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| **Analysis of Ministerial Regulation Number 18 in 2013 Concerning of Port Master Plan Tanjung Emas for Port Infrastructure Development**  *1Muhammad Feri Nur Irawan,2Muhammad Dahri,3Henna Nurdiansari,4Otri Wani Sihaloho*  *1,2,3,4Maritime Polytechnic of Surabaya, Surabaya, Indonesia*  *email: muhammadferri2019@gmail.com* |
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***Abstract***

Tanjung Emas Port is one of the strategic ports in the Central Java region that has an important role in supporting the national logistics system. To direct its development in a planned manner, the Government of Indonesia has stipulated the Minister of Transportation Regulation Number 18 of 2013 concerning the Tanjung Emas Port Master Plan. However, in its implementation, there are various obstacles that affect the achievement of port infrastructure development targets as designed in the port master plan. This study aims to analyze the implementation of the Tanjung Emas Port Master Plan and identify the constraints faced in the implementation of port infrastructure development This study strengthens the results of previous studies conducted by Atria (2018), Prasetya et al. (2024), and Aryani & Rahdriawan (2016), which respectively highlighted container density, hinterland connectivity, and public-private partnership opportunities in the context of Tanjung Emas Port development. The research method used is descriptive qualitative with a gap analysis approach, supported by data collection techniques through document studies, in-depth interviews with stakeholders (Syahbandar Office of Tanjung Emas Port Authority and PT Pelindo III Tanjung Emas Branch), and field observations. The results showed that the implementation of the port master plan has been carried out but not fully in accordance with the planned stages, especially in the short-term phase which has an impact on the delay in the implementation of the medium and long-term stages. The main obstacles identified include limited budget allocations, differences between planned and realized conditions in the field, the impact of land subsidence and tidal flooding, and overlapping authorities between institutions. Based on these findings, this study recommends the need for periodic review of the port master plan, strengthening cross-sector coordination, and formulating an adaptive and sustainable development strategy to optimize the function of Tanjung Emas Port as a national logistics node.

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| ***Keywords:*** *Port Master Plan, Port Infrastructure, Tanjung Emas Port.* |

# **INTRODUCTION**

The Port of Tanjung Emas Semarang is one of the ports that plays a strategic role in supporting Indonesia's economic development and growth, especially in the Central Java Region. This port serves as a maritime gateway connecting local and international trade by serving the export and import of various important commodities such as industrial materials, foodstuffs, and fuels. Therefore, to support this strategic role, adequate and quality port infrastructure and facilities are needed.

To support the development of the port in a planned and structured manner, the Indonesian government has issued Regulation of the Minister of Transportation of the Republic of Indonesia Number 18 of 2013 concerning the Master Plan for Tanjung Emas Port. This plan is designed to optimize the potential of Tanjung Emas Port in terms of operational capacity, facilities, and connectivity. The purpose of the implementation of this master plan is to make Tanjung Emas Port more efficient and can contribute to economic progress, especially in the Central Java Region..

The limited infrastructure at Tanjung Emas Port is one of the main obstacles in the smooth operation and development of the port, especially with the increasing volume of goods and ships that require more adequate facilities. In this case, Ministerial Regulation Number 18 of 2013 concerning the Tanjung Emas Port Master Plan serves as a legal basis that provides guidance for the management and development of the port.

Infrastructure problems are generally caused by several factors, including limited sources of financing, lack of clarity regarding authority and responsibility, lack of institutional preparedness and supporting regulations, and risks that arise in infrastructure development, according to Saleh *et al*. (2014:14) in journals (Aryani & Rahdriawan, 2016). Therefore, it is important to analyze how to implement PM No. 18 of 2013 in the context of the development of Tanjung Emas Port infrastructure, as well as the obstacles that may be faced in the development of port infrastructure based on the master plan. Based on this background, this study takes the topic with the title: "Analysis of Ministerial Regulation Number 18 in 2013 Concerning of Port Master Plan Tanjung Emas for Port Infrastructure Development".

