



The Implementation Sea Toll and Supply Chain in Indonesia Development as Maritime Country

Fausta Ari Barata

17 August 1945 University Surabaya
Jl. Semolowaru No.45, Menur Pumpungan, Kec. Sukolilo, Kota SBY, Jawa Timur 60118

Email: fausta@untag-sby.ac.id

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The logistic system, national supply chain effective has performance as a key factor from economic development sustainable, and will push Indonesia able to seize them sea, and made Indonesia a maritime axis in the world. In other that the purpose of this research is to explain the problems which cause the program sea toll program is not optimal, and how is the solution of settlement in other that sea toll can synergy with supply chain and national logistic, to become a strong maritime, the result of the research is the minimum human resources problem which has tricked with multiply education institution and logistic sector training and water transportation. For water transportation is still in the center of the high economy activities area, the government has made concept ship promote the trade. The development of connectivity in the east area of Indonesia expected to increase the activity of the economy and trading. If infrastructure in the east Indonesia area, the society, businessman, and water transportation user will think hard to take infrastructure to be batter economic rotation. The government issue, government regulation number 70 of 2017 about organizing obligation of public service to transport from and to underdeveloped regions, isolated, contracting, and the border of government to improve all sea infrastructure and rejuvenate on all infrastructure of sea toll. Then the government cut regulation overlap and give easy to businessman ship procurement, in away borrow to a bank which makes a ship as mortgages.

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1. Introduction

The development of sea toll is an effort to bridge gap of development and infrastructure between eastern and western area in Indonesia which have price differences between one each other area very striking. There is a sea toll that expected able to suppress cost disparity, so that can equality or no fat difference. The concept of sea toll considered as an effective solution for many people in Indonesia, remember, Indonesia is an island country where have large sea and long coastline, the maritime sector and the important role of marine for Indonesia in economy aspect and environment, social culture, law, and security The existence of sea toll even provides positive implications in facilitating the delivery of various kinds of logistics, especially in the middle of the Pandemi Covid-19 due to transportation restrictions in order to prevent the spread of viruses Covid-19. Even the Minister of Transportation Indoneisa Budi Karya Sumadi through the Directorate General of Sea Transportation prepares the program to ensure the sustainability of logistics to the entire region of Nusantara. One of them by optimizing the sea Toll program.

In principle, to optimize the existence of this sea toll need the role of all parties so that the carrying capacity in the vessel can be filled as necessary, so as to decrease the price disparity. Even if looking backwards in balance sheet 2014,3 show field fact that the water transportation of Indonesia just 9% and 1%, as a priority yet in all aspects, while Indonesia is an Island country, the distribution activity of goods is still used land route 90%.

On the other hand, the sea toll program is also to care inequality of economic development which just centered in java, it gives an effect on the inefficient of water transportation in Indonesia, because of the shortage of charge of return from an area with low economic development, especially in area eastern Indonesia, in this time the gap seen striking but now resolves gradually with development infrastructure which not only opens the isolation area but also increasing accessibility in the economy sector, social culture, supporting the activity of society, make easy organize of government duty, and social service. According to Prof. DR. Sunarto, the public policy is taken by the government in all the world including Indonesia is government activities to problem solve of society, direct or indirect through government institutions.



Ministry of transportation of 2016 has launching 6 routes for water transportation with schedule connecting with big or small port in all areas in Indonesia to transport logistic of the society. Six routes includes: route 1: Tanjung Perak, Wanci, Namia, Fakfak. Kaimana, Timika; route 2: Tanjung Perak, Kalabahi, Moa, Saumlaki, Dobo, Merauke; route 3: Tanjung Perak, Larantuka, Lewoleba, Rote, Sabu, Waingapu; route 4: Tanjung Priok, Makasar, Manokwari, Wasior, Nabire, Serui, Biak; route 5: Makasar, Tahuna, Lirung, Morotai, Tobelo, Ternate, Babang; route 6: Tanjung Priok, Terempa, Natuna.

