one of the counter officers who said:

"Our salaries for the past few months have been delayed even though they have been paid, but the amount is not in accordance with the agreement on the salary amount to GAPASDAP, it's just that the number of passengers has decreased so much that the amount of income is also very low, so it seems that this has an impact on our salaries".

Previously, the author also conducted interviews with prospective passengers who, according to his confession, work in a company engaged in coal mining, regarding why they use river transportation as an option and what are their impressions and messages regarding existing river transportation, according to him:

"Using river transportation is relatively more efficient because you can immediately stop at the company's dock where the company camp is located near the riverbank and the time used is shorter than by land, while the condition of the river transportation fleet is generally good, but the equipment for passenger safety is not sufficient. with the number of existing passengers such as life jackets, sometimes even many passengers are forced to jostle, but since the Covid-19 pandemic, the number of passengers is not as large as before, So it's better if the river transportation entrepreneur can provide safety equipment for passengers according to the number of passengers and later don't get overcrowded again, it must be admitted that our company has experienced a reduction in employees, so it seems to be one of the reasons for the reduction in river transportation users, the service so far has been good, it just needs to be just improve it again and this pier should have been renovated because every time many people are at the pier, the water rises to the floor because the existing pontoon is no longer able to withstand a lot of weight, it looks like the logs used for the pontoon have started to rot and must be replaced, if there is a problem The ticket price is still reasonable according to the current situation and I usually always pay the passenger retribution."the service so far has been good, it just needs to be improved again and this pier should have been renovated because every time a lot of people are at the pier, the water rises to the floor because the existing pontoon is no longer able to withstand a lot of weight, it looks like the logs used for the pontoon have started obsolete and must be replaced, if the problem is the ticket price is still reasonable according to the current situation and I usually always pay the passenger retribution."the service so far has been good, it just needs to be improved again and this pier should have been renovated because every time a lot of people are at the pier, the water rises to the floor because the existing pontoon is no longer able to withstand a lot of weight, it looks like the logs used for the pontoon have started obsolete and must be replaced, if the problem is the ticket price is still reasonable according to the current situation and I usually always pay the passenger retribution".if the problem is the ticket price is still reasonable according to the current situation and I usually always pay the passenger retribution".if the problem is the ticket price is still reasonable according to the current situation and I usually always pay the passenger retribution".

At another time, the author also interviewed a mother who used river transportation services as a means of business for her, where she was a trader who often went back and forth to Muara Teweh from her place in Buntok Baru Village, the questions given were the same as before and she answered:

“I’ve been using river transportation for a long time to buy necessities of life and merchandise, but for the past few months it’s not as often as in previous years, because purchasing power has decreased, perhaps because of the current bad situation due to Covid-19, Many company employees have been sent home, rubber prices have dropped a lot, so most people also have to save money, if the ticket price does increase from last year but it’s still normal, the service is good, for passenger retribution I never pay because I’m a customer using This river transportation may be my retribution paid by a motorist”.

Discussion

Implementation of Regional Regulation No. 9 of 2011 on North Barito Regency on Regional Ports Managed by Muara Teweh Pier UPT which has been described in the research results, is re-analyzed in the discussion using the theory Where is George Edward III identified factors that are considered to influence the implementation of policies as independent variables that affect the performance of implementation. These factors include four variables, namely: 1). Communication; 2). Resources; 3). Disposition; and 4). Bureaucratic structure.

a. Communication

With regard to how the policy is communicated to the organization and/or the public, the availability of resources to implement the policy, the attitude and response of the parties involved, and the organizational structure of the policy implementer. There are three indicators used in measuring the success of the communication variable, namely:

1) Transmission (Information Submission Process)

Public policies are conveyed not only to policy implementers but also to policy target groups and other interested parties, either directly or indirectly.

