

# Implementation Strategy of Port Clearance at UNTIA Fishing Port Makassar City, Indonesia

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## ABSTRACT

The contribution of Indonesia's fisheries sector in 2020 dropped by 0.63 percent compared to 2019, which grew to 6.24%. This shows that Indonesia's fisheries sector is facing problems, one of which is Illegal Unreported Unregulated Fishing (IUUF). The Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia stated that state losses due to IUUF reached 300 trillion rupiah per year. Efforts to prevent IUUF in Indonesia have been made by controlling fishing management through licensing mechanisms, fisheries supervision, and followed up with law enforcement. One of the government instruments to prevent IUUF through licensing mechanism is by issuing Sailing Approval Letter/Port Clearance (PC) for fishing vessels. This study aims to formulate a strategy for the implementation of Sailing Approval Letter licensing for fishing vessels at Untia Fishing Port (UFP), Makassar City. This research is a quantitative research with survey method. Data were obtained from observations, questionnaires to measure fishermen's perceptions and attitudes, and structured interviews. Data analysis was conducted by quantitative analysis to measure the attitude and perception of fishermen; and SWOT analysis to determine strategies to improve the service process of issuing PC at UFP-Makassar City. Based on the results of the regulatory search, the PC licensing service at UFP-Makassar City refers to Law No. 11/2020, Law No. 45/2009, and Law No. 17/2008, Government Regulation No. 27/2021, KP Minister Regulation No.3/2013 and Minister of Transportation Regulation No.82/2014. The level of satisfaction of fishermen with PC services at UFP-Makassar City is 82.32% (performance category "Good"). The elements with the lowest level of satisfaction are Handling customer complaints, Speed of service, and Ability and skills of service officers. The results of the Internal Factor analysis Strategy (IFAS) and external Factor analysis Strategy (EFAS) show that the position of UFP Makassar City in an effort to improve of PC licence services is in quadrant II (stability). The strategies that must be carried out are (a) Increase the capacity of harbourmaster in the field of information system technology; and (b) collaborate and elaborate between UFP Makassar City, Provincial and City Fisheries Offices and Universities through policy studies to encourage fishing vessels to move in UFP-Makassar City in Indonesia.

*Keywords: Port Clearance (PC), Fishing Port, Capture Fisheries, Harbourmaster*

## 1. INTRODUCTION

Indonesia is often referred to as a maritime country, this is because most of its territory consists of the sea. According to Indonesian Forum For The Environment, Indonesia is the largest archipelago in the world, with 17,480 islands and 95,181 km of coastline. Based on the 1982 Convention on the Law of the Sea (UNCLOS), Indonesia has sovereignty over an area of 3.2 million km<sup>2</sup> consisting of 2.9 million km<sup>2</sup> of archipelagic waters and 0.3 million km<sup>2</sup> of territorial sea [1].

The contribution of Indonesia's marine and fisheries sector to Indonesia's Gross Domestic Product (GDP) amounted to 3.7 percent in 2020. During 2020, the Central Bureau of Statistics recorded that the contribution of the business field sector (agriculture, forestry and fisheries) to GDP reached 15.46 percent. This sector is the second highest behind the processing industry which reached 19.87 percent. Specifically for the fisheries sector, in the second quarter of 2019, the fisheries sector grew by 6.24 percent, but at the end of 2020, it fell to minus 0.63 percent. This shows that Indonesia's marine and fisheries sector faces a number of problems, one of which is Illegal Unreported Unregulated Fishing (IUUF).

Illegal Unreported Unregulated Fishing (IUUF) includes illegal or unauthorized fishing activities, fishing activities that do not report each fishing activity and the results obtained, and unregulated fishing activities such as those carried out by irresponsible fishermen [1]. The rise of IUUF is very worrying and the most serious threat to the exploitation of marine resources and biodiversity, as well as causing huge losses to the State of Indonesia. The Indonesia Ministry of Maritime Affairs and Fisheries stated that state losses due to illegal fishing reached 300 trillion rupiah per year. The IUUF violations are not only committed by foreign-flagged fishing vessels, but also by Indonesian-flagged fishing vessels.

The rise of IUUF cases has encouraged the government to make efforts to prevent and control IUU Fishing in order to save marine resources and biodiversity in Indonesian territory. Efforts to prevent IUU Fishing in Indonesia have been carried out by controlling fishing management through licensing mechanisms, fisheries monitoring, and followed up with law enforcement. One of the government instruments to prevent IUU Fishing through licensing mechanism is by issuing Sailing Approval Letter or *Port Clearance (PC)*.

