

# Failure To Synthesize: Surrounding the Labuh Jangkar Policy Implementation

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## Abstract

The slow economic growth swiftness has occurred in the Riau Islands Province in the last 3 years after the Covid-19 pandemic has caused local governments to strive the sources exploring of regional income whose results can be empowered to stimulate community economic activity. However, behind these efforts, there is a dis-harmonization of the Labuh Jangkar policy implementation by the Riau Islands which strategically has the urgency of a comprehensive settlement. This research article describing the phenomenon of labuh Jangkar policy implementation, specifically related to the phenomenon of motivational synthesis failure between the policymakers at the central level and Riau Island government at the regional level. Riau Island Province as the government area is the study location where data were collected by researchers. A qualitative approach was employed to collect and analyze data, using the descriptive study design. The Labuh Jangkar policy implementation requires strong political will from the local government by issuing derivative regulations as technical guidelines and implementing instructions. Likewise, the central government must be politically sincere in giving authority to manage the sea up to 12 miles as stated. This research recommends immediately mapping the resource needs to manage the Labuh Jangkar in the form of human resources, technological resources, and the tools resources.

**Keywords:** Local government, Policy; Implementation; Sea transportation.

## 1. Introduction

The archipelagic development action nowadays has been being shown the next level dynamics. In line with that, understanding the position of the central government and local governments in the implementation of regional autonomy that has been running for almost half a decade in Indonesia, factually can be said to always face various problems that need attention and resolution concretely and consistently. In the context of the problem in question, of course, it is inseparable from the influence of dynamics due to changes or the opening of the phenomenon of perspective among the actors of the government itself.

The results of Kumalo's (Khumalo, 2010) research explain that the Advocacy Coalition framework has been used to analyze service providers, especially after the xenophobic attacks that occurred in May 2008. Vulnerability is viewed differently by institutions and this affects who it should protect. Different institutions form different coalitions so that they can fulfill their mandates which are also different due to the scope and focus of the service providers. The shelter of forced migrants has not been very high on the

agenda of major institutions such as the UNHCR and the Government of South Africa to date. Church shelter providers have a long-standing tradition of accepting migrants and refugees into their care. Other shelters have changed their policies so that they can accommodate some forced migrants they consider vulnerable. I found that women and children were centered by many shelter providers. The availability of funds has always been a challenge for the work done by various shelter providers.

Some sociologists explain the purpose of issuing public policies in theory, some of which are the objectives of public policy according to Nugroho (2009), namely maintaining public order (the state as a stabilizer); advancing the development of society in various respects (the state as a stimulator); combining various activities (the state as a coordinator); designate and divide various material and non-material objects (the state as a distributor). Meanwhile, Anderson (1994) put forward elements of public policy, namely: that policies always have goals or are oriented towards certain goals; policies containing actions or patterns of actions of government officials; policy is what the government really does and not what it intends to do; public policy is positive (is a government action on a particular issue) and negative (the decision of government officials not to do something); Public (positive) policy is always based on certain laws and regulations that are coercive (authoritative).

The Labuh Jangkar policy implementation is one of the implementations of public policies related to public issues in the field of revenue that leverage the authority area of local governments. Anchorage is one part of the original regional income as stated in Regional Regulation Number 9 of 2017 concerning the Second Amendment to Regional Regulation Number 1 of 2012 concerning Regional Retribution of Riau Islands Province. Ideally, policy implementation is seen as a decision that identifies problems and then finds various ways to solve them by showing the structure of policy implementation that can be followed by policy implementers. With this view, policy implementation is a process of solving situations that are carried out in certain ways into the policy enactment process. Thus, policy implementation requires the support of a comprehensive understanding of the perspective of problems that need to be addressed, addressed, or anticipated through a series of actions or activities.

The Indonesian Law Number 23 the year 2014 concerning the regional government (Kementerian Sekretariat Negara RI, 2014) has outlined the right of the provincial government to the ocean as stated in articles number 27, 28, and 29 (Kementerian Sekretariat Negara RI, 2014). The provincial government has the right to an ocean area 12 miles (about 19 Km) from the shoreline, the utilization source of this equipment is not only oil and gas but also the right to explore, exploit, conserve, and manage marine wealth outside of oil and gas such as the use of waters such as berthing and the Labuh Jangkar.