As a beginning, the policies need adaptation in eastern condition, especially businessmen, the sea toll program is implemented in 2016 consider has not been able to push ahead economic activity on the island which connecting with those programs. Raising Sentra Kelautan dan Perikanan Terpadu (SKPT) or integrated marine and fisheries center must synergize to sea toll optimization.⁵ However, sea toll concept must continuous development beginning 2016, with total route in sea toll program continuous increase. In 2016 operated 6 routes become 13 routes in 2017, and become 15 routes in 2018 like shown on figure below.⁶ And to sea toll in 2019 difference with 2018 most of route is long distance. From 18 routes in this year, 14 include long distance route, whereas 4 residues is feeder route.

In Practice, the existence of a sea toll not only gives support to the supply chain system and national logistics. Started from awareness from the supply chain issue and national logistics is facing by Indonesia, it not an easy problem to solve because too much and complex problems must solve by the government. Indonesia is an island country which to depend on water transportation most of the domestic transportation and international commerce network.

Sea toll is an effective solution to cut the cost chain of logistics in Indonesia which high cost. Supply chain and national logistics will manage especially maritime transportation which connected between port from western to eastern Indonesia and otherwise using big ships. Therefore the purpose of the sea toll is to save the commerce line in maritime and easy to connectivity so that, in the last will bring benefit to the big economy for Indonesia as a big maritime.

Sea toll program is a solution to problem supply chain and national logistics. However, in practice, there are many people assume that sea toll program able to push ahead yet of economy activity in islands connected with that program, because of Indonesia logistic cost which today achieve 27% from total PDB Indonesia. Whereas the main purpose of logistics is to fulfill goods need suitable with the right place, right time and right condition so that five advantages to the firm. However, the problem still wedges up is a high-cost logistic problem in Indonesia.

Big scale, there is system complexity that complicated, remember many factors of national logistic system ineffective. While, the definition of logistic included many things, Gattorna and Walters in their book "Managing Supply Chain: A Strategic Perspective", "logistic is all aspect strategy management which responsibility to manage the acquisition, movement and save raw material, semi-finish goods, the stock finished goods and information attend in an organization and all marketing to fulfill customer expectation so that can achieve a profit of a firm".

Logistic systems, effective supply chains, and good performance are key to economic development sustainability. Therefore, this journal aims to explain about a related problem which causes sea toll program not optimal, and the solution of solve, in other that, sea toll can synergy with supply chain and national logistic so that Indonesia become a strong maritime country.

2. Research Methods

This research is qualitative research with a focus of study on library research, through searching secondary information like journals, books, and articles from experts on website and traced by the internet.

3. Research Results and Discussion

3.1 Sea toll, Problems and Solution

Refers to early implementation plan of sea toll is beginning with president regulation republic of Indonesia number 106/2015 regarding organization of public service obligation to good transportation in sea organized by three government instances includes:

- a. Ministry of transportation as give task suitable with president regulation number 106/2015 through ministry regulation of transportation or Permenhub PM 4 of 2016 and ministry regulation or Permenhub PM 161 of 2015. And have task to prepare port infrastructure and loading and unloading equipment
- b. Ministry of trade as an implementer of trading and verification cargo, decided kind of cargo can transport by sea toll includes main goods and imported goods, Giving shipping instruction and controlling market price in a destination.

- c. PT. Pelayaran Nasional Indonesia (PT. PELNI) as operator with transportation responsibility CY to CY (contaner yard to container yard).

Three government instances above, all have a responsibility to 1) preparing transportation to left behind the area, isolate, outermost, and border area suitable with route decided. With attention consist and take safety and security service; 2) Insurance good available and press cost disparity and important goods between in and out areas of java; 3) Organizing shipping schedule, consist, and liner.

Sea toll is one of program done by the Indonesia government to press cost gap or reduce cos disparity in western and eastern area of Indonesia with optimization sea toll. The implementation of sea toll is beginning and running in November 2015, the government appoints on PT. Pelayaran Nasional Indonesia (PELNI) to running sea toll program with provided ship using schedule system from western to eastern area of Indonesia, and otherwise.

Sea toll concept is to improve the process of transportation, which today incessant by the leadership period of President Joko Widodo so that the expected process distribution goods (especially foodstuffs) in Indonesia become easier. Then, give an effect on staple cost which equally in all areas of Indonesia.

However on implementation, there are many problems is found in the field this problem connected one each other, the problems are:

3.2 Deficiency of competent human resources in manage sea toll

There are two big problems related to human resources in manage sea toll such as: first: Low competence of human resources and management; second: minimum education institution, logistic sector training, and water transportation. Low human resources and management related special sea toll, can tolerate because of the program still new for Indonesia. The idea related to sea toll is big, however, Indonesia is still constraining on providing human resources. The condition is present because there is no higher education has a study program about this ability. This condition made worse with minimum high education, logistic sector training, and water transportation.