Sailing Approval Letter or *Port Clearance (PC)* is a state document issued by the syahbandar to every ship that will sail leaving the peri-kanan port after the ship meets the administrative requirements and technical and nautical feasibility. In issuing a PC, there are several procedures that need to be adhered to and carried out until the ship meets the complete administrative requirements and technical feasibility. Administrative requirements are evidenced by the completeness of vessel license documents, while technical seaworthiness is evidenced by the seaworthiness of the vessel, the seaworthiness of the fishing gear, and the seaworthiness of the vessel. Completeness of licensing documents when sailing is very important to prevent IUUF practices that are currently rampant. If a vessel sails using incomplete documents, the fishing activities carried out by the vessel are said to be unauthorized and violate existing regulations as in the definition of IUUF [2].

Currently, the government wants the licensing mechanism to run well. However, the government does not yet have information in order to ensure the implementation of the licensing mechanism goes well. Therefore, this research is important to provide information to the government regarding procedures, constraints, and implementation strategies in the implementation of the licensing mechanism for improvement and refinement. One of the fishing ports that already has a syahbandar at the fishing port is Paotere Fish Landing Base in other area of Makassar City.

Indonesia has 816 fishing ports spread from Sabang to Merauke, but until now there are only 139 syahbandar at the fishing ports. The existence of a syahbandar at UNTIA Fishing Port Makassar City and the service of issuing a Sailing Approval Letter (Port Clearance) is one of the reasons for conducting this study and research, to find out how Implementation Strategy of Port Clearance at UNTIA Fishing Port Makassar City, Indonesia

## **2. MATERIAL AND METHODS**

The research is a quantitative study using a survey method by directly observing the object of research. With stages starting from field observations to obtain actual and direct data by systematically observing and recording symptoms or phenomena, questionnaires to

measure community perceptions and attitudes, and structured in-depth interviews to obtain data or information directly from sources on various matters related to research problems. Data analysis uses quantitative analysis to measure community attitudes and perceptions expressed in the form of a continuous review so that it can be known the factors that become obstacles in the application of the issuance of sailing application letters, and can be known how much these factors affect the application of the issuance of sailing application letters and SWOT [3] analysis to determine the status of Sailing Approval Letter (Port Clearance) management, then determine the right strategy to improve the service process for issuing sailing Port Clearance at Untia Fishing Port Makassar City.

### 3. RESULTS AND DISCUSSION

#### 3.1. The Profile of Untia Fishing Port Makassar City

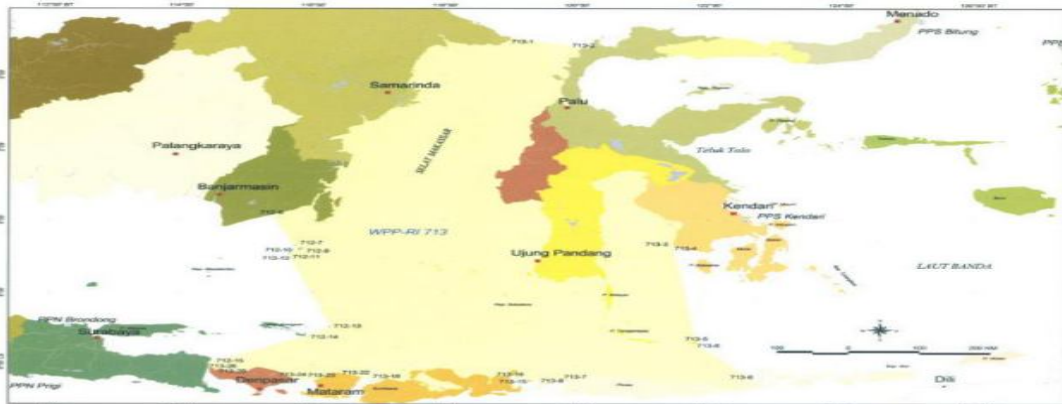


Figure 1. State Fisheries Management Area of the Republic of Indonesia on area Number 713

