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ANALYZING BARITO RIVER CHANNEL MANAGEMENT'S POLICY IMPLEMENTATION IN USING NATURAL POTENTIALS TO INCREASE INCOME

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ABSTRACT

The purpose of this research is to analyze and find out the implementation, constraints in the process and strategies that can be used as a solution to the obstacles in the policy process for managing the Barito River Channel in exploiting natural potential as an increase in income in the Province of South Kalimantan. This study uses the theory of policy implementation put forward by Grindle which consists of policy content and policy context. The research method used is a qualitative approach with a descriptive research type. Informants in this study as many as 10 people. The data analysis technique used is data reduction, data display, and conclusion. The results showed that the implementation of the Barito river channel management policy in exploiting natural potential as an increase in income for the Province of South Kalimantan had been carried out properly and PT. Ambapers will obtain a concession for the next 20 years. To increase revenue, a strategy is needed to explore potential levy objects, renegotiate the profit-sharing system with partner companies, develop lanes in the Barito River Channel so that ships with a larger capacity can pass through, develop tourism potential in the Barito River Channel. Barito River, developing a new business in the field of boat rental, developing a business in the accommodation and lodging sector for crew members operating in the Barito River Channel, and developing shipping lanes in the Barito River Channel up to the province of Central Kalimantan.

INTRODUCTION

Policies are inherent in an area. Policies are issued through the government to regulate people's lives in the area (Hehamahua, 2015; Sabat et al., 2020). The regional government, in carrying out its decentralization function, issues policies in accordance with the conditions of the region and does not conflict with higher regulations above it according to the hierarchy in laws and regulations (Capano, 2020; Saraswati et al., 2020). Each region, therefore, has different policies according to the potential and conditions of the region itself (Della Rossa et al., 2020; Teka et al., 2019).

In 2002 the Governor of South Kalimantan submitted a request to the Minister of Transportation to grant concession authority approval for the management of the new Barito river channel by letter No: 614/283/HUB dated 17 December 2002 and in 2003 the Governor of South Kalimantan answered the letter, the Minister of Transportation gave his approval by letter No: AL.604/1/4 PHB-03 on 28 February 2003. PT. Pelindo III submitted a letter to the Minister of BUMN with No. IP.04/64/P.III-2003 dated 22 October 2003 concerning the Proposal for Cooperation in the Management of the Barito Ambang Channel with the Government of the

Province of South Kalimantan based on an agreement with the Government of the Province of South Kalimantan through letter No: S.469/ MBU/2003 dated 17 November 2003 Minister SOEs approved the proposed cooperation.

Special Purpose Company (SPV) joint venture which was later named PT. Ambang Barito Nusapersada with Notarial Deed of Grace Senda Sardjito, SH No. 9 dated 26 March 2004 which was established for the development, management and maintenance of the Barito Ambang channel. The Composition of Shares: PD. Build Banua 60%, PT. (Persero) Pelindo III 40% of net profits.

The estimated profit potential did not go well because from June 2005 to 2006 the Barito river channel was no longer dredged because the submission of a rescue program dredging application to the shallow return channel government was not approved for funding from the state budget. Since then the condition of the channel has become increasingly severe, wherein some sections of the channel are only 1.3-meter LWS in depth stability. Ships run aground in the channel very frequently and even Pertamina's tankers cannot enter Banjarmasin to distribute fuel (fuel oil) so that fuel shortages often occur in the province of South Kalimantan.

After several changes to the rules and negotiations since 2009 the Barito river channel can be traversed by commercial coal ships and goods without any problems, negotiations between the central government through PT. Pelindo and the Provincial Government of South Kalimantan through PT. Bangun Banua, the legal basis for the implementation of PT. AMBEPARS pursuant to Law Number 21 of 1992 concerning Shipping for dredging operations/management of the Barito sill channel, Approval of the Concession Holder from the Minister of Transportation Number AL.604/1/4 PHB-03 dated 28 February 2003 concerning Approval of the Concession Authority on the New Channel Barito River for Management of concessions on the Barito Channel, and Regional Regulation Number 18 of 2006 concerning Amendments to Regional Regulation Number 11 of 2004 concerning Management of the Barito Channel to collaborate with third parties and PAD contributions to the Provincial Government of South Kalimantan.

The increase in shipping in the Barito channel is not only mining commodities, but excavation C and wood as well as commodities from outside Banjarmasin such as gypsum, split stone and soil. Shipping activities in the Barito channel include ships carrying groceries, transporting fuel oil (BBM), transporting coal and other forest products as well as passenger ships. Paid ship traffic and the contribution of the Barito Channel to Regional Original Revenues in the 2017-2021 period, can be seen in Table 1, below:

Table 1. Paid Ship Traffic and Barito Channel PAD (Regional Income) Contribution 2017 – 2021

Year	Total (Units)	Volume (Million Tons)	PAD (IDR)
2017	10,761	98.8	23,802,798,779
2018	12.122	111.2	28,400,709,857
2019	12,795	117,4	49,795,380,011
2020	11,404	104.7	45,692,322,142

2021	12,333	113,2	46,713,103,912

Source: PT Ambang Barito Persada, 2021

Based on the table, the types of vessels collected are only in 3 categories, namely coal vessels, C excavation vessels and timber transport vessels, for more details described in the following table.

Table 2. Percentage of Paid Ship Traffic in the Barito Channel 2017 – 2021

Year	Coal Ship		Excavation Ship C		Wood Ship		Total	
	Amount (Units)	*(%)*	*Amount (Units)*	*(%)*	*Amount (Units)*	*(%)*	*Amount (Units)*	*(%)*
2017	9,365	87.03	336	3,12	1,060	9.85	10,761	100
2018	10.802	89,11	356	2,94	964	7,95	12.122	100
2019	11.756	91,88	423	3,31	616	4,81	12.795	100
2020	10.412	91,30	320	2,81	672	5,89	11.404	100
2021	11.427	92,65	311	2,52	595	4.82	12,333	100

Source: PT Ambang Barito Persada, 2021

Birth of Law No. 17 of 2008 concerning Shipping and Regulation of the Minister of Transportation Number 48 of 2021 concerning Concessions and Other Forms of Cooperation Between the Government and BUP, which had an impact on changes in the management of the Barito Threshold Channel and the South Kalimantan Provincial Government lost PAD (Regional Original Income) from management The Barito Threshold flow, this is due to a change in the legal basis for the implementation of PT. AMBEPARS, namely:

1. Ambapers must have BUP and Concession permits if they wish to continue operating in dredging in accordance with:
   a. Law Number 17 of 2008 concerning Shipping;
   b. Government Regulation Number 61 of 2009 concerning Ports;
   c. Minister of Transportation Regulation Number 52 of 2011 concerning Dredging and Reclamation;
   d. Regulation of the Minister of Transportation Number 51 of 2015 concerning the Implementation of Sea Ports;
   e. Minister of Transportation Regulation Number 15 of 2015 concerning Concessions and Other Forms of Cooperation Between the Government and BUP.
2. Ambapers has taken care of the BUP and obtained a BUP permit from the Ministry of Transportation No. AL.526/AL.301/DPJL dated 31 May 2019.
3. BUP's permit through OSS takes effect on May 31, 2019.
4. SIKK Ambapers ends on 14 November 2019, for the extension of SIKK Ambapers must take care of the CONCESSION permit and PNBP.

With the enactment of a new regulation (Regulation of the Minister of Transportation Number 48 of 2021 concerning Concessions and Other Forms of Cooperation Between the Government and BUP), the regulations governing the existing commercial scheme are no longer valid and have resulted in the loss of the PAD of the South Kalimantan Provincial Government.

The purpose of this research is to analyze and find out the implementation, constraints in the process and strategies that can be used as a solution to the obstacles in the policy process for managing the Barito River Channel in exploiting natural potential as an increase in income in the Province of South Kalimantan.

METHODS

This study used the theory of policy implementation put forward by Grindle which consists of policy content and policy context. The research method used is a qualitative approach with a descriptive research type. Informants in this study as many as 10 people. The data analysis technique used was from Miles and Huberman (2014), which includes data reduction, data display, and conclusion.

RESULTS AND DISCUSSION

Implementation of the Barito River Channel Management Policy in Utilizing Natural Potential as an Increase in Income in the Province of South Kalimantan

Interests affective, the interests that are affected, namely the interests of the government, the business world and society, for government, economic and social interests, the dominant ones are the interests of the government and the business world, because they are related to the management and utilization of natural resources that have economic value.

Type of benefits, the types of benefits or benefits expected and or obtained include ecological benefits or benefits, social benefits or benefits and economic benefits or benefits. Therefore, the implementation of an effective management policy for the Barito River channel is very important and strategic for the government and the local community. The balance and or preservation of resources in question is related to the implementation of government affairs, the socio-cultural life of the local community; and some are related to the activities of economic actors (Andriansyah et al., 2021; Knickel et al., 2021).

Envisioned extent of change, degree or condition of change that is imagined or desired includes changes in the condition of the Barito River channel which has an impact on the ecosystem; changes in the condition of the Barito River channel which have an impact on economic behavior; and changes in the condition of the Barito river channel which have an impact on the socio-cultural life of the local community.