Providing human resources is important and urgent because Indonesia has the potential of big marine economy, such as capture fisheries, aquaculture, fishery management industry, biotechnology industry, coastal forestry, marine tourism, mineral energy resources, water transportation, industry, marine service, natural resources and marine environment service non-conventional like hydrate, bioenergy from sea alga, deep seawater industries, sea energy (wave, tidal, and ocean thermal energy conversion), and valuable goods from sinking ship (treasure at seabed), small island resources, and so many resources, Therefore Indonesia must be ready to manage its reliable and qualified human resources.

To solve this problem, on president regulation number 16 of 2017 regarding marine Indonesia policy include 7 main pillars are: 1). Marine resources management and human resources development, 2). Defense, security, and law enforcement, 3). Governance and sea institutional, 4). Economy and marine infrastructure and increasing social prosperity, 5). Management sea space and sea safety environment, 6). Marine cultivation 7) and marine diplomacy.

The real condition infield, with the regulation, the condition is still unsuitable with our expected. Indonesia is still constraining with human resources who give an effect on bed management of sea toll. For this problem, the government must priority scale on solving the lack of competent human resources to manage marine potency of Indonesia, especially sea toll management. The solution can do is increasing education institutions, logistic sector training, and water transportation to cover shortcoming of human resources. To the long-term scale, the government must be able to provide a study program especially produce competency to manage the existence of sea toll in Indonesia.

3.3 Domestic water transportation is center on serving the areas of high economic activity.

Practice, the government has prepared a new route for cruise and water transportation. However, this route is running effective and efficient, because the domestic water transportation movement is still center on the service area, which has a high economic activity like the western is of Indonesia. When we come back on early condition before raising the sea toll program, the eastern area has a habit to become water transportation as a backbone movement activity. Fact, the eastern is of the Indonesia economy movement is still late.

For this condition, the government is understood with the development concept of ship follow the trade, which this concept has high leverage on the acceleration of national economic development. The ship follows the trade is ship to following development trading activity, note that the activity of trend of trade more in the western area of Indonesia, to the building, must use this concept. The Terminology of ship follows the trade is explain that ship will movement suitable with charterer command, means ship owner will following to who shell out freight, and trading concept using water transportation, reasonable more demand in the western area of Indonesia, because of the development batter and bigger in the western area of Indonesia, another problem is an experience by port, they have trouble managing ship frequency routinely and on time. The sip tends



running slow in the eastern area Indonesia must wait for charge consolidation, consolidation is made ship must waiting for a charge.

With there is a sea toll program, it will give a solution by the government to achieve equal distribution and build ships to promote the trade concept to build connectivity in the eastern area of Indonesia which, expected an increasing economic activity and trading. The building infrastructure done government in the eastern area is part of government plans to cut the logistic cost to speed up economic development and realize mapping.

The batter infrastructure in the eastern area of Indonesia, all society, businessmen, and water transportation users will think to take advantage of the infrastructure provided to batter economy. The ship goes to the eastern area in Indonesia suitable with route appointed by the government, the society and businessmen take opportunities to provide chargeback, so that creates balance goods flow, make ship interest to visit and increasing economic activity port in the eastern area of Indonesia.

3.4 Port to port concept effective yet

After raising president regulation number 106 of 2015 and more 4 years running this concept, the fact there is a lack of effectivity especially related to the concept and technical implementation. In line with the research series is done by the economic research center study team of Lembaga Ilmu Pengetahuan Indonesia (LIPI) or Indonesia knowledge science institute, where sea toll development effective yet with the concept from port to port.

This research namely port to a port concept, there is a disparity cost especially inland area and Small Island, the advantage only just felt by the society around the port. Based on the evaluation, the government new issue to push target achievements which present on RPJMN 2015-2019, with president regulation number 70 of 2017 regarding organizing the obligation of public service to transport from and to left behind the area, isolated, outermost, and the border. President regulation number 106 of 2015 because considered achieve the target yet, decrease cost disparity, it can show through consideration of president regulation 70 of 2017.21

3.5 Port infrastructure and access to the road well yet

Refers to RPJMN 2015–2019, the government target infrastructure development included development 1.800 km highway, 2.159 km inter-city train, 24 new port, 15 new airports, 35.000 MW power planning, and economic development in the area through development industry sector. Refers to RPJMN 2015–2019, the government target infrastructure development included development 1.800 km highway, 2.159 km inter-city train, 24 new port, 15 new airports, 35.000 MW power planning, and economic development in the area through development industry sector. In 2019, there are many main achievements in many infrastructure sectors. For toll, achieve build 964km in 2015-2019, more development toll in 1978–2014 achieve 821km, and building 2 port for international relationship for first time in Indonesia which has the potential to add volume cargo 22, 5 billion TEU's in 2035.22

Beside add volume of the infrastructure of sea toll, the government must keep and do a renovation in sea toll infrastructures such as port installation, and all port facilities. Port installation is a structure or building made by humans permanently along the beach, which as part inseparable of the port system included jetties, quays, coastal terminal, breakwaters, and sea walls, etc. It is the main facility of the port, the facilities of port divided into two are main and supporting facilities. The supporting facility or superstructures are docks, warehouses, stacking fields, and roads. Furthermore, there are supporting tools such as tugboat, scout boat, Container Crane (CC), Rubber Trade Gantry (RTG), Top loader, Head Truck, and Chasis. All facilities have functions to help port activity in water and land.

The practice, good or not of port infrastructure will become the main factor of success or unsuccessful sea toll program, smooth or not smooth loading and unloading of goods, all logistic activity, and supply chain did. In fact many companies today have adopted and implemented various supply chain practices by working with various other companies with e-collaboration systems or electronic collaboration in the supply chain. It is involved all port facilities explain above, road access, transportation services, depth of the sea channel, and jetty are very important to available transportation such as ships, trucks, loading, and unloading tools adequate. The real condition in the field is not all port conditions well. Therefore, the business and operator provided port service is not operating in each port, especially eastern area of Indonesia, early there is no business open their business in unloading and loading. Therefore, the government through PT. Pelindo is an operator of unloading and loading in port to fulfill a need

3.6 Regulation problem and implementation

A related problem with law enforcer of law regulation in Indonesia is managed fishery and marine in 2019 in Analysis Center, national law evaluation, and national law coaching institution is back raising related marine resources and maritime affairs. The result of the investigation of main duty, there 10 law-related marine resources and maritime are 1. Law number

5 of 1983 regarding the exclusive economic zone of Indonesia; 2. Law number 5 of 1990 regarding the conservation of natural resources and ecosystem; 3. Law number 10 of 1995 regarding Kepabeanan change with law number 17 of 2006 regarding Kepabeanan; 4. Law number 6 of 1996 regarding Indonesia water; 5. Law number 26 of 2007 regarding spatial planning; 6. Law number 17 of 2008 regarding cruise; 7. Law number 43 of 2008 regarding century area; 8. Regarding number 31 of 2004 regarding fishery change with Law number 45 of 2009; 9. Law number 27 of 2007 change law number 1 of 2014 regarding management coastal area and small island; 10. Law number 32 of 2014 regarding marine.

There are many regulations made by the government. There are many regulations is overlap, many implementations of regulation of law must be attention more. Regulation is one of the special issues which as a root of problem-related marine and maritime in Indonesia. The regulation is continuous to development; however, there are many sectoral ego viscous. Practice, there are many regulations that are cut and made more simple and easy for logistic businessman, a businessman of the supply chain, and businessman of capture fisheries in Indonesia.

3.7 The difficulties of businessmen on sip procurement and apply for capital in banks with a ship as mortgages.

Businessman in logistic sector and supply chain has greatly expected to make easy on ship procurement and easy transaction or get a loan from a bank which transportation tool as and ship as a guarantee. The struggle of a businessman is to solve their difficulty on ship procurement and get a loan from a bank which ship and transportation as guarantee or mortgages. However change the leadership, businessman especially businessman on sea toll facility has got easy.

Today, the government is not running their function fully as regulator and operator, because the government pointed at PT. PELNI as operator and management, the government is not close to the private involvement to manage sea toll. It is proven private improvement to managing sea toll, with the mechanism set on the regulation of procurement process product and service or tender mechanism. It can see on the ministry of transportation number PM 4 of 2018, regarding obligation management of public service to the water goods transportation, article number 2 explain that "if find the limit of the fleet on organizing the obligation of public service good transportation, can select another service provider suitable with the law on good provider sector and government service."