Untia Fishing Port Makassar City is located in Untia Village, Biringkanayya District, Makassar City. Untia Fishing Port Makassar City stands on 5.4 hectares of reclaimed land to support fishermen's activities in the zone of fisheries management area 713 of Indonesia. State Fisheries Management Area Number 713 is one of the fisheries management areas in Indonesia which includes the Makassar Strait, Bone Bay, Flores Sea, and Bali Sea. It is connected to 9 provinces, namely: East Kalimantan, South Kalimantan, East Java, Bali, West Nusa Tenggara, East Nusa Tenggara, South Sulawesi, Central Sulawesi, North Sulawesi, and West Sulawesi, and has a very large administrative area coverage, reaching 655,865.0 Ha, where management authority is divided into 2 authorities. Fishing areas beyond 12 nautical miles are under the authority of the Provincial Government, while areas above 12 nautical miles are under the authority of the Central Government. The estimated potential of fish resources in this area is 929,700 tons/year.

#### 3.2. How to issue a Sailing Approval Letter (Port Clearance) in Untia Fishing Port Makassar City

Procedure for Issuance of Sailing Approval Letter (Port Clearance) in Untia Fishing Port Makassar City has been in accordance with the applicable laws or regulations in Indonesia [4]

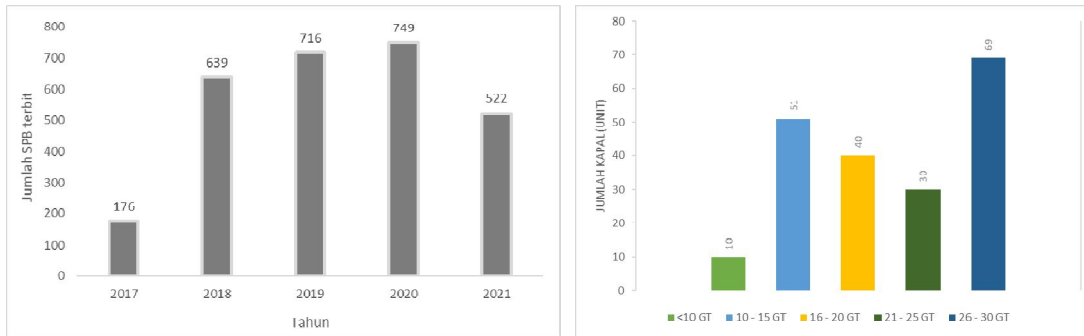


Figure 2. **issue a Sailing Approval Letter (Port Clearance) in Untia Fishing Port Makassar City**

Vessels based in Untia Fishing Port Makassar City are mostly required to have Port Clearance documents when leaving the fishing port to conduct fishing operations. Based on the survey results, fishermen in Untia Fishing Port Makassar City conduct fishing operations on average 3-4 trips per month with the length of sailing days per trip of 7-10 days. Based on this data, the issuance of PC at Untia Fishing Port Makassar City will continue to increase in line with the increasing awareness of fishermen related to shipping safety. The survey results show that the percentage of fishermen who have received PC socialization is 66.7% and those who have not received socialization at all is 33.33. It is expected that the socialization to fishermen can increase compliance with applicable regulations.

Community Satisfaction Survey on PC Issuance Services at Untia Fishing Port Makassar City conducted on skipper, ship owner and fish vessel agent who processed PC at Untia Fishing Port Makassar City obtained a value of fishermen's satisfaction level with PC issuance services at Untia Fishing Port Makassar City of 82.32 %, categorized as "Good" for performance and service (Figure 3)