Site of decision making, the intended location for making important and strategic decisions should be viewed as a regional government management forum that focuses on group discussions (Al Nahyan et al., 2019; Arintoko et al., 2020) regarding the study of principles and technical implementation of the management of the Barito river channel and the constraints, problems or consequences of implementing the management of the Barito River channel.

Implementation of this group discussion should be based on information and data that is accurate and its validity can be accounted for.

Program implementors, individuals or working groups tasked with implementing programs in the implementation process referred to are Regional Owned Enterprises placed in work units of Regional Owned Enterprises that are given the authority, duties and functions to manage (Jumady & Lilla, 2021; Maryani et al., 2021) the Barito River channel, including cooperation with the State-Owned Enterprises related to the implementation of policies, programs and activities for the management of the Barito River channel. The integrity, capacity and professionalism of employees in carrying out management of the Barito River channel certainly has a positive correlation with the implementation of government affairs, the socio-cultural life of the local community; and there is also a positive correlation with the economic activities of local economic actors.

Committed resources, promises of accountability in human resources, financing resources, policy resources, technology resources, infrastructure resources. There are three factors that need to be developed in optimizing the performance of resources in the process of implementing policies for the management of the Barito River channel, namely bureaucratic culture, bureaucratic leadership and the mentality of the bureaucratic apparatus. That is, the resource committed in the process of implementing policies for the management of the Barito River Channel as well as the welfare of the people in the Barito River basin.

Power of actors involved, the authority of the authorized officials who are involved in the process of implementing the Regional Head through Regional Owned Enterprise officials who are the leading sector, appear to be the most dominant party involved in the decision-making process on administrative and technical matters included in the implementation process Barito River channel management policy.

Strategy of actors involved, systematic steps, tips, tactics and methods of authorized officials involved in the implementation process carried out by Regional Owned Enterprises. This BUMD authority is administratively and technically the leading sector for the implementation of the Barito River Channel management policy. To pay attention to cooperation within the government and cooperation between the government and the private sector/third parties.

Interests of actors involved, the interests of the authorized officials involved in the implementation process are carried out by Regional Owned Enterprises (Combs & Pardo, 2021; Yusuf et al., 2019). This BUMD authority is administratively and technically the leading sector for the implementation of the Barito River channel management policy.

Institution and regime characteristics, specific characteristics of the structure, duties and functions of the implementing agency or regional work unit. The institutional characteristics referred to at least include functional positions in the administration of regional government as well as authorities, duties and functions. The functional position in question is formed from the specificity and scope of government affairs assigned to and becomes the responsibility of the Regional Owned Enterprise. While what is meant by authority, duties and functions is the

specificity of authority in certain government affairs as well as the pattern of organizing and managing the implementation of that authority.

Compliance, meeting the needs and expectations of the public for achieving the fulfillment of needs related to the benefits of natural resources for the socio-cultural life and socio-economic life of individuals, families and community groups. While what is meant by public expectations is order, regularity and responsibility for the management of the Barito River Channel for the lives of individuals, families and local community groups. This means that compliance in the process of implementing policies for the management of the Barito River Channel also correlates with the welfare of the people in South Kalimantan Province.

Responsiveness, responsiveness and at the same time the response of the local government or Regional Owned Enterprises which are the leading implementation sector. After the policy for the management of the Barito River Channel has been agreed upon to become a regulation, then the implementation of the policy clearly raises certain matters that need to receive a response from the local government, especially from Regional Owned Enterprises which are the leading sector for the implementation of the regulation. Certain things in question are certain situations and conditions that arise from the implementation of the Barito River channel management policy. There are certain situations and conditions that have a positive or good impact on the environment, but there are also those that have a negative or bad impact on the environment where the management of the Barito River channel occurs.

Obstacles in the Implementation Process of the Barito River Channel Management Policy in Utilizing Natural Potential as an Increase in Income in the Province of South Kalimantan

From the past until now, the Barito River has played an important role in the lives of the people around it as a source of water, fishery potential and as a transportation infrastructure. The Barito River is a transportation route for passengers, goods, mining products, forest products, and others. Lots of goods and/services have used the Barito River as a means of transportation.

The Barito River is the vein of trade and transportation which began during the reign of the Banjar sultanate. The Barito River has been used as a paid river channel, managed by a joint venture between the Regional Government of South Kalimantan (PT. Bangun Banua) and PT. Pelindo, namely PT. Ambapers (Ambang Barito Nusa Persada). So that it has the ability: a channel length of approximately 15,000 meters, an average width of 100 meters, a depth of -5 meters from the lowest water, consisting of 5 sections with a length of 3,000 meters each.