# **METHOD**

The research method used by the researcher uses descriptive analysis techniques to draw conclusions as answers to social problems and questions by considering the procedures that apply in certain societies and situations, such as relationships, activities, attitudes, views, etc., as well as the influence of ongoing processes and phenomena, (Winarno & Romanda Annas Amrullah, 2020).

Using this research method, the researcher aims to describe, analyze, and understand in depth the implementation of Analysis of Ministerial Regulation Number 18 in 2013 Concerning of Port Master Plan Tanjung Emas for Port Infrastructure Development.

In research, a researcher must use a systematic method to collect data according to the research objectives. In this study, the method used is qualitative descriptive, which aims to describe and analyze the research object in depth. This approach involves direct observation of the implementation of the Tanjung Emas Port Master Plan, especially in the development of port infrastructure. In this study using tabular data presentation used to present data in a structured and detailed manner. Gap analysis is used to identify the difference between the conditions at the time of planning, for example, those listed in (Ministerial Regulation Number 18 in 2013) and the actual situation in the field (actual data that exists today).

# **RESULTS AND DISCUSSION**

**Research Results**

#### **Gap Analysis**

Based on the results of interviews, field observations, and document studies on the Port Master Plan (PMP) as stated in Ministerial Regulation Number 18 of 2013 and related documents, the researcher conducted a gap analysis to identify the difference between the infrastructure when planned and the actual conditions in the field today presented in the following table 1:

Table 1. Gap Analysis

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **No** | **Infrastructure Objects** | **Data (PMP)** | **Actual Condition** | **Gap** | **Ket** |
| 1. | Cruise Flow | Length 200 m, Width l00 m, Depth -10mLWS | Length 200 m, Width 100 m, Depth -10mLWS | 0 mLWS | Appropriate, it has been stipulated in the DG. 475 Year 2015 |
| 2. | Container Port Pond | -10 mLWS | -10 sd 12 mLWS | 0 sd 2 mLWS | Dredging has been carried out |
| 3. | Ocean Harbor Pond | -9 mLWS | -9 sd 10 mLWS | 0 sd 1 mLWS | Dredging has been carried out |
| 4. | Nusantara Port Pond | -7 mLWS | -8 sd -9 mLWS | +1 sd 2 mLWS | Dredging has been carried out |
| 5. | Peldam I Port Pond | -3.5 mLWS | -6 sd 7 mLWS | +2.5 sd 3 mLWS | Dredging has been carried out |
| 6. | Peldam Harbor Pond II | -3.5 mLWS | -5 mLWS | +1.5 mLWS | Dredging has been carried out |
| 7. | Ocean Pier | 605 m | 575 m | -30 m | Needs to be adjusted during future port master plan review |
| 8. | Nusantara Pier | 320 m | 490 m | +170 m | The length of the pier has been increased |
| 9. | Deep Port Pier I | 517 m | 288 m | -231 m | Need to adjust because there is a deviation |
| 10. | Inner Harbor Pier II | 834 m | 230 m | -604.5 m | Need to adjust because there is a deviation |
| 11. | Container Dock | 495 m | 630 m | +135 m | The length of the pier has been increased |
| 12. | Ocean Warehouse I, II, III | 14.000 m2 | 22.500m2 | +8.500 m2 | Warehouse expansion has been carried out |
| 13. | Container Freight Station (CFS) | 3.600 m2 | 3.600m2 | 0 meters | No expansion to CFS yet |
| 14. | Stacking Field | 173.333 m2 | 263.419 m2 | +90.086 | Expansion of the stacking field has been carried out |
| 15. | Container Yard (CY) | 10.816 TEUs/Hari | 17.106 TEUs/hari | +6.290 TEUs/hari | Increased CY capacity |
| 16. | Passenger Terminal | 5000m2 | 5000m2 | 0 m | There has been no increase in the area at the passenger terminal |

Source : Personal Documentation

Table 2. Development Status Color Caption

|  |  |  |  |
| --- | --- | --- | --- |
| **Color** | **Status** | **Assessment Criteria** | **Explanation** |
| Green | Already developed / Compliant | Actual conditions or as per the port master plan and the work has been carried out | Shows that infrastructure has been built |
| Yellow | Less than optimal / Not yet fully developed | There is a small difference, the work has been completed but needs optimization | Need further customization or development |
| Red | Hard to materialize/big deviation | Significant deviation or no realization | Showing obstacles such as land limitations or development budgets |

Source: Personal Documentation

Gap analysisof the implementation of the port master plan which aims to assess the extent of the implementation of the port master plan that has been realized and identify areas that require follow-up.