For the prosperity and welfare of local government development, it is necessary to map certain priorities in the growth and development of the national economy. As of 2016, one of the most prominent things can be seen from the economic growth rate of Riau Islands Province which can maintain the economic growth that is in line with national economic growth. In addition to national priorities, the development to be carried out is carried out to support economic growth in Indonesia in general (Fuad, 2019).

Although the specific literature that explores the conception regarding the prospect of regional income as a form of expanding authority as an autonomous region within the framework of the Unitary State of the

Republic of Indonesia has been widely implemented, it is enough to provide a strategic position for the benefit of this research later for the Riau Islands Provincial Government. This explains that studying the phenomena described above encourages research to better specify research themes from different perspectives because the potential for regional income through the "Labuh Jangkar" in Riau Islands Province (Karyoprawiro et al., 2019) is the single most dynamic point in Indonesia in terms of its coverage as an archipelagic province. The phenomenon at this locus is very specific and does not match the dynamics that occur in regions or provinces characterized by the archipelago in Indonesia. So that in fact, although similar research themes can be found in Indonesia, the specificity attached to the locus in the Riau Islands Province will provide specific knowledge and information results and are different from the research themes that have been carried out previously. However, the previous research is certainly part of the thinking provision to strengthen the process of analyzing this research later.

## 2. Literature review

Research by Mustari (Mustari, 2015), entitled *The Challenges of Public Policy Formulation and Evaluation through The Questions, "What, Who, How, And When?"* The results illustrate that Policymaking is a multifaceted discipline and activity that is difficult to adequately consider regardless of the environment in which it occurs, the actors involved, and why it is done. The demand for policy action generated in the environment and transmitted to the community will bring such complexity that it requires the right interaction strategy. In the results of the research discussions that have been carried out, it is concluded that it is necessary to note that the best description of the formulation of Public Policy can be simplified into a purposively consistent consensus for the public interest in responding to a problem or consciously related to jurisdiction after a social process, which is generally adopted and implemented by the competent authority.

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Although the organization's strategic plan has been prepared properly and correctly, the implementation of the organization's strategic plan is not necessarily smooth. That is, the implementation of the policy is not necessarily effective, because so many factors influence the implementation of the policy. A number of factors in question include apparatus competence, organizational culture, leadership, government financial policies, regional financing capabilities, environmental conditions, and community participation. A public policy will be effective if implemented and has a positive impact (benefit) on members of the community. In other words, the actions or deeds of man as a member of society correspond to what the government or state wants. Thus, if their behavior or actions are not in accordance with the wishes of the government or the state, then the public policy becomes ineffective.

There are often policies that fail or are ineffective in their implementation, so the question arises as to why this can happen. To answer this question, we immediately focus on the administrative process because the variable that is suspected to significantly affect the effectiveness of implementation is the administration so the assessment can be carried out on the bureaucratic aspect. This is in accordance with the opinion of Islamy (2001) that every policy that has been established at the time of being implemented is always preceded by the determinant of the implementing unit, namely the ranks of the public bureaucracy starting from the highest level to the lowest level. The content of the policy to be implemented can make it difficult for implementers with various shades. Some of the main patterns in implementation can first fail due to the vagueness of the content of the policy (such as insufficiently detailed objectives, means and application of priorities, and policy programs that are too general or completely absent). Such policy content will often result in a lack of handle for implementers, which will increase the likelihood of different interpretations of the policy content. This opinion is in line with Tachjan's (2006) statement that the implementation of public policy will be easier to understand if it uses a certain model. A model will provide a complete picture of an object, situation, or process. What components are contained in objects, situations, or processes, and how correlates between one component and another?

As the hierarchy of issues rises, the issues become interdependent, subjective, artificial, and dynamic. Although these levels are interdependent, some issues require strategic policies, while others call for operational policies. A strategic policy is one of the policies in which the consequences and decisions are

relatively irreversible. An issue such as the government in response to the already widespread outbreak of dengue fever requires strategic policies because the consequences of decisions cannot be reversed for several years. Related to those public issues. The context of this research discussion is public policy that seeks to increase income through the utilization of potential that exists specifically for the region. Regional Original Income (PAD) is regional revenue sourced from local tax proceeds, regional levy proceeds, segregated regional wealth management bacillus, and other legitimate local original income, which aims to provide flexibility to regions in exploring funding in the implementation of regional autonomy as a form of decentralization principles. (Explanation of Law No. 33 of 2004. Efforts to increase the role of local governments in development, (Mardiasmo, 2010) local governments are required to be more independent in financing their household operations. Based on this, it can be seen that regional revenues cannot be separated from regional expenditures, because they are interrelated and are one budget allocation that is compiled and made to smooth the wheels of local government.