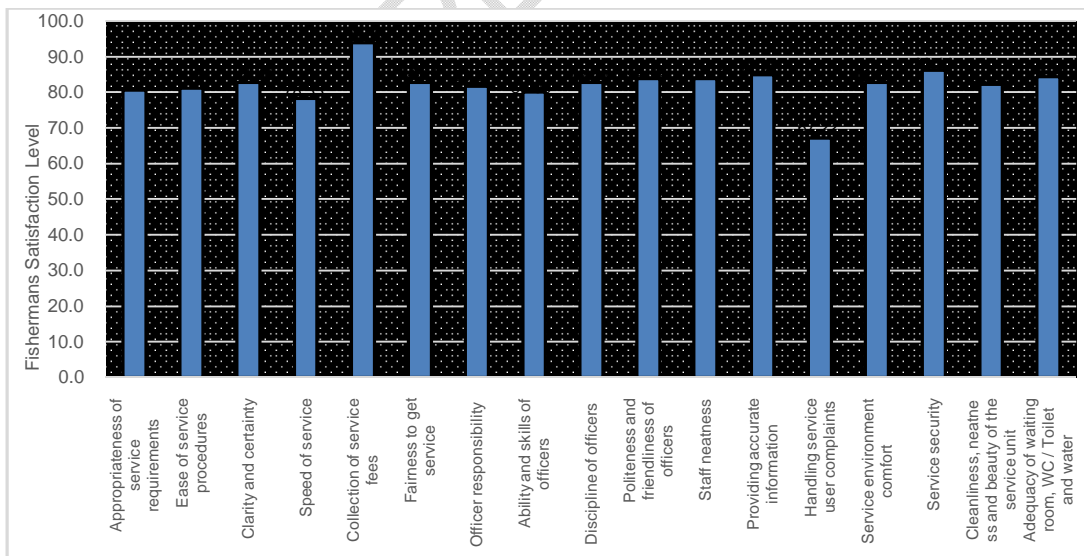


Figure 3. **Satisfaction Level of Fishermen on PC Issuance at Untia Fishing Port Makassar City**

In addition to the number of service officers, what is important to improve service performance is the knowledge and skills of officers. Service officers must understand the

standard operating procedures (SOP) for issuing PC, be able to explain to Fishermen the requirements and stages of service clearly and in detail. Service officer skills can speed up service time [5]

Untia Fishing Port Makassar City needs to make efforts to develop and improve continuously (continuous improvement) in order to increase Fishermen's satisfaction with PC issuance services in the form of an action plan based on the evaluation results, namely Creating a customer complaint system such as a complaint box placed in the service unit and an electronic complaint line through the institution's website; Improve the ability and skills of PC issuance service officers through socialization, technical guidance and training; Establish an integrated service unit [6].

### 3.3. Obstacles to the Issuance of Sailing Approval Letter/Port Clearance (PC)

The implementation of the Sailing Approval Letter / Port Clearance (PC) issuance at Untia Fishing Port Makassar City has almost completely fulfilled the issuance procedures according to the applicable regulations in Indonesia. Analysis using a fishbone diagram of the constraints on the PC issuance service at Untia Fishing Port, grouped several alleged causes of the problem. The alleged causes of the problem are grouped into six main factors, namely human resources, application, regulation, governance, supervision, and environment [7][8], as described in Table 1.

Table 1. Constraints in the Implementation of Port Clearance (PC) Issuance at Untia Fishing Port Makassar City

Main Factor Group	Constraints
Quality and Quantity of Port Human Resources	<ol style="list-style-type: none"> <li>1. Limited number of officers in the field of maritime affairs</li> <li>2. Limited Number of Head Officer</li> </ol>
Fisherman Educational	<ol style="list-style-type: none"> <li>1. Some fishermen do not understand the existing PNBPN payment rules.</li> <li>2. Low Education Fishermen</li> </ol>
Facilities and Infrastructure	<ol style="list-style-type: none"> <li>1. The capacity of the martyrdom service room is very limited, measuring only 30 m<sup>2</sup>.</li> <li>2. The service waiting room is very limited, with a capacity of 6 people.</li> <li>3. There is only one computer.</li> </ol>
Legal Strengthening	<ol style="list-style-type: none"> <li>1. Fishermen's compliance with having a PC before sailing is still low.</li> <li>2. There are no sanctions given to fishing vessels that violate the obligation to have a PC.</li> <li>3. Compliance with the base of fishing vessels is still low</li> </ol>
Environment	<ol style="list-style-type: none"> <li>1. The location of <i>Untia Fishing Port Makassar City</i> is far from the center of the crowd/city</li> </ol>

### 3.4. Strategy for Optimizing Services for Sailing Approval Letter/ Port Clearance Issuance

#### 3.4.1. Internal Factor Analysis Summary (IFAS)

A sailing approval letter is a state document issued by a fishing port to every vessel that will sail leaving the port after the vessel has met administrative and technical feasibility requirements. The preparation of Internal Factor Analysis Summary (IFAS) matrix aims to describe and analyze the strength and weakness factors in the issuance of Sailing Approval Letter in Untia Fishing Port Makassar City. Strengths are factors that come from within the management of Untia Fishing Port that support the improvement of the sailing approval letter issuance process. Weaknesses are internal factors that hinder the process of improving the

issuance of the Port Clearance at *Untia Fishing Port Makassar City*. Internal factors are factors that directly affect the issuance of the Sailing Approval Letter. The aspects included in the internal factors are described in Table 2.