* 1. Infrastructure Has Been Aligned and Compliant (Positive/Zero Gap)
     + - 1. The Shipping Flow is appropriate, it has been set out in the KP. 475 of 2015 concerning the Determination of Shipping Flows, Route Systems, Traffic Procedures, and Shipyard Areas in accordance with their interests in Tanjung Emas Port
         2. The Container Port and Ocean Ponds have been dredged and the depth is in accordance with the provisions of the National Port Master Plan,
         3. Samudra Pier has been developed as a container terminal and has been completed in 2021.
         4. The Container Pier has been developed with an addition of +135 meters in length that supports container operations.
         5. The Samudra I, II, III Warehouse has been expanded by 8,500m2 which supports the efficiency of bulk goods and general cargo storage.
  2. Less Than Optimal Infrastructure (Small Negative Gap/Stagnant)
     + - 1. The Nusantara Port Pond, Peldam I, and Peldam II have been dredged but are not optimal in accordance with the provisions of the port master plan so that dredging is needed so that ships with larger drafts can enter the terminal.
         2. Samudra Pier has a small gap so it needs to be reviewed during the review in the port master plan in the future.
         3. Container Freight Station (CFS) has not been extensively developed, so it is necessary to optimize because cargo consolidation continues to increase in line with the growth of logistics trade.
         4. The Stacking Yard has been expanded and the Container yard (CY) has also experienced an increase in capacity, but even though this expansion has been carried out, the demand for logistics continues to increase and the projected growth of the flow of goods in the future shows that capacity needs to be increased to meet long-term needs.
         5. The passenger terminal has not been extensively developed and needs to optimize capacity and service comfort to anticipate the surge in passengers.
  3. Less Than Optimal Infrastructure (Large Negative Gap)

The Peldam I and Peldam II Port Piers have a large gap so it needs to be developed in order to optimally balance the industrial and trade needs of the hinterland area.

### **Discussion**

Based on the results of the research, the researcher conducted a discussion that described the implementation and obstacles faced in the development of port infrastructure based on the Tanjung Emas Port Master Plan.

**Implementation of the Port Master Plan in the Development of Tanjung Emas Port Infrastructure**

The implementation of the Tanjung Emas Port Master Plan has been implemented, but it has not fully run according to the planned timeline or schedule. In short, medium, and long-term development, there are several stages that have not gone according to plan. The realization of the program in the short-term stage shows a discrepancy with the initial target. The delay has an impact on the medium and long-term stages, which has caused some development programs to be delayed as well. This shows that the port master plan is sustainable so if there is one stage that fails or is delayed, it will have an impact on the next stage.

Tanjung Emas Port already has basic facilities, including shipping channels, port pools, container terminals, dry and liquid bulk cargo terminals, passenger terminals, and stacking fields. In addition, this port is also supported by supporting infrastructure such as drainage systems and port access roads. Although infrastructure facilities are available and have been developed, the actual capacity is still not fully able to keep up with the increase in the volume of logistics and passenger flows, and there are also infrastructure facilities that need to be improved. This condition shows the need to optimize infrastructure and increase capacity to support the smooth distribution of goods and ship services. This increase is important to support the smooth flow of goods and passengers, improve logistics efficiency, and answer the challenges of future port development that are increasingly complex and competitive.