The government makes policies for levies for port services and also conveys information on these policies in 2 (two) ways, namely verbally and in writing. In this case, the delivery of information both verbally and in writing has been carried out, for example after the issuance of the North Barito Regent Regulation Number 50 of 2017 which contains, among other things, changes in port service retribution rates in North Barito Regency Regional Regulation Number 9 of 2011, the Dinas North Barito Regency Transportation through the River and Ferry Transportation Sector immediately conducted outreach to a number of companies, river transport entrepreneurs and other related organizations, but the delivery process was still not optimal due to the absence of invited participants at the time of socialization.

2) Information Clarity

Policies that are transmitted to implementers, target groups and other interested parties must be clear so that among them know what are the aims, objectives, targets, and substance of the public policy so that each will know what must be prepared and implemented to make the policy a success. effectively and efficiently.

The information received from policy makers who implement the policy and those who accept the policy is very clear and the UPT Dermaga Muara Teweh from the head to staff has received clear information regarding the North Barito Regency Regional Regulation Number 9 of 2011 and its amendments to the North Barito District Regulation Number 50 of 2017

However, based on field observations, some implementers in the field did not really understand the contents of these regulations and were reluctant to take the initiative to read the contents of the regional regulations and regional regulations and understand their contents.

3) Consistency of Information Delivered

Consistency is needed so that the policies taken are not confusing so as to confuse policy implementers, target groups and interested parties. In this case, the delivery of information regarding the policy has been consistent, it can be seen from the change in the retribution rate with the issuance of the North Barito Regional Regulation Number 50 of 2017, immediately submitted to the implementers in the field and immediately coordinated, regarding policy changes that occur not only regarding retribution but also always conveyed well by the North Barito Regency Transportation Service through the River and Crossing Transportation Sector to the Muara Teweh Pier UPT as the party appointed to implement the policy at the port it manages.

b. Resource

Resources are one of the factors that greatly influence the implementation of policies, both human resources and other supporting resources such as facilities and infrastructure. The resource factor owned by the transportation agency can be seen through the quality of supervisory officers, the number of supervisory officers, infrastructure supporting the implementation, including the Service Technical Service Unit in shortening the service control range and accelerating the handling of service problems and port supervision in locations that are difficult to reach. by head office. Based on the results of the study, it shows that the Department of Transportation does not yet have enough personnel, plus there are limited staff who have certificates of expertise obtained through education and training held by the Ministry of Transportation.

The resource indicator consists of several elements, namely:

1) Human Resources

The main resource in policy implementation is staff. One of the failures that often occurs in policy implementation is caused by insufficient, adequate, or incompetent staff in their field (Setiawan & Putro, 2013; Dewi, 2018). From the results of the study, it was found that the number of existing personnel was still insufficient plus there were some staff who did not work properly, the ability to use equipment such as computers which only a few people could, and the lack of implementers who had certificates of expertise obtained through education and training held. by an agency appointed by the Ministry of Transportation.

2) Budget resources

Budget resources will affect the success of policy implementation, besides the program cannot be implemented optimally, budget constraints cause the disposition of policy actors to be low and even the limited incentives given to implementers are the main cause of the failure of program implementation (Al Hafis & Hakim, 2014). From the results of the study, it was found that the dock facilities and even the dock building itself had to be repaired immediately as well as other docks whose management was carried out by the Muara Teweh Jetty UPT, but due to budget constraints so that only modest repairs could be carried out.

3) Equipment resources

The facilities and infrastructure provided by the government in implementing the port service levy collection policy greatly affect the process of implementing the port service levy collection carried out by the implementer because with adequate facilities, the implementer can also work well (Silvani & Amin, 2016). Based on field observations, the available facilities are inadequate or lacking, as is the case with the availability of computers, which only have 1 (one) unit, while the services provided every day always use computers in administering and making sailing approval letters, so that if there is damage, the service will be hampered.