Table 2. Internal Factors of PC Issuance Service at *Untia Fishing Port Makassar City*

Internal Strategies Factor	Weighting	Rating	Score (Weight x Rating)
<b>Kekuatan (Strength)</b>			
1) Untia Fishing Port Having good IT Facilities and Infrastructure	0,09	3	0,26
2) The head Officer has the legal power to issue PC	0,14	4	0,57
3) Information system makes it easier to issue PC	0,14	4	0,57
4) Cooperation and coordination between Fishing Port, Ministry, and Provincial Provincial Maritime Affairs	0,11	3	0,34
<b>Subtotal Strength (S)</b>	<b>0,49</b>		<b>1,74</b>
Internal Strategies Factor	Weighting	Rating	Score (Weight x Rating)
<b>Kelemahan (Weaknesses)</b>			
1) Number of Human Resources at <i>Untia Fishing Port Makassar City</i> Is still Lacking (only 4 People)	0,09	4	0,34
2) <i>Untia Fishing Port Makassar City</i> does Not yet have a port Class status	0,11	5	0,57
3) The Fishing vessels have not Conducted Operational Activities at <i>Untia Fishing Port Makassar City</i>	0,09	4	0,34
4) Port Clearance service have not used one-stop service system	0,11	4	0,46
5) The lack of Harbor Master and Fisheries Supervisor in <i>Untia Fishing Port Makassar City</i>	0,11	4	0,46
<b>Subtotal Weaknesses (W)</b>	<b>0,51</b>		<b>-2,17</b>
<b>Grand Total</b>	<b>1,00</b>		<b>-0,43</b>

### 3.4.2 Eksternal Faktor Analysis Strategy (EFAS)

The preparation of the External Strategic Factor Analysis Summary (EFAS) matrix is an activity to describe and analyze the opportunity and threat factors that exist in the process of issuing sailing approval letters at *Untia Fishing Port Makassar City*. Opportunity factors are factors that come from outside that are supportive and provide hope for improving the process of issuing sailing approval letters at *Untia Fishing Port Makassar City*. Threat factors also come from outside but are disruptive and hinder the implementation of the sailing approval letter issuance process at *Untia Fishing Port Makassar City*. External factors are factors that greatly affect the issuance of sailing approval letters that come from the wider system (management of *Untia Fishing Port Makassar City*). The elements included in the external factors are outlined in table 3.

Table 3. . External Factors of PC Issuance Service at *Untia Fishing Port Makassar City*

Eksternal Strategies Factor	Weighting	Rating	Score (Weight x Rating)
<b>Peluang (Opportunity)</b>			
1. Industry and business development in Industrial revolution 4.0	0,14	4	0,57
2. Industrialization of the capture fisheries sector	0,10	3	0,29
3. The number of universities in Indonesia that have fisheries and marine study programs	0,14	3	0,43
<b>Subtotal Opportunity (O)</b>	<b>0,38</b>		<b>1,29</b>

Eksternal Strategies Factor	Weighting	Rating	Score (Bobot x Rating)
<b>Ancaman (Threat)</b>			
1. The quality and stability of the internet network is sometimes disrupted and slows down the service process	0,14	2	0,29
2. Existence of an area where fishing boats unload catches	0,10	1	0,10
3. The ownership system of fishing vessels In Indonesia is still private	0,10	1	0,10
4. Low level of compliance and awareness of the importance of PC in conducting voyages	0,14	2	0,29
5. Low level of education/capacity of fishermen	0,14	2	0,29
<b>Subtotal Threat (T)</b>	<b>0,62</b>		<b>-1,05</b>
<b>Grand Total</b>	<b>1,00</b>		<b>0,24</b>

### 3.4.3 Strategic Factor Analysis Summary (SFAS)

The strategic factor analysis summary matrix (SFAS), used to summarize the organization's strategic factors by combining external factors-EFAS with internal factors-IFAS, the results can be seen in table 4.