Related ships as guarantee or mortgages manage on law number. 17 of 2008 regarding cruise, change law number 21 of 1992 regarding cruise, article number 60 and all point, explain that: (1) the ship is registered on Indonesia ship list can guarantee with the loading of the mortgage. Although the practice of business marine and goods transportation is still on provide stock from banks, however gradually, beginning to direct by the government to easy the business, in other that sea toll give an effect on the economy well for business in Indonesia.

3.8 Export, Import in Indonesia more overpower by a foreign ship.

The same statement above, before the development of transportation, the ship is shown their existence on the connection between Islands to other islands with a simple form in the past. However from history water transportation, and national cruise has ever to mastery charge water transportation overseas in export and import 70% before the policy of scrapping treated in 1984. This policy must all ship have age more 25 years old. It gives effect deteriorating national fleet to transport goods to overseas almost 90 % empowerment by overseas fleet nationally. Additionally, the businessman is hampering related ship procurement and transportation tool. After there is a regulation of ministry of transportation number PM 4 of 2018 regarding the organization of public service to goods water transportation, the businessman expected can more flexible on ship procurement to come back overpower the water of Indonesia.

Many problems explained above are a basic problem urgent, which must solve soon by all parties such as the government, public, and the entire society port service user. Because the sea toll is a national logistic model, good distribution affective, connectivity between transportation and control good cost, then Indonesia will as a country maritime axis and overpower their water. The technical problem is like keep ship frequency routine and on time or consolidation problems of ship charge no longer a barrier on sea toll effectivity.

4. Conclusion

Based on the discussion above, it can conclude that the basic problem of the sea toll program and supply chain in Indonesia like the minimum competent human resources on managing sea toll and supply chain. There are many solutions offered, the government must behave priority scale on solving the lack of competency human resources on managing marine potential of Indonesia especially manage sea toll and supply chain with repairing education institution and logistic sector training and water transportation to cover



lack of human resources competency. For the long-term scale, the government expected able to provide a study program especially produce competencies to manage the existence of sea toll in Indonesia.

Domestic water transportation is still center on areas that have high economic activity. However, the government has prepared the solution with a ship to promote the trade concept, which the connectivity development in the eastern area of Indonesia, it is expected can increase economic activity and trading. Better infrastructure in the eastern area of Indonesia, the society, businessmen, and water transportation, the users will take advantage of the good infrastructure to be better economy.

Ineffective port to the port concept is still creating cost disparity, especially inland area, and Small Island, the advantage just felt by around society. Then the government raising new regulations to push achieve goals present on RPJMN 2015-2019 with president regulation number 70 of 2017 regarding obligation institution of public policy to water transportation from and to underdeveloped regions, isolated, outermost, and the border.

Facing sea toll problems such as port good infrastructure yet and access way. In 2019, there are many main achievements as the infrastructure sector. Building toll achieves 964 km in 2015-2019, and 2 ports as international relationship port firstly in Indonesia, which has the potential to add cargo volume 22.5 billion TEU's in 2035. Beside add the volume of sea toll infrastructure development, the government must keep and renovation of highway infrastructure in port installation and all port facilities.

The next problem is regulation implementation is still too much and overlaps because of sectoral ego, the expectation of businessmen of a supply chain is a regulation to make easy their step on business and there is a regulation, allow ship and transportation tool as a guarantee, the regulation of empowerment of cruise Indonesia, after president regulation number 5 of 2005, the related regulation speed process to Exim on integration synergy harbor master-Pelindo.

The related difficulty of a businessman on ship procurement and file in a bank with the ship as mortgages with the regulation ministry of transportation

number PM 4 of 2018 regarding the obligation of public service to goods water transportation, the private can provide the fleet with a decided mechanism. While the stock of ship as mortgages is managed by Law number 17 of 2008 regarding cruise where a ship has registered and can make a debt guarantee with ship mortgage.

Related foreign ships are overpowered Indonesia export and import, because of lack of ships local businessman, a businessman has trouble with ship procurement and stock. However, new regulations made by the government will develop and take advantage of the sea toll of businessmen.

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