4) Authority resources

The authority of the implementers of the port service levy collection policy is to be able to increase retribution income including port service fees, and after observations have been made the implementers have carried out well the authority given to them (Amboro & Persyadayani, 2021). However, a firm attitude regarding the application of existing rules is still not possible because there is still a fear that if it is later carried out according to the rules, problems will occur because security guarantees are also very lacking due to lack of personnel plus the absence of security at UPT Dermaga Muara Teweh.

c. Disposition (Attitude of Bureaucracy and Executors)

The disposition here emphasizes more on the implementers in the field (implementers of the policy) themselves, namely the commitment, honesty and authority possessed by the implementing apparatus, as follows:

1) Implementing apparatus commitment

Implementing commitments in the field (implementers) in carrying out policies and matters that support policy implementation are needed in order to achieve the objectives of the policy itself, from the results of the study it was found that the implementing officers who carried out the collection of port services levies already knew the main tasks of each and had a commitment to carry out their duties in accordance with their duties and authorities according to their respective job descriptions, but there is still a lack of discipline in complying with work rules such as some staff who skip work or are absent from work, field supervision is rarely carried out, sanctions are not strictly enforced, and regarding the task of collecting retribution, it is also not optimally carried out in accordance with existing regulations where there are still objects of retribution that do not pay the levy, the lack of strict implementation of the rules results in a decrease in local revenue from port service fees at UPT Dermaga Muara Teweh.

2) The honesty of the implementing apparatus

Here the honesty of the implementers in the field, both the collecting officer and the head of the Muara Teweh UPT Jetty is needed, one of them is by doing transparency which sees the number of retribution objects being out of sync with the amount of retribution collected and deposited, because so far it is only based on the number of tickets issued, the number of tickets and The number of objects of retribution that corresponds here shows the lack of transparency in reporting and the lack of supervision so far so that the retribution earned should be greatly reduced even though it is covered by the achievements of other port service retribution objects as shown in table 4.11, but it is clear that the gap between the number of objects of retribution and the number of retribution objects is clear. collected fees, it is necessary to be open by implementing officers in the field regarding what problems or obstacles they are facing so that

solutions can be found together, other than that this case shows that the organization's supervision is weak.

3) The democratic attitude of the implementing apparatus

The democratic attitude of the implementing apparatus is really needed so that Regional Regulation No. 9 of 2011 can be implemented properly, but it is also necessary to have a firm attitude from the implementing apparatus in carrying out the tasks under their authority so that the democratic attitude does not allow space to tolerate violations that occur even though they are indeed. It is acknowledged that since the Covid-19 pandemic, service users such as river transportation entrepreneurs have experienced a decrease in income due to the reduced number of passengers, apart from restrictions but also because the economic level of the user community has also decreased.

d. Bureaucratic Structure

In this study, the structure in question is the management structure and work procedures to regulate the flow of port services at UPT Dermaga Muara Teweh, at least the bureaucratic procedures in getting port services are not complicated and easy to understand by the parties using port services, as for the indicators that is:

1) Structure

The organizational structure is appropriate and in accordance with thereferring to existing regulations, namely Regent Regulation Number 32 of 2018 concerning Organizational Structure and Work Procedures of North Barito Regency Regional Apparatus, and North Barito Regent Regulation Number 70 of 2017 concerning Formation of Technical Implementation Units at Regional Offices within the North Barito Regency Government. The job description at the Muara Teweh Pier UPT issued by the Head of the North Barito Regency Transportation Service which is the elaboration of Perbup No. 70 of 2017 concerning the Establishment of a Technical Implementation Unit at the Regional Office of the North Barito Regency Government as a reference for port management at the Muara Teweh Pier UPT which is divided into; Main Tasks, Functions, and Organizational Structure. The organizational structure and the officers in charge of carrying out port services should be displayed to avoid certain elements from abusing the ignorance of service users.