Obstacles to the policy process for the management of the Barito River Channel in exploiting natural potential as an increase in income in the Province of South Kalimantan, namely siltation of the channel due to high sedimentation which has an impact on the high cost of maintaining the Barito River channel, damage to navigation signs caused by human activities which is resistance from the community around the river channel Barito, and the determination of tariffs that often creates conflicts that have an impact on channel closures that will harm users, as well as delays in the flow of goods shipments.

The observation results show that the Barito River has the shape of a meander river or has bends connected by crossings (straight sections of the river). This river is sinusoidal in shape (meandering) and results in a distinctive flow characteristic. As a result of river bends, a centrifugal force occurs which causes transverse currents to arise and together with the main stream forms a helicoidal flow. Erosion will occur on the outside of the bend and deposition will occur on the inside of the bend.

Problems in the Barito River are generally caused by a significant reduction in forest or agricultural areas, increased acid due to decay of vegetation in the water, instability of sediment transport along the river channel, especially downstream (Kato et al., 2021; Stapper, 2011). This problem will result in sustainable degradation which is very detrimental because the Barito River has an important role in community activities and activities in South Kalimantan.

Strategy for Increasing Revenue for South Kalimantan Province in the Policy Process for Management of the Barito River Channel in Utilizing Natural Potential

Strength

The results of the interviews and observations obtained conclusions regarding the strengths of PT. Ambang Barito Persada in an effort to increase revenue through the management of the Barito River Channel. The strength of PT. Ambang Barito Persada as the manager of the Barito River Channel, among others existence of legal power owned by PT. Ambang Barito Persada as a legal entity that manages the Barito River Channel for the next 20 years, human resources (HR)/management officers who have the ability and competence, the existence of Regional Regulations that regulate the amount and mechanism of tariffs for the management of the Barito River Channel, and the existence of supporting facilities and infrastructure in carrying out the maintenance of the Barito River Channel.

Weakness

1) There are still limitations on the types of vessels that are subject to tariffs when passing through the Barito River Channel ;
2) It takes a lot of money to maintain the ideal condition of the Barito River Channel so that transport ships can pass through it ; And
3) Maintenance of the Barito River Channel is still in cooperation with third parties.

Opportunity

1) The flow of the Barito River can still be maximized up to Central Kalimantan Province.
2) Provision of accommodation for Ship's Crew (ABK) of ships crossing the Barito River Channel.
3) Barge and tug boat rental.
4) Developing a ship guidance system that crosses the Barito River Channel.
5) PT. Ambapers can develop the Barito River Channel as a tourist destination development along the Barito River Channel.

Threat

1) There is a tendency for ships crossing the channel to avoid paying levies.
2) Communities who often catch fish in the Barito River Channel.
3) The cost of maintaining the river channel is very expensive because it uses a special ship to maintain an ideal channel so that ships transporting mining products from the upstream of the Barito river can pass.

Strategies that can be used as a solution to obstacles in the policy process for managing the Barito river channel in exploiting natural potential as an increase in income in the Province of South Kalimantan.

1) Short-term: Exploring potential object charges and renegotiating the profit sharing system with partner companies.
2) Medium term: Developing lanes in the Barito River Channel so that vessels with a larger capacity can pass through, developing tourism potential in the Barito River Channel, and developing a new business in the field of boat rental.
3) Long Term: Developing business in accommodation and lodging for crew members operating in the Barito River Channel and developing shipping lanes in the Barito River Channel up to the province of Central Kalimantan.

CONCLUSION

Obstacles in the Policy Process for the Management of the Barito River Channel in Utilizing Natural Potential for Increasing Income in the Province of South Kalimantan, namely: Silting of the channel due to high sedimentation which has an impact on the high cost of maintaining the Barito River channel. Damage to navigation signs caused by human activity, which is the resistance from the community around the Barito River channel. Determination of tariffs often creates conflicts, which has an impact on channel closures which will be detrimental to users, as well as delays in the flow of goods delivery.

Strategies that can be used as a solution to obstacles in the policy process for managing the Barito river channel in utilizing natural potential as an increase in income in the Province of South Kalimantan, namely short term (exploring potential levy objects and renegotiating the profit sharing system with partner companies), medium term (Developing lanes in the Barito River Channel so that vessels with a larger capacity can pass through, Developing tourism potential in the Barito River Channel and Developing new businesses in the field of boat rental), and Long term (Developing businesses in the accommodation and lodging sector for crew members operating in the Channel Barito River and Develop shipping lanes in the Barito River Channel to Central Kalimantan province).

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