In this case, it is necessary to review and adjust the port master plan in accordance with the National Port Master Plan that the port master plan can be reviewed 1 (one) time in 5 (five) years or according to the needs of development to be more adaptive to the dynamics that occur in the field, especially to adjust to the factual conditions of the port and environmental challenges such as land subsidence and tidal flooding. The need for port master plan review indicates the importance of data-driven planning. The port master plan review must consider existing conditions, growth potential, and environmental sustainability aspects. In this case, long-term planning needs to be based on the principles of sustainability and resilience to natural risks, so that port development can be optimally maintained to ensure the long-term operational continuity of Tanjung Emas Port and support economic growth in the Central Java region.

**Obstacles faced in the implementation of Port Infrastructure Development**

In the implementation of Tanjung Emas infrastructure development, it faces several obstacles both from technical and administrative aspects, budget limitations, environmental conditions, and coordination between agencies. These obstacles have a significant impact on the delay in the implementation of strategic programs that have been designed in the port master plan.

* 1. Technical and Administrative

The development of Tanjung Emas Port has obstacles in the implementation of infrastructure development due to the deviation that occurs in the field between planning and implementation, which hinders the completion in the short-term stages experiencing delays, such as the construction of the west side breakwater and the reclamation of the area that has not been carried out due to administrative constraints of environmental permits, and overlapping authorities. This discrepancy shows the need to adjust the master plan to be more adaptive to the dynamics that occur in the field, especially to adjust to the factual conditions of the port and environmental conditions.

* 1. Budget Constraints

Projects in the port master plan require a large and sustainable budget. However, sometimes the budget is not available because it is diverted for infrastructure repairs due to tidal flooding and land subsidence. In this case, the budget is prioritized for the repair of infrastructure damaged by natural factors that hinder the planned project.

* 1. Environmental Conditions

Geographically, the Port of Tanjung Emas Semarang is located in the northern coastal area of Java that is vulnerable such as land subsidence and tidal flooding. This condition directly impacts the technical feasibility of port infrastructure. Inundation caused by tidal flooding also hampered logistics activities, decreased operational productivity, and increased maintenance costs. These environmental challenges are a significant obstacle to sustainable long-term planning.

* 1. Coordination between agencies

Although coordination between agencies has been carried out periodically through written letters and official meetings, the results of the data presentation show that the effectiveness of the coordination is still less than optimal in supporting the implementation of the port master plan. Administrative coordination has been carried out, but there is no strategic and comprehensive coordination system to unite visions and programs between agencies. Each agency carries out its role sectorally and is less integrated in the port development agenda on a macro basis, this has the potential to cause overlapping policies, delays in licensing, and misunderstandings in the implementation of port infrastructure development. Thus, more substantial coordination is needed to accelerate the implementation of a more targeted and coordinated port development program.

# **CONCLUSION**

Based on the results of the research conducted by interviews, field observations, and document studies as well as analysis of the implementation of Ministerial Regulation Number 18 of 2018 concerning the Tanjung Emas Port Master Plan, the researcher can conclude as follows:

1. The implementation of Ministerial Regulation Number 18 in 2013 Concerning of Port Master Plan Tanjung Emas has been carried out in stages, but there are several stages that have not been carried out in accordance with the development stage plan set. Infrastructure that has been built, such as container docks, stacking fields, drainage systems, port access roads, and passenger terminals, have been functioning optimally but still need development. This shows that the implementation of port master plan still faces a deviation between the plan and the actual conditions on the ground.
2. The main obstacles in the implementation of the infrastructure development of Tanjung Emas Port based on the port master plan. include budget limitations, obstacles in the licensing process, and environmental factors such as land subsidence and tidal flooding. In addition, the delay in project implementation is also influenced by various technical needs in the field that cannot be fully anticipated in the initial planning.

The Port Master Plan (RIP) needs to be urgently reviewed to suit actual conditions and environmental challenges such as land subsidence and tidal flooding. This adjustment should consider logistics needs, cargo projections, and sustainability principles. Infrastructure optimization is also important to improve operational efficiency and port competitiveness. In overcoming obstacles such as budget constraints, licensing barriers, and technical and environmental challenges requires collaborative strategies between agencies, utilization of public and private cooperation schemes, and mitigation of environmental risks in sustainable development planning.

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