Table 4. Matriks Strategic Factor Analysis Summary SFAS

Strategic SFAS Factor	Weighting	Rating	Skor (Bobot x Rating)	Description
1. Harbor Master di <i>Untia Fishing Port Makassar City</i> Has the authority to issue PC	0,12	4	0,47	Long term
2. The PC Information System makes it easier for Harbor Master to issue PC.	0,12	4	0,47	Long term
3. Cooperation and coordination between Fishing Port, Ministry, and Provincial Provincial Maritime Affairs	0,09	3	0,28	Long term
4. <i>Untia Fishing Port Makassar City</i> does Not yet have a port Class status	0,09	5	0,57	Medium term
5. Port Clearance service have not used one-stop service system	0,09	4	0,46	Medium term
6. The lack of Harbor Master and Fisheries Supervisor in <i>Untia Fishing Port Makassar City</i>	0,09	4	0,46	Short term
7. Industry and business development in Industrial revolusion 4.0	0,07	4	0,28	Long Term
8. The number of universities in Indonesia that have fisheries and marine study programs	0,07	3	0,21	Medium term
9. Industrialization of the capture fisheries sector	0,05	3	0,14	Short Term
10. The quality and stability of the internet network	0,07	2	0,14	Short Term
11. Low level of compliance and awareness of the importance of PC in conducting voyages	0,07	2	0,14	Short Term
12. Low level of education/capacity of fishermen	0,07	2	0,14	Short term
<b>Grand Total</b>	<b>1,00</b>		<b>3,74</b>	

The results of the analysis of internal strategic factors (IFAS) and analysis of external strategic factors (EFAS), show the position of Untia Fishing Port Makassar City in an effort to improve sailing approval letter issuance services are in quadrant II (Figure 4). The position in quadrant I illustrates that Untia Fishing Port Makassar City has strong internal strengths and has the opportunity to improve the service of issuing sailing approval letters [9]. Therefore, the recommended strategy is the stability strategy. The stability strategy is directed at maintaining strengths by trying to take advantage of opportunities and improve weaknesses. Untia Fishing Port Makassar City is in prime and stable condition, so it

is truly possible to continue to carry out programs to improve sailing approval letter issuance services in accordance with applicable laws and regulations.

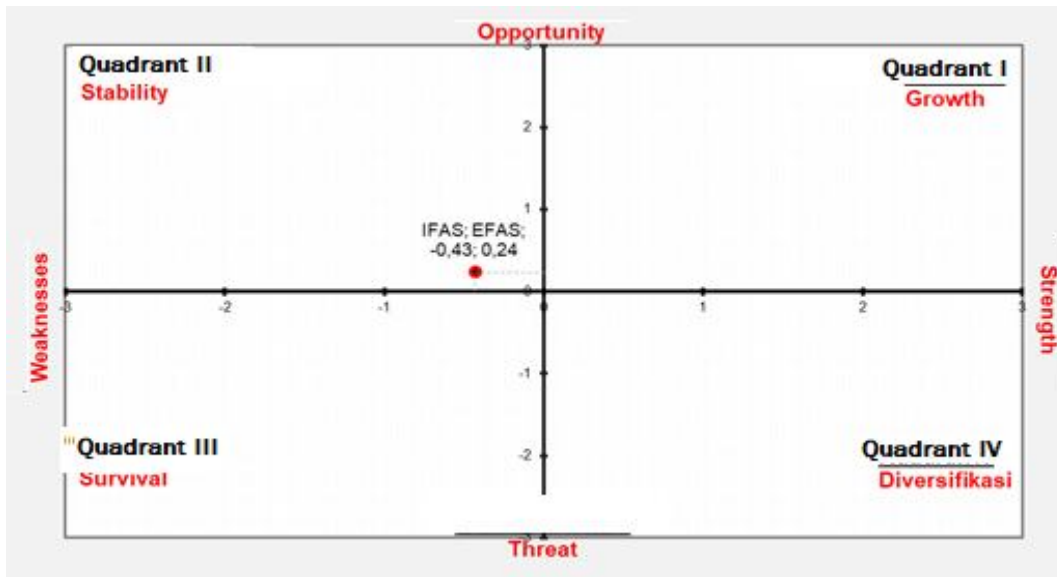


Figure 4. Grand Strategic Matrix for Improving PC Issuance Services at Untia Fishing Port Makassar City

Table 5. SWOT Matrix for Improving PC Issuance Services at Untia Fishing Port Makassar City

<b>Faktor Eksternal</b> / <b>Faktor Internal</b>	<b>Strength</b> <ul style="list-style-type: none"> <li>Harbor Master di Untia Fishing Port Makassar City Has the authority to issue PC</li> <li>The PC Information System makes it easier for Harbor Master to issue PC.</li> <li>Cooperation and coordination between Fishing Port, Ministry, and Provincial Provincial Maritime Affairs</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>Untia Fishing Port Makassar City does Not yet have a port Class status</li> <li>Port Clearance service have not used one-stop service system</li> <li>The lack of Harbor Master and Fisheries Supervisor in Untia Fishing Port Makassar City</li> </ul>
	<b>Opportunity</b> <ul style="list-style-type: none"> <li>Industry and business development in Industrial revolution 4.0</li> <li>Support of Higher Education that have fisheries and marine study programs</li> <li>Industrialization of the capture fisheries sector</li> </ul>	<b>S-O Strategic</b> <ul style="list-style-type: none"> <li>Increase the capacity of Harbor Master in the field of information system technology.</li> <li>Collaboration and elaboration between Untia Fishing Port Makassar City, Provincial and City Fisheries Offices and universities through policy studies to encourage fishing vessels to move to Untia Fishing Port Makassar City</li> </ul>

<b>Threat</b>	<b>S-T Strategic</b>	<b>W-T Strategic</b>
<ul style="list-style-type: none"> <li>• The quality and stability of the internet network</li> <li>• Low level of compliance and awareness of the importance of PC in conducting voyages</li> <li>• Low level of education/capacity of fishermen</li> </ul>	<ul style="list-style-type: none"> <li>• Increase internet network bandwidth capacity at Untia Fishing Port Makassar City</li> <li>• Conducting regular and structured socialization on the importance of PC for the safety of fishing vessel voyages</li> <li>• Collaboration and elaboration between Untia Fishing Port Makassar City, South Sulawesi Provincial Government, and Makassar City Government in the supervision of fishing vessels in the working area of Untia Fishing Port Makassar City.</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation of Untia Fishing Port Makassar City with Internet Providers to provide reliable internet services in supporting one-stop integrated services</li> <li>• Increasing the capacity of Human Resources Untia Fishing Port Makassar City through Socialization, Guidance and Training related to PC issuance.</li> </ul>

Based on the results of the SWOT analysis, it produces a combination of strategies, namely S-T strategy, W-T strategy, SO strategy, and WO strategy. SO strategies are 1) Increasing the ability of information system technology at Untia Fishing Port Makassar City; and 2) Collaboration and elaboration between Untia Fishing Port Makassar City, Provincial and City Fisheries Offices and elements of higher education.

WO strategies are 1) Strengthening cooperation with universities in making academic paper studies on port class status determination; 2) Services based on a one-stop integrated service system with the support of information system technology; 3) Cooperation with universities in providing competent and reliable human resources in the management of fishing ports and martyrdom at fishing ports.

ST strategies are 1) Increasing internet network bandwidth capacity at Untia Fishing Port Makassar City; 2) Conducting regular and structured socialization about the importance of SPB for the safety of fishing vessel voyages; 3) Collaboration and elaboration between PP Untia, Makassar PSDKP, South Sulawesi Provincial Government, and City Government in monitoring fishing vessels in the Untia Fishing Port Makassar City working area.

WT strategies are 1) Cooperation between Untia Fishing Port Makassar City and Internet Provider to provide reliable internet services in supporting one-stop integrated services; 2) Increasing the capacity of Human Resources of Untia Fishing Port Makassar City through Socialization, Guidance and Training related to the issuance of Port Clearance.

#### 4. CONCLUSION

- 1) The service of issuing a sailing approval letter at Untia Fishing Port Makassar City is carried out in the martyrdom section room. The implementation of the PC issuance procedure at Untia Fishing Port Makassar City has almost completely fulfilled the requirements. However, the implementation in the field has not been effective because it has not implemented a one-stop integrated service system.
- 2) The public/fishermen satisfaction index (IKM) for PC issuance services in the August-November 2021 measurement period obtained a score of 82.32 in the "Good" performance category with service quality "B". However, there are still three elements with low scores, namely handling customer complaints, service speed, and officer ability and skills.
- 3) Governance of sailing approval letter issuance services at Untia Fishing Port Makassar City is in quadrant II which shows that Untia Fishing Port Makassar City has strengths or advantages but is constrained by existing weaknesses. The strategy chosen based on

management status is a stability strategy. The strategy can be done by strengthening cooperation with universities in making academic paper studies on port class status determination. In addition, Untia Fishing Port Makassar City can optimize PC issuance services by forming a one-stop integrated service unit/post with the support of information system technology; as well as cooperation with universities in providing competent and reliable Human Resources in the management of fishing ports and martyrdom at Untia Fishing Port Makassar City.

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