2) Procedure

At UPT Pier Muara Teweh related to the implementation of Regional Regulation Number 9 of 2011 concerning Business Service Retribution, especially Port Service Retribution, there is a procedure that focuses on the granting of a Sailing Approval Letter (SPB) which contains requirements, one of which is the payment of levies. In accordance with the existing Standard Operating Procedures (SOP), which is based on the Decree of the Regent of North Barito Number: 188.45 / 13 / 2017, concerning the Standard Operating Procedure of the Muara Teweh Pier at the North Barito Regency Transportation Service.

CONCLUSSION

Based on the results of research and discussion, it can be concluded that the implementation of Regional Regulation No. 9 of 2011 on North Barito Regency concerning Business Service Fees at Regional Ports Managed by UPT Dermaga Muara Teweh can be said to be not optimal (not running well), this can be seen by the achievement of retribution according to the data which

tends to decrease before the covid-19 pandemic occurs, and even the amount of retribution collected is not comparable to the existing retribution object data.

REFERENCE

- Aditio, R. (2021). *Prosedur Bongkar Muat Kendaraan di Dermaga 1 Air Putih Oleh Pt Jembatan Nusantara Cabang Bengkalis* (Doctoral dissertation, Politeknik Negeri Bengkalis).
- Al Hafis, R. I., & Hakim, A. (2014). Sumber Daya Pengelola Transportasi Publik Perkotaan: Studi Bus Trans Metro Pekanbaru. *Reformasi*, 4(1).
- Amboro, F. Y. P., & Persyadayani, L. (2021). Efektivitas Pelaksanaan Pengawasan Metrologi Legal Terhadap Peningkatan Retribusi Daerah di Kota Tanjungpinang. *Journal of Law and Policy Transformation*, 6(1), 120-139.
- Aspan, H., Fadlan, F., & Chikita, E. A. (2020). Perjanjian Pengangkutan Barang Loose Cargo Pada Perusahaan Kapal Bongkar Muat. *Soumatera Law Review*, 2(2), 322-334.
- Dewi, S. (2018). *Implementasi Kebijakan Perpolisian Masyarakat (POLMAS) sebagai Good Governance (Di Wilayah Kepolisian Kota Bandung)* (Doctoral dissertation, UIN Sunan Gunung Djati Bandung).
- Fitri, F. (2019). *Analisis Dampak Keberadaan Pelabuhan Belawan Dalam Meningkatkan Kesejahteraan Masyarakat Belawan I Kecamatan Medan Belawan* (Doctoral dissertation, Universitas Islam Negeri Sumatera Utara).
- Gultom, E. (2017). Pelabuhan Indonesia sebagai Penyumbang Devisa Negara dalam Perspektif Hukum Bisnis. *Kanun Jurnal Ilmu Hukum*, 19(3), 419-444.
- Handoyo, R. F. (2015). *Pembangunan Pelabuhan Teluk Lamong Di Kawasan Strategis Provinsi Jawa Timur Di Kota Surabaya* (Doctoral dissertation, Universitas Airlangga).
- Husen, A., & Baranyanan, A. S. (2021). Pengaruh Pembangunan Infrastruktur Pelabuhan, Infrastruktur Jalan Dan Infrastruktur Jembatan Terhadap Pertumbuhan Ekonomi Maluku Utara. *Poros Ekonomi*, 10(1).
- Indonesia, P. R. (2016). Peraturan pemerintah republik indonesia nomor 69 tahun 2001 tentang kepelabuhanan. Tersedia pada <http://pkps.bappenas.go.id/dokumen/uu/Uu%20Sektor/Pelayaran/PP,2061>.
- Karunia, L., Dhany, I., & Pambudi, A. I. (2019). Optimalisasi Peran Industri Jasa Maritim Melalui Peningkatan Armada Pelayaran Nasional Dan Pelabuhan Dalam Rangka Mempertahankan Persatuan Dan Kesatuan Bangsa. *Journal of Public Policy and Applied Administration*, 1(2).
- Kesek, V. P., & Pakasi, C. B. (2017). Identifikasi Aktivitas Perekonomian Masyarakat Sekitar Pelabuhan Amurang. *AGRI-SOSIOEKONOMI*, 13(1A), 33-40.
- Lubis, Y. A. (2014). Studi Tentang Aktivitas Ekonomi Masyarakat Pesisir Pantai Pelabuhan. *JPPUMA: Jurnal Ilmu Pemerintahan dan Sosial Politik UMA (Journal of Governance and Political Social UMA)*, 2(2), 133-140.
- Nampira, A. R., Jainuri, J., & Yumitro, G. (2018). Kebijakan Pemerintah Dalam Pembangunan Transportasi Di Daerah Perbatasan (Studi Tentang Pembangunan Dan Pengoperasian Pelabuhan Di Kecamatan Alor Barat Laut Kabupaten Alor-NTT). *LOGOS (Journal of Local Government Issues)*.
- Peraturan Bupati Barito Utara Nomor 50 Tahun 2017 Tentang Perubahan Tarif Retribusi Pemakaian Kekayaan Daerah di Pelabuhan, Retribusi Terminal dan Retribusi Pelayanan