Meanwhile, Regional Retribution According to the provisions of Article 1 of Law No. 28 of 2009 concerning Regional Taxes and Levies, what is meant by levy is a regional levy as payment for certain services or permits that are uniquely provided and or granted by local governments for personal interests or local government revenue agencies other than local taxes and for central tax destined for local governments derived from regional levies. However, for retribution, each region has different potentials from the others, for this reason, local governments must be able to see what opportunities can be done in extracting revenue from the levy to support revenue. According to Soebechi (2012), the types of levies, taxes, and levies are not the same, the difference is in Take and Give.

In an adequate discussion, it is possible if there are other weaknesses, namely that the comprehensive rational theory does not pay attention to the disadvantages that must be accepted, if the ongoing policy or program must stop halfway. The application of this theory tends to end with the decision to continue to carry out the program or project that is rationally considered the most efficient. Decision makers, in many cases, tend to avoid a complete overhaul of a program, and still choose to make improvements patchwork, due to the large cost of closing the program halfway, and the uncertainty of whether the new program will bring better results.

### **3. Methodology**

#### **3.1 The Research Approach**

From the beginning, it is clear what approach or research design will be applied, this is intended so that the research can have a solid foundation from the point of view of research methodology, in addition to understanding the research results that will be more proportional to those who need information by knowing the approach applied. This study intends to measure behavior, namely around what happens and what the choice of actions carried out by government officials, regional legislatures, and interested parties (stakeholders) who are closely related to Labuh Jangkar policies as a form of implementation of Regional Regulation Number 9 of 2017 concerning the Second Amendment to Regional Regulation Number 1 of 2012 concerning Regional Retribution of Riau Islands Province, especially regarding retribution Labuh Jangkar which is adjusted to the dynamics of authority after the enactment of Law Number 23 of 2014 concerning Regional Government. So clearly this research has a tendency to use a qualitative approach in the process of thinking and processing the analysis of research data and information.

### 3.2 Informants

This study intends to measure behavior, namely around what happens and what the choice of actions carried out by government officials, regional legislatures, and interested parties (stakeholders) who are closely related to anchorage policies as a form of implementation of Regional Regulation Number 9 of 2017 concerning the Second Amendment to Regional Regulation Number 1 of 2012 concerning Regional Retribution of Riau Islands Province, especially regarding retribution Labuh Jangkar which is adjusted to the dynamics of authority after the enactment of Law Number 23 of 2014 concerning Regional Government. So clearly this research has a tendency to use a qualitative approach in the process of thinking and processing the analysis of research data and information.

The entire observation unit in this study is also very varied so that it includes elements of the provincial government apparatus, Members of the Riau Islands Regional People's Representative Council, Batam Control Agency, Tax and Regional Transportation Management Agency of Riau Islands Province, Navigation, PELINDO and community leaders with different character in organizing affairs. Thus, operationally, this research certainly requires a purposive procedure for determining research informants (depending on the goals and objectives of the information to be achieved) so that the implementation of the research can produce answers according to existing scientific rules and procedures.

**Table 1. Informants from The Field**

<b>The Related Institutions</b>	<b>Number of informants</b>
The Regional Official Transportation	3
Badan Pengelola Retribusi dan Pajak Daerah	2
Badan Pengelola Keuangan dan Aset Daerah	2
Navigation Agency	1
Custom	2
Syahbandar	2
Batam Regional Management	1
Riau Island's Representatives	1
Riau Island's Regional Legal Bureau	1
<b>Totals</b>	<b>15</b>

### 3.3 The Data Analysis Technique

The data obtained through the results of field research will be processed first through the use of triangulation techniques. Thus, research information that refers to the quality of data will produce conclusions that have meaning. Striving to process data into valid research information certainly requires adherence and consistency to the use of orderly analysis procedures (Burhan, 2007). The data processing stage includes a series of data analysis activities carried out by determining the classification and characteristics of data, editing data, confirming data that needs to be explained or deepened and interpreting data into the process of discussing problems that are used as research objects. Checking the validity of the interview data and comparing the interview data with reports and findings in the field, so that the data obtained are not only factual but also actual. The data analysis stage continues into the preparation of research results which, among others, show new concepts obtained from the discussion of research results and recommendations. Checking the validity of data is very necessary for qualitative

research for the sake of validity and reliability and the level of trust of the data collected. The data processing stage includes a series of data analysis activities carried out by determining the classification and characteristics of data, editing data, confirming data that needs to be explained or deepened and interpreting data into the process of discussing problems that are used as research objects. Checking the validity of the interview data and comparing the interview data with reports and findings in the field, so that the data obtained is not only factual but also actual. The data analysis stage continues into the preparation of research results which, among others, show new concepts obtained from the discussion of research results and recommendations. Checking the validity of data is very necessary in qualitative research for the sake of validity and reliability and the level of trust of the data collected.

#### **4. Results and Discussion**

The implementation of the Labuh Jangkar policy in this study is the implementation of Regional Regulation Number 9 of 2017 concerning the Second Amendment to Regional Regulation Number 1 of 2012 concerning Regional Retribution of Riau Islands Province, one of the provisions in the Regional Regulation is the regulation on anchor anchors which is tested with the conception of the theory developed from Dunn (2013) about several aspects that determine the success of policy implementation.

##### **4.1. The Economic/ Financial Factors**

As the main focus of this study is efforts to obtain a potential and strategic source of income to develop the region, the formulating policies process such as regional revenue potential through the “Labuh Jangkar” tax has actually gone through the study of economic or financial factors related directly or indirectly. It directly means that meeting the needs of financing needed operationally during the process of collecting information about the policy in question to an additional process because there are many adjustments needed as a result of the affirmation of authority in accordance with regional government regulations, namely Law Number 23 the year of 2014 concerning Regional Government. Indirectly, of course, the success of the process of formulating a shipwreck levy policy for the financial condition of the Riau Islands Province provides positive motivation in its efforts to build and serve the community better than before. The regional Finance plays a very important role in organizing government activities and public services in the Riau Islands Province. Therefore, in its management, it must be carried out effectively and efficiently so that it is appropriate and effective. In this regard, various ways to obtain financial resources, and for what these financial resources are used are the main concern for local governments.

This factor needs to be considered, especially if the policy will use large enough funds or will affect the economic situation in the country or region, as we all know, since the enactment of the regional Otonomi to the districts or the cities in Indonesia, since then all regions have been competing to create, come up with new ideas in the form of policies without paying attention to regional finances, So that many regions in the implementation of the budget are in deficit, and obviously this affects the administration of government and community development. Operationally, the various stages needed to be associated to efforts to formulate and implement the anchor levy policy implemented by regional officials within the scope of the Riau Islands Provincial Government have been supported by sufficient funding sources. So that in this discussion it can be judged that to meet the financing needs of the activities of formulating the policy does not face obstacles and has provided quite good results as well. The results of this discussion

illustrate that as a system of organizing the wheels of local government, the Riau Islands province can provide the funds required for efforts to formulate strategic regional policies and have the potential to add sources of income to better finance development.

#### 4.2. The Organizational Implementing Factors

The involvement of various regional apparatus organizations involved in efforts to realize/implement "Labuh Jangkar" policies as in the Riau Islands Province Regulation Number 9 of 2017 concerning the Second Amendment to Regional Regulation Number 1 of 2012 concerning Regional Retribution of Riau Islands Province, is a benchmark for policy implementation in the management of anchor anchors, namely all regional devices must feel concerned and part of the successful implementation of the implementation policy because the results obtained from the policy are in the common interest of the provincial government to meet the budgetary needs for community development. So that all regional devices become very important stakeholders to promulgate it.

As with the formulation of the "Labuh Jangkar" policy, the formulating activities carried out have a well-planned series of activities based on the vision, mission, and objectives to be achieved systematically. For this reason, as important elements in the formulation of public policies by the Riau Islands Provincial government, the Provincial Regional Secretariat, the Legal Bureau, and the Transportation Service carry out coordination, share roles, and carry out tasks in harmony in each series of necessary activities, so that the ship levy policy in Riau Islands Province can be carried out properly later. The character of the activities carried out is a characteristic of modern organizations, which are based on rational goals that prioritize the interests of regional development for the people in the Riau Islands Province, as well as through planning activities to the point of evaluation properly so that then the policies formulated can be followed up operationally by the specified implement.

Observing the performance of policy formulation in the process of implementing the "Labuh Jangkar" in the Riau Islands Province. Contains information that so far has been completed to the product of the Regional Regulation policy, however, it cannot necessarily be implemented directly, but still requires an operational format such as the regulation of the Governor of Riau Islands Province. This discussion explained that the fundamental implementation terms of reference have been implemented and have not received rejection either by the Regional People's Representative Council of Riau Islands Province or the shop as a representation of the community. This finding also explains that there has been harmony in the implementation of the main task forces and their respective functions according to their portions and capabilities and still prioritizing the regional development vision of the Riau Islands Province. As a party that understands and masters information about shipping traffic management activities in the Territorial Waters of Riau Islands Province, the main task of function is as a regional apparatus organization that carries out government affairs in the field of sea transportation, as well as the provincial authority, carrying out de-concentration tasks until a whole is formed which is the task of the Riau Islands Provincial government as an archipelago province in carrying out the main duties provincial governments and assistance according to their areas of duty.

Coordination with regard to the effort of adjusting the different parts, so that the activity is completed in time so that each can contribute its efforts to the maximum, in order to obtain the overall result.



Coordination of a large number of parts of any broad endeavor rather than an organization is so important that some place it at the center of analysis. Effective coordination is a must to achieve good administration and management and is a direct responsibility of the leadership. Coordination and leadership are inseparable from each other therefore influencing each other. Effective leadership will ensure good coordination because the leader acts as a coordinator (Kushandajani et al., 2020). Thus, coordination is the most important part of the successful implementation of anchor policies, as stated by Moekijat (2009), mobilizing various sources of coordination organizations is very important in achieving the common expectations of the organization.

#### 4.3. The Political Factors

In policy formulation, support from various policy factors (policy actors) is needed, both actors from the government (President, ministers, TNI as the national defense commanders, and others), as well as from non-government circles. Decision-making is at the core of leadership which is part of organization and management. Where in decision making a person must know several things. Among other things, the nature of decisions taken such as idiosyncratic decisions, namely decisions that are long and in accordance with the basis of the establishment of a community organization are carried out once in the establishment of an organization. The second is a strategic decision is a decision to achieve the goals of an organization with a strategy that is basically taken over a rather long time. Strategic decisions are usually taken to determine a policy within an annual period. And finally, decisions of a tactical nature are taken in a short period of time and only result in a very short period of time. The decision-making process itself is very manifold. Where decisions made by a community organization are often influenced by the basis of its establishment, the time of support, the goals of the organization, groups in the organization, and of course influences from outside the organization. It is also not ruled out that there is feed back from previous decision-making. Decisions made by organizations tend to be reactionary in nature where they are often influenced by events that are spontaneity only. This is what causes the infertility of the organization in bringing about its own organizational changes.

Many affect the decision-making process in an organization because there are so many interests that influence the decisions that will be taken by an organization, there are at least 2 main things, namely:

1. From within the organization and from outside the organization. From within the basic organization or objective in this context is the birth of Regional Regulation No. 9 of 2017 whose part of the content or substance regulates or declares the anchor levy as part of the Regional Original Income that must be fought as an island provincial area. The establishment of this goal is very influential because the basis is the basis on which an organization and the goal can survive and be able to carry out is a guideline for the parties involved in the decision (Regional Regulation No. 9 the year of 2017).
2. In the form of external challenges in the form of groups that have an interest in mastering the organization/ future goals. And this is very influential in achieving organizational purposes because they play a very important function in organizational behavior (relationships between members). In the context of this study, it is a group outside the Riau Islands Provincial government that still wants the management of water use in the status quo position as it is today. Therefore, a strategy is needed in achieving the management goals of this "Labuh Jangkar".

#### **4.4. External Support to the Provincial Government.**

Cooperation in the management of aquatic or coastal resources to overcome various problems and issues that arise in the management of the potential of marine resources requires a collaborative management model that combines elements of the user community (fishermen groups, fisheries entrepreneurs, etc.) and the government known as Co-management which avoids the excessive dominant role of one party in the management of aquatic or marine resources so as to habituate aspirations on One party can be eliminated.

Through this model, water or marine resource management is carried out by uniting related institutions, especially the community and local (regional) governments of the central government and other stakeholders in every resource management process, starting from planning, implementing, utilizing, and supervising. The division of responsibilities and authorities between stakeholders can occur in various patterns, depending on the ability and readiness of human resources and institutions in each region. The arrangement in this management model is not a legal structure that is static to rights and rules, but a dynamic process in creating a new institutional structure. In the long run, the implementation of Co-management is believed to provide changes for the better.

The success of water management with the Co-management model is strongly influenced by the government's willingness to decentralize its responsibility and management authority to those with authority and other stakeholders. Therefore, Co-management needs legal support in setting policies that support the direction of Co-management, allowing and supporting stakeholders to manage and restructure the role of policy management actors. Co-management combines centralized resource management which has been widely carried out by the government (government-based management) with resource management based on the public interest (Fratsea & Papadopoulos, 2022). The highest hierarchy is at the level of mutual cooperation, and then in the consultative and advisory relationship. The cooperative relationship carried out can include cooperation between sectors, regions, as well as between actors involved.

Cross-sectoral cooperation in water management, coastal areas are not only the fisheries sector that plays a big role. Other sectors also have a big role because they are interrelated to be able to solve existing problems. For example, related to the economy of coastal communities, the industrial and service sectors are sectors that have a major contribution to the development of productive community businesses and regional development capital for the welfare of the community (Aminah et al., 2021). Then from that in water management, not only anchors that are a source of potential for the region but there is something more important, namely management with environmental sustainability in order to be of long-term benefit to the interests of posterity and the sustainability of the usefulness of marine resources, it is very important in its management cannot be separated from the participation and involvement of other sectors such as the industrial sector of the transportation sector which has an impact on waste disposed of Waters. Therefore, cooperation between coastal areas cannot be administratively restricted.

#### **4.5. Technology as the supporting factor.**

One of the factors that support the success of the "Labuh Jangkar" policy is the essence of this research based on the theory developed by William M Dunn (Dunn, 2003). The government must be open in the process of administering the state, in an effort to develop the dynamics and demands of today's society.

So it is time for the formulation, implementation, and evaluation of government policies, especially those related to public policies, to be known by interested parties by ensuring the ease of obtaining accurate and adequate information for all people in need. The government is required not to implement closed management methods. The expected openness in all fields including the political field (political process), economics (policies and economic transactions) as well as the implementation of various policies related to stakeholders in this study is openness in the implementation of the management of the ship's, why such a large interest in the development interests of the provincial government cannot be implemented. So that the achievement or non-achievement of policies that have been set by the government through regional regulations needs to be informed to the public considering that the provision of public information is no longer difficult in today's digital world. Stakeholders and the community can know the successes, failures, and obstacles of local government decisions, thus it is hoped that the community can contribute together with local governments in encouraging policy achievements, especially strategic policies that can support the development.

In the view of community leaders, at this time, there should no longer be obstacles that can harm the region because of the impact on the community. Therefore, in the understanding of government informants, they must immediately execute the shipbuilding policy which is considered strategic and can increase the source of financing for local governments. Information disclosure and technological developments have opened up to all parties that nothing should be covered from every right and authority that the institution has. The era of openness encourages dialogue between the government and parties in resolving public decisions, especially in the midst of the development of the role of information technology that wants and is involved in all aspects of life. Openness in the field of politics and policies which are generally related to legal and statutory products, information technology has now begun to play a role in the preparation of materials, preparation of manuscripts, discussions, and discussions, production of information, as well as the distribution or dissemination of information to all parties involved, including how to technically regulate "Labuh Jangkar" policies that are the authority of local governments as regulated in Law Number 23 the year of 2014 on Local Government. So technology must be able to support the success of policies, of course, with the support of human resources implementing the application of technology. In the case of this study, the use of technology facilitates information systems for local governments as retributive managerial, ship owners as objects of retribution, and the interaction process of levy payments that can already be paid through online payments and financing using technology.

## 5. Conclusions

The implementation of the anchor policy requires strong political concern from the local government by issuing derivative regulations as technical guidelines and implementing instructions. Likewise, the central government must be politically sincere in giving authority to manage waters up to 12 miles as stated in Law Number 23 of 2014. Economic factors from the potential for maritime management and anchorage can drive regional revenue growth as a source of regional opinion. Administrative and organizational support is an important part of implementing the "Labuh Jangkar" policy, with the support of the administration and the organizations involved can accelerate the achievement of the "Labuh Jangkar" policy objectives. Social support and the open culture of the people of the Riau Islands are an important part of the capital, and government assets in managing the potential of waters up to 12 miles, especially the potential anchorage as potential income for island areas such as the Riau Islands Province.

Security defense is not a threat to the nation and state in implementing anchorage because in its supervision various government agencies located in the area including the TNI, Polri, Customs, and the Ministry of Transportation can jointly supervise. Technology has an important role in the advancement of organizations to streamline and accelerate the process of public services so that technology becomes an important part of managing "Labuh Jangkar" by involving technology in running or implementing the "Labuh Jangkar" so that services become efficient and effectively accountable.

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