- Kepelabuhanan pada Peraturan Daerah Kabupaten Barito Utara Nomor 9 Tahun 2011 Tentang Retribusi Jasa Usaha.
- Peraturan Daerah Kabupaten Barito Utara Nomor 9 Tahun 2011 Tentang Retribusi Jasa Usaha.
- Peraturan Menteri Perhubungan Republik Indonesia Nomor: PM 51 Tahun 2015 Tentang Penyelenggaraan Pelabuhan Laut.
- Peraturan Pemerintah Republik Indonesia Nomor 18 Tahun 2016 Tentang Perangkat Daerah.
- Peraturan Pemerintah Republik Indonesia Nomor 61 Tahun 2009 Tentang Kepelabuhanan.
- Perhubungan, D. (2002). Keputusan Menteri Perhubungan Nomor KM. 54 tahun 2002 tentang Penyelenggaraan Pelabuhan Laut.
- Pusparani, R., Kilkoda, M. R., & Pirasou, A. (2021). Pelabuhan-Pelabuhan Tradisional Di Pulau Ambon Dan Eksistensinya Bagi Masyarakat Maluku. *Lani: Jurnal Kajian Ilmu Sejarah dan Budaya*, 2(2), 76-91.
- Putra, A. A., & Djalante, S. (2016). Pengembangan Infrastruktur Pelabuhan Dalam Mendukung Pembangunan Berkelanjutan. *Jurnal Ilmiah Media Engineering*, 6(1).
- Rizki, K., Narzif, N., & Dwi, A. P. (2021). *Pelaksanaan Dwelling Time Di Pelabuhan Teluk Bayur Ditinjau Dari Konvensi Hamburg Rules 1978* (Doctoral dissertation, Universitas Bung Hatta).
- Setiawan, H., & Putro, T. S. (2013). Optimalisasi fungsi inspektorat dalam pengawasan keuangan daerah. *Jurnal Kebijakan Publik*, 4(2), 129-134.
- Sholeh, M. S. (2020). Pelayanan Clearance In Dan Clearance Out Mv. Kartinibaruna Voy. 01 oleh Perusahaan Keagenan Pt. Pelayaran Bahtera Adhiguna Cabang Merak Banten Di Jetty Pltu Suralaya. *Karya Tulis*.
- Silvani, S., & Amin, R. M. (2016). *Implementasi Perda Nomor 13 Tahun 2012 Tentang Retribusi Jasa USAha Pelayanan Pelabuhan di Kabupaten Kepulauan Meranti* (Doctoral dissertation, Riau University).
- Suhartanti, P. D., & Darmono, N. (2017, January). Studi Penentuan Pelabuhan Utama Ekspor Ikan Tuna di Aceh. In *Prosiding Seminar Nasional Pascasarjana Unsyiah*.
- Undang-Undang Republik Indonesia Nomor 17 Tahun 2008 Tentang Pelayaran.
- Undang-Undang Republik Indonesia Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah.