This paper was presented at the 19th International Conference on Sustainable Development, International Conference Center, Sorbonne University, Paris, France on August 26-27, 2024.

The Impact of Sunda Kelapa Port Development and Operational Policies on the Economy of the Administrative City of North Jakarta

Sugeng Priyatno [1], Muhammad Zilal Hamzah [2], Eleonora Sofilda [3], Dini Hariyanti [4]
[1,2,3,4] Universitas Trisakti, Indonesia.
[1] Ministry of Transportation-Republik, Indonesia.
Corresponding authour: sgpryatno@gmail.com

OIDA International Journal of Sustainable Development, Ontario International Development Agency, Canada.
ISSN 1923-6654 (print) ISSN 1923-6662 (online) www.oidaijsd.com
Also available at https://www.ssrn.com/index.cfm/en/oida-intl-journal-sustainable-dev/

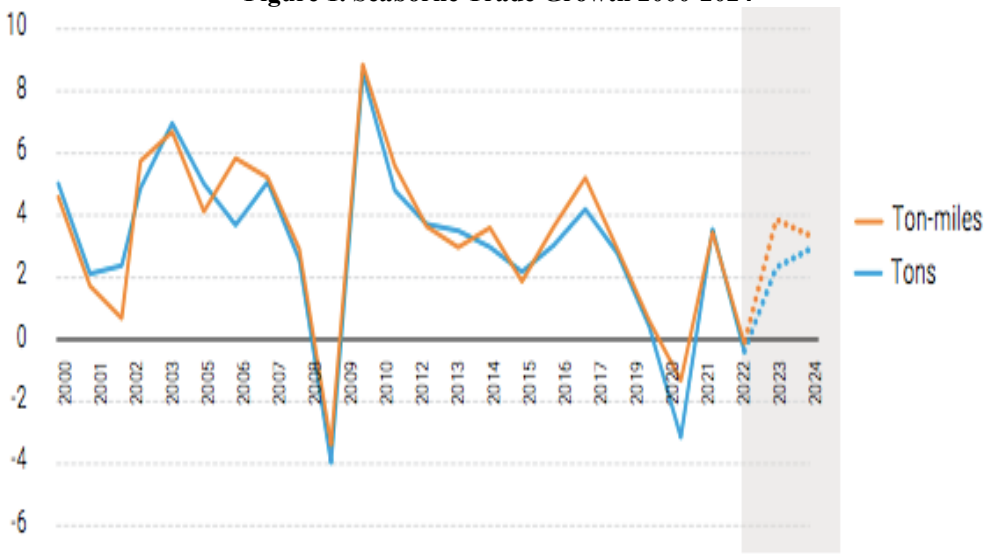
Abstract: World trade transportation is still dominated by transportation by sea, where 90% of goods carried in world trade transactions are by ship (shipping). Apart from that, the increase in trade activity in the form of world cargo is a manifestation of the development of more modern port facilities for handling cargo operations. The growth of trade by sea will continue to experience positive growth in the coming years. Sunda Kelapa Port is also a port whose development continues to increase, so it is necessary to develop port infrastructure related to economic growth and its contribution to the GRDP of the city of North Jakarta. This research aims to examine: (i). What is the direction of government policy for the development and operations of Sunda Kelapa Port and its impact on the economic growth of the North Jakarta Administrative City; (ii). The benefits expected by stakeholders from the development and operational policies of Sunda Kelapa Port in North Jakarta towards the growth of the economic sector and increased investment; (iii). What is the impact of the Sunda Kelapa Port development policy on the economy of the North Jakarta Administrative City, and other business sectors; and (iv). The extent to which a Port Master Plan (RIP) is needed in the context of government policy regarding the development and operations of Sunda Kelapa Port. This research was designed with a qualitative approach. The qualitative approach used is to combine two analytical techniques, namely coding analysis and Systematic Literature Review (SLR). This research data consists of primary data and secondary data. Data was collected through observation and focus group discussions. This research concludes that: (i). Several policies are most dominant, namely those related to: (a). Historical tourist sites; (b). Interconnectivity; and (c). Human resource development, which will have an impact on economic growth in North Jakarta; (ii). The hopes of the stakeholders are related to making the Sunda Kelapa port a port that has high historical value (heritage tourism port), so that it can increase the competitiveness of Indonesian tourism and culture for tourists; (iii). For the North Jakarta City Administrative City, this will increase the flow of goods and services which can encourage increased exports and imports as well as attract foreign investment, strengthen maritime connectivity and create jobs; and (iv). A Port Master Plan (RIP) is very much needed in the context of government policy regarding the development and operations of Sunda Kelapa Port. The recommendation from this research is that a Port Master Plan (RIP) is really needed in the context of government policy regarding the development and operations of the Sunda Kelapa Port, which in turn can have implications for improving the quality of coordination and synergy of stakeholders in responding to the challenges of developing the Sunda Kelapa Port.

Keywords: Port, Maritime Transportation, Port Master Plan. Qualitative Research

Research Background

World trade transportation is still dominated by sea transportation. According to data published by Shipping Fact (2013), 90% of goods carried in world trade transactions are carried out by ship (shipping). In addition, the increasing trade activity in the form of world cargo is a manifestation of the development of more modern port facilities in handling cargo operations (Alderton, 2005). Based on a study of maritime transportation, the growth of trade by sea has experienced positive growth and is still expected to grow positively in the coming years. The following is a figure showing the trend of growth in trade by sea.

Figure 1. Seaborne Trade Growth 2000-2024



Source: Review of Maritime Transport (2023)

As explained above, maritime transportation facilities and infrastructure are absolutely necessary for development in a maritime country like Indonesia. Maritime transportation facilities include ships and maritime transportation infrastructure, including ports. The development of port facilities and infrastructure (which is included in infrastructure development) in addition to having an impact on the smooth flow of goods traffic, also has an impact on the economic growth of a region (Syadulah & Setiawan, 2021). Several previous studies related to the impact of infrastructure development on increasing economic growth have been carried out, including by: Sahop & Dash (2009); Sahoo, et al., (2010); and Srinivasu & Rao, (2013). However, this infrastructure development also has an impact on reducing inequality (Demurger, 2001 and Nugraha et al., 2020), to reducing poverty levels (Calderon & Serven, 2004). Furthermore, Berg (2020) in his research stated that ports are important economic drivers for the surrounding areas, so port-city relationships have a major impact on each other.

The function of the port, apart from being a gateway to world trade, is to be a source of state revenue through the tourism sector (see Lousada & Castanho, 2022). One of the ports in Indonesia that has functions for both is Sunda Kelapa Port. Based on data from the Central Statistics Agency (2023), Sunda Kelapa Port in North Jakarta has a fairly large role in the economy of DKI Jakarta. In 2022, Sunda Kelapa Port in North Jakarta was able to create a GRDP value of IDR 587.66 trillion, or 17.82 (%) percent of the DKI Jakarta economy. In the current tourism sector, Sunda Kelapa Port is used as a tourist area under the development of the Old City area, because of its high historical value. Due to its strong historical appeal, when visiting Sunda Kelapa, there is a possibility of meeting tourists from abroad or abroad, although the number is not as many as the number of tourists who come to the Fatahillah Museum. For this tourism activity, Sunda Kelapa Port is now under the management of the DMO (Destination Management Operation) of the Old City Zone (Handayani, 2019). Sunda Kelapa Port is currently a public port organized by the Harbormaster's Office and Class III Port Authority of Sunda Kelapa, Directorate General of Sea Transportation, Ministry of Transportation.

Along with the growth and development of the economy in a region or regional area of a district or city, which is the Hinterland of the Port, it will affect the increase in business activities at the Port. So that the role of the

Port in economic development and growth is very important so that there needs to be planning for the development and operation of the Port in the future. Therefore, a policy is needed regarding the direction and plan for future development in providing Port facilities; both on land and in waters.

The Port Master Plan (RIP) is a basic planning document for Port development. Specifically for Sunda Kelapa Port, the importance of this RIP has been studied by Yani & Apriyadi (2018), and Azizah (2021). These studies recommend that the Development of facilities and infrastructure be carried out at Sunda Kelapa Port. In addition to increasing the Port's ability to serve the flow of goods and people, it can also reduce the duration of dwelling time at Sunda Kelapa Port (see Affiata, et al., 2021). In accordance with the provisions of Law Number 17 of 2008, the RIP is prepared by considering: (i). National Port Master Plan; (ii). Provincial Spatial Plan; (iii). Regency/city Spatial Plan; (iv). Harmony and balance with other related activities at the Port location; (v). Technical, economic, and environmental feasibility; and (vi). Safety and security of ship traffic. Therefore, recommendations for the conformity of the RIP of Sunda Kelapa Port with the Spatial Plan of the DKI Jakarta Province are very much needed as a requirement for the determination of the RIP by the Minister of Transportation. Until now, Sunda Kelapa Port does not have a Port Master Plan (RIP).

Based on the description above, this study tries to analyze and examine: (i). What is the direction of government policy for the development and operation of Sunda Kelapa Port and its impact on the economic growth of the Administrative City of North Jakarta; (ii). Benefits expected by stakeholders from the development and operational policies of Sunda Kelapa Port in North Jakarta towards the growth of the economic sector, and increased investment; (iii). What is the impact of the Sunda Kelapa Port development policy on the economy of the Administrative City of North Jakarta, and other business sectors; and (iv). To what extent is the Port Master Plan (RIP) very much needed in the context of government policy on the development and operation of Sunda Kelapa Port, and its impact on the economic and business sectors in the Administrative City of North Jakarta.

Theoretical Background

National Income Theory

National income can be equivalently reflected through Gross Domestic Product (GDP) or Gross National Product (GNP). There are several definitions that are broadly the same when summarized. As according to Pass & Lowes (1988), GDP is the total monetary value of all goods and services produced in an economy in one year. Another definition according to Mankiw (2007), GDP is the total income earned in the domestic scope, including income earned by foreign-owned production factors and total expenditure on goods and services produced domestically. In other words, GDP is the net result of all production activities carried out by all producers in a country from various economic sectors and is used to measure national income in a certain period (see Blanchard & Johnson, 2013 and Suparmoko & Sofilda, 2017). The consumption sector is generally the largest contributor to the GDP structure and is usually the most stable component among other components in the GDP composition because it has relatively small fluctuations over time (see among others: Pass & Lowes, 1988 and Blanchard & Johnson, 2013). The second sector that is part of GDP construction is investment in the real sector (physical investment). According to Pass & Lowes (1988), real investment is an investment activity that creates new real assets that will increase a country's production capacity. Furthermore, the Government Expenditure sector is the third component or composition of GDP, which is more often referred to as fiscal policy. In this case, the central government makes expenditures to carry out its functions. The next component in the GDP structure is net exports. When the net export variable is included in the composition of the GDP calculation, the assumption that applies is that the country is in an open economy. Conceptually, net exports are the difference between the value of exports of goods and services and the value of imports of goods and services. The difference between the two can be referred to as the balance of trade (see: Blanchard & Johnson, 2013; and Suparmoko & Sofilda, 2017).

Regional Economics Theory

Regional economics is part of a branch of economics that is mostly towards Microeconomics, although it can contribute to Macroeconomics in aggregate. Regional economics can play a role in determining initial policies, for example, which sectors are considered strategic, have great driving and attraction, in which sub-regions the commodity has had a comparative advantage, and so on. Regional economics is a relatively new branch of science, so many people question whether regional economics can be viewed as a stand-alone branch of science, such as monetary economics, international economics, agricultural economics, and so on. In order for a branch of science to stand alone, the branch of science must have a specialty, namely something that is not discussed in other branches of science (see among others: Firmansyah, 2021 and Stimson, et al., 2006).

In the research of Prasetyo, et al., (2021), the regional economy is considered to have experienced growth if the real compensation given for the use of production factors in a certain year (GRDP) increases when compared to the previous year. The higher the GRDP value, the higher the level of economic growth in a region, and is also useful for knowing the increase in community welfare. To calculate the economic growth rate, GDP data is data based on constant prices, meaning that GRDP growth reflects the growth of output produced by the economy in a certain period (Adisasmita, 2011).

According to Sjafrizal (2016) basically, the Net Provincial GRDP is important information and data on the financial implementation of a Regency or City in a certain period. Conclusively, GRDP is basically the estimated amount of labor and products made in a space in a certain period. Lately, GRDP information has been accessible in almost all regions, which are spread throughout the regions / cities in Indonesia, of course which are distributed annually through local offices in each District. Arrangements that are identified with the regional economy, such as regional economic development, provincial financial development and the proportion of territorial government assistance, which to calculate it use information from GRDP as fundamental data.

Port Development and Operational Theory

The definition of a port as explained by Triatmojo (2003) is a water area protected from waves equipped with sea terminal facilities including docks where ships can moor to load and unload goods, cranes for loading and unloading goods, sea warehouses (transit), and storage areas where ships unload their cargo and warehouses where goods can be stored for a longer period while waiting for delivery to the destination or shipment. This terminal is equipped with railways, highways, or inland shipping channels. Thus, the area of influence of the port can be very far from the port while the port is a water area protected from waves and wind for ships to anchor. This port is only a water area with buildings needed for its formation, protection, and maintenance such as breakwaters, jetties, and so on. From a development perspective, port development and operations are part of several ongoing international developments that contribute to the implementation of the 2030 Sustainable Development Agenda (as stated in the Paris Agreement under the United Nations Framework Convention on Climate Change and the Sendai Framework on Disaster Risk Reduction 2015-2030). Together, these instruments provide a foundation for sustainable, low-carbon and resilient development in a changing climate. This is the kind of condition that every port should be able to adapt to, especially since climate change is currently occurring and seems difficult to predict. More and more ports are expected to align their performance based on sustainability considerations. Therefore, it is time for them to reconsider their strategies and operations in a climate of increased oversight needed to mitigate external factors. At the same time, protecting ports from the impacts of climate change and variability is essential. The current climate of digitalization and automation is also changing the shipping sector, requiring new skills that are in line with the demands of ever-evolving technology. The latest is technology that provides new opportunities to achieve greater sustainability in shipping and ports, as well as improved performance and efficiency (Malisan, et al., 2021 and Toduho & Altarans, 021).

Research Method

This study was designed with a qualitative approach. The qualitative approach used is to combine two coding analysis techniques and Systematic Literature Review (SLR). This study focuses intensively on one particular object and studies it as a case. Case study data can be obtained from all parties concerned, in other words in this study collected from various sources (Nawawi, 2003). Data collection in this study was carried out through Focus Group Discussion (FGD) involving stakeholders in accordance with the formulation of the problem being developed. The FGD method according to Kitzinger & Barbour (1999) is to explore a specific issue/phenomenon from a discussion of a group of individuals that focuses on joint activities among the individuals involved in it to produce a mutual agreement. The activities of the individuals/participants involved in the discussion group include talking and interacting with each other by asking questions and providing comments to each other about their experiences or opinions regarding a social problem/issue to be defined or resolved in the discussion group. Similar things about the FGD method, Hollander (2004), and Lehoux, et al., (2006) define the FGD method as a method for obtaining data/information products through social interactions of a group of individuals in which, in these interactions, individuals influence each other. The characteristics of the FGD method are using structured and semi-structured interviews with a group of individuals with a moderator who leads the discussion in an informal setting and aims to collect data or information on a particular issue topic. The FGD method is widely used by researchers to explore a range of life experience phenomena throughout the human life cycle through their social interactions in their groups (Oluwatosin 2005). The main purpose of the FGD method is to obtain data interactions resulting from a discussion of a group of participants/respondents in terms of increasing the depth of information revealing various

aspects of a life phenomenon so that the phenomenon can be defined and explained. Data from the results of interactions in group discussions can focus or emphasize similarities and differences in experience and provide solid information/data about a perspective resulting from the results of the group discussion. Primary data collection through informants involved in the FGD. There were 8 people who became informants in the FGD activities that were held. The following are profiles of several related informants, as follows:

Table 1. Informant Profile

No.	Informant Name	Occupation	Organization	Category
1	Muhammad Masyud	Port Director	Ministry of Transportation-Indonesia	Regulator
2	Capt. Dr. Budi Mantoro	Navigation Director	Ministry of Transportation-Indonesia	
3	Aries Wibowo	Head	KSOP Kelas III Sunda Kelapa Ministry of Transportation-Indonesia	Operator
4	Agus Edi Santoso	General Manager	Pelindo Regional 2 Sunda Kelapa PT. Indonesian Port (Persero)	
5	Capt. M. Abduh	Head	KSOP Kelas II Patimban Ministry of Transportation-Indonesia	
6	Abdullah	Chairman	DPP Pelayaran Rakyat	Association
7	Budi Anggi	Chairman	DPC INSA-Sunda Kelapa	
8	Dr. Ahmad	Head	Human Development of Sea Transportation Ministry of Transportation-Indonesia	Academician
9	Ali Maulana Hakim	Major	North Jakarta District	Local Government/Benefit Recipient

Source: Author (2024)

The results of the FGD activities will be presented in the form of transcripts from each informant involved. Furthermore, based on the transcripts that have been compiled, a systematic coding process will be carried out. In this case, coding is intended to be able to draw existing themes, which are contained in the informant's perspective in the form of coding nodes (see Saldana, 2013 and Miles et al 2014). In addition to coding techniques, this study also uses the Systematic Literature Review approach to provide a broader figure related to other factors outside those found in the coding process. Conducting a literature-based analysis using a Systematic Literature Review (SLR) is a systematic and structured process for collecting, compiling, and assessing information from relevant and appropriate sources to answer a particular research question. The SLR technique is usually used in Meta-analysis. According to Stanley & Jarell (1989), meta-analysis is an analysis of several empirical studies that aims to integrate and explain literature on a parameter measurement. According to Lipsey & Wilson (2001), meta-analysis is a form of survey research that uses written reports as survey objects rather than a group of people. Several studies, especially in the social sciences, have used meta-analysis, such as psychology (Shapiro & Shapiro, 1982; Rosenthal, 1984; and Smith, et al., 2010), management science (Assmus et al., 1984; and Stanley & Jarell, 1989), even in the field of macroeconomics. As for the stages, the first several articles will be collected through the help of software, namely Publish or Perish (PoP) in searching for several data sources with certain keywords. After being obtained, the author will include inclusion and exclusion criteria for the available data sources using the help of the PRISMA diagram approach. PRISMA is generally used for Meta-Analysis. However, this study does not work with Meta-Analysis. Selected eligible articles will be analyzed using VOS Viewer to run bibliometric analysis and Nvivo to code each article. These steps are commonly referred to as method triangulation (Sutopo, 2016). The use of the SLR technique is also based on a previously developed framework.

Analysis And Discussion

Focus Group Discussion (FGD) Results

In this study, informants were divided into 5, namely: Regulators, Operators, Associations, Academics, and Regional Governments/Beneficiaries. As seen in the table above, for the Regulator category there are 2 relevant Informants, namely: (i). Muhammad Masyud and Capt. Budi Mantoro. The presentation given by Informant Muhammad Masyud was about the grand design of the overall Port development spread across Indonesia, including Sunda Kelapa and the concept of the National Port Master Plan (RIPN). The following is a statement that shows what is meant: *"In the RIPN, by definition, the RIPN is the spatial arrangements for national ports that contain Port policies, location plans and Port hierarchies nationally, all of which serve as guidelines in determining the location of the construction, operation and development of the Port...". "All port planning must be integrated both in the interland itself and in the areas related to it, starting from technology to human resources."*

Furthermore, the presentation given by Informant 2 (Capt. Budi Mantoro) refers to the aspect of navigation (technology), especially in the development of Sunda Kelapa Port and the concept of navigation in terms of shipping which includes aspects of hydrography, meteorology, shipping lanes, reclamation, dredging, pilotage, and so on. The following is a statement that shows what is meant: *....."Then the definition and scope of navigation are everything related to hydrographic and meteorological shipping navigation, lanes and crossings, dredging and reclamation, pilotage, handling of ship frames, salvage, and underwater work for the safety of ship shipping in accordance with PP 5 of 2010"....'Of course in determining the route we convey How to carry out activities with two methods one way or two way. Then navigation navigation is installed to help ships to enter the port safely then also related to traffic procedures of course we cannot be separated from the rules regarding regulation 1972 related to international regulations preventing collisions at sea. Then related to the location or area used for the transfer of cargo to anchor then to provide opportunities for friends from TNI A".*

The presentation given by Informant 3 (Aries Wibowo) refers to the development of Sunda Kelapa Port, both from the profile, activities, to the development plan to the Heritage port. The following is a statement that shows what is meant: *...."Then the legal basis of the Sunda Kelapa port as conveyed by the director that in accordance with the RIPN that Sunda Kelapa itself has been designated as a collecting port, meaning its main task is to serve domestic sea transportation activities in medium quantities and as a place of origin and destination for passengers or goods for inter-province ... "Then what is the first strategic issue is how Sunda Kelapa Port can be developed with a Heritage tourism nuance because it has a historical element where the existence of the Old City is related to Sunda Kelapa besides that Kelapa is also included in the strategic national tourism area ...".*

Next, the presentation given by Informant 4 (Agus Edi Santoso) regarding the history of Sunda Kelapa Port and the interconnectivity in the Sunda Kelapa Port Area, as follows:*.... "Sunda Kelapa Port existed before Indonesia was founded, meaning in 1527, yes, at the beginning, yes, before that, the kingdoms in Pajajaran also still used Sunda Kelapa as their main port in the early days of our country before independence....."... that we are very close to tourist locations, yes. There is Ancol, there is a Maritime Museum, there is one there, actually, there used to be one owned by the VOC, there is also one, well, this is eee, it is a factor that attracts tourists, you know... heritage values".* Furthermore, the presentation given by Informant 5 (Ir. Capt. M. Abduh, MMTr) to the profile of Patimban Port, the following is a statement that shows what is meant: *"as you know, Patimban is in a position where there are indeed no large ports other than Tanjung Priok and Cirebon, while to the west there is still Sunda Kelapa Port and of course we are planning it as the main port to serve containers and vehicles, both four-wheeled vehicles and heavy equipment, while for multi-purpose cargo, it is still in a temporary position because sometimes we will not be served in Patimban for general cargo".*

The presentation given by Informant 6 (Abdullah) refers to People's Shipping, especially on the side of the obstacles faced. The following is a statement that shows what is meant: .... "The people's service ships themselves are categorized into three, gentlemen, sailing ships that are driven entirely by wind power. The second is a certain sized motorized sailing ship with engine power and sail area and motor ships from GT 7 to GT 147 so these ships can cover people's shipping ... " Furthermore, Informant 7 (Budi Anggi) also conveyed something similar related to the development of infrastructure and existing activities that have been running at Sunda Kelapa Port, the following is a statement that shows what is meant: ... *"Our activities that have been going on for a long time are quite good and we also support the existence of RIP but the obstacles that occur, when the RIP has been hammered down, we really hope that stakeholders will continue to pay attention to our activities in Sunda Kelapa. I also agree with what was expressed by Mr. Abdullah as a representative of Pelra who hopes for Sunda Kelapa Port, ma'am...."*

For the Academic category, there is only 1 relevant Informant, namely Ahmad, who mentioned the constraints of connectivity, Bali cargo, limited Fleet, Human Resources, logistics costs, and shipping safety. The following is a statement that shows what is meant: *"If the relationship between strategic issues of sea transportation and its human resources is the first is the connectivity between islands that is not yet optimal, this lack of return cargo where the return cargo to eastern Indonesia is 100% but the return cargo is only 30% and the limited capacity of the ship itself. Likewise, transportation costs are the largest contributor to these very high logistics costs, especially in the land sector, 10% of the sea contributes 3%, which is a total of 18%, which is still being suppressed… Maritime transportation safety still requires attention… …training must be held, just waiting for the quota and there is training, meaning that the community in each KSOP… "*

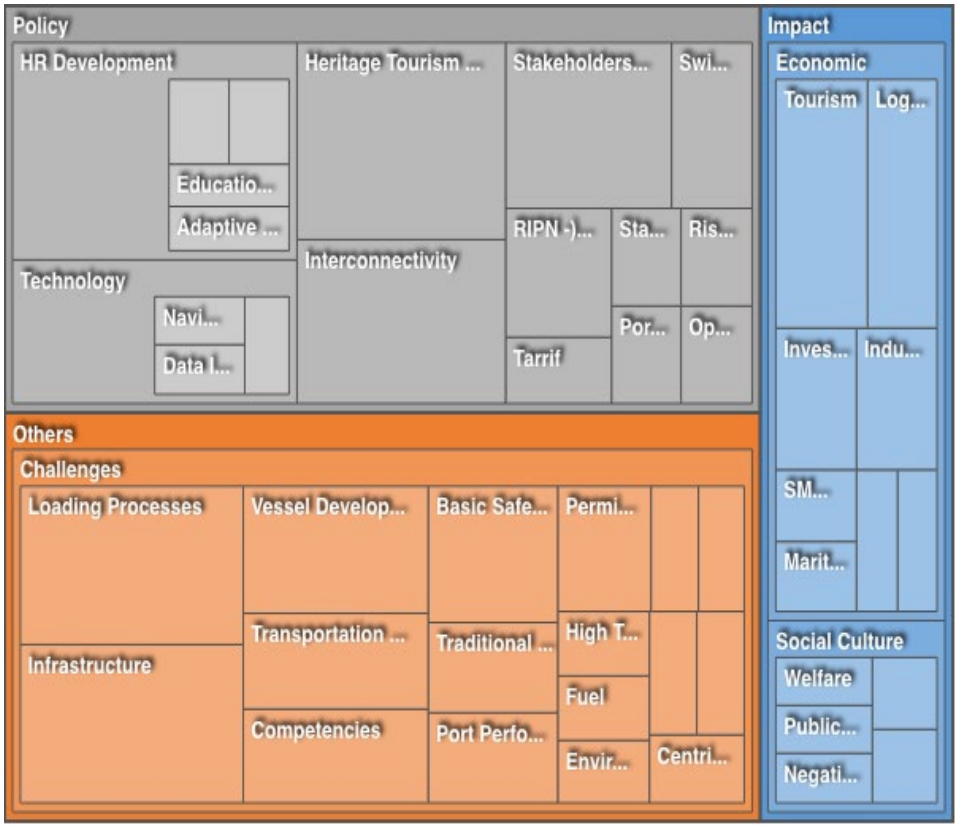
The informant also touched on policies related to the sustainability of Human Resources (HR) in the maritime environment, such as the development of training, quality standards, work competency standards, to training provided for teaching staff.,

"…organizing quality vocational training, developing professional transportation HR, providing quality and sustainable training facilities and infrastructure, and of course, adaptive training institutional adjustments". For the Regional Government category (Beneficiary), there is also only 1 relevant Informant, namely Ali Maulana Hakim, who mentioned the potential of Sunda Kelapa Port for the Indonesian Tourism sector, the following is a statement that shows what is meant: *"The following are some economic potentials such as commercial ports that still have the potential to be developed as commercial ports. Meanwhile, there is also the Maritime Industry, Sunda Kelapa Port also has the potential to be developed as a center for the maritime industry. From a tourism perspective, Sunda Kelapa Port is one of the popular historical tourist attractions in Jakarta..."*

Coding Analysis

The following is an aggregate coding hierarchy to see which nodes are the most dominant (or have the most coding activities) from all informants, as follows:

Figure 2. Aggregate Hierarchy



Source: Data processed

Referring to the research objectives that have been set, 2 Node Systems can be built, namely the nodes system named "Policy" and "Impact". The researcher uses the "Others" nodes system specifically to map the challenges mentioned by each informant involved. In aggregate, there are at least 23 nodes with the highest hierarchy. The following is a table that describes the number of references in aggregate (including sub-nodes, if any) from each node, as follows:

Table 2. Reference of Aggregate Hierarchy Nodes

No.	Nodes	Ref.	Files Coded	Max. Value	Share
1	Heritage Tourism	6	6	9	67%
2	Infrastructure	6	6	9	67%
3	Interconnectivity	5	5	9	55%
4	HR Development	5	5	9	55%
5	Stakeholders Sinergy	4	4	9	44%
6	Tourism	4	4	9	44%
7	Technology	3	3	9	33%
8	Transportation Cost	3	3	9	33%
9	Loading Processes	3	3	9	33%
10	Competencies	3	3	9	33%
11	Basic Safety Training Validation	3	3	9	33%
12	Logistic Efficiency	3	3	9	33%
13	Switching Service	2	2	9	22%
14	RIPN > Sinergy	2	2	9	22%
15	Investment	2	2	9	22%
16	Vessel Development	2	2	9	22%
17	Traditional Management	2	2	9	22%
18	Port Performance	2	2	9	22%
19	Permit	2	2	9	22%
20	Investment Flow	2	2	9	22%
21	Industry	2	2	9	22%

Source: Data processed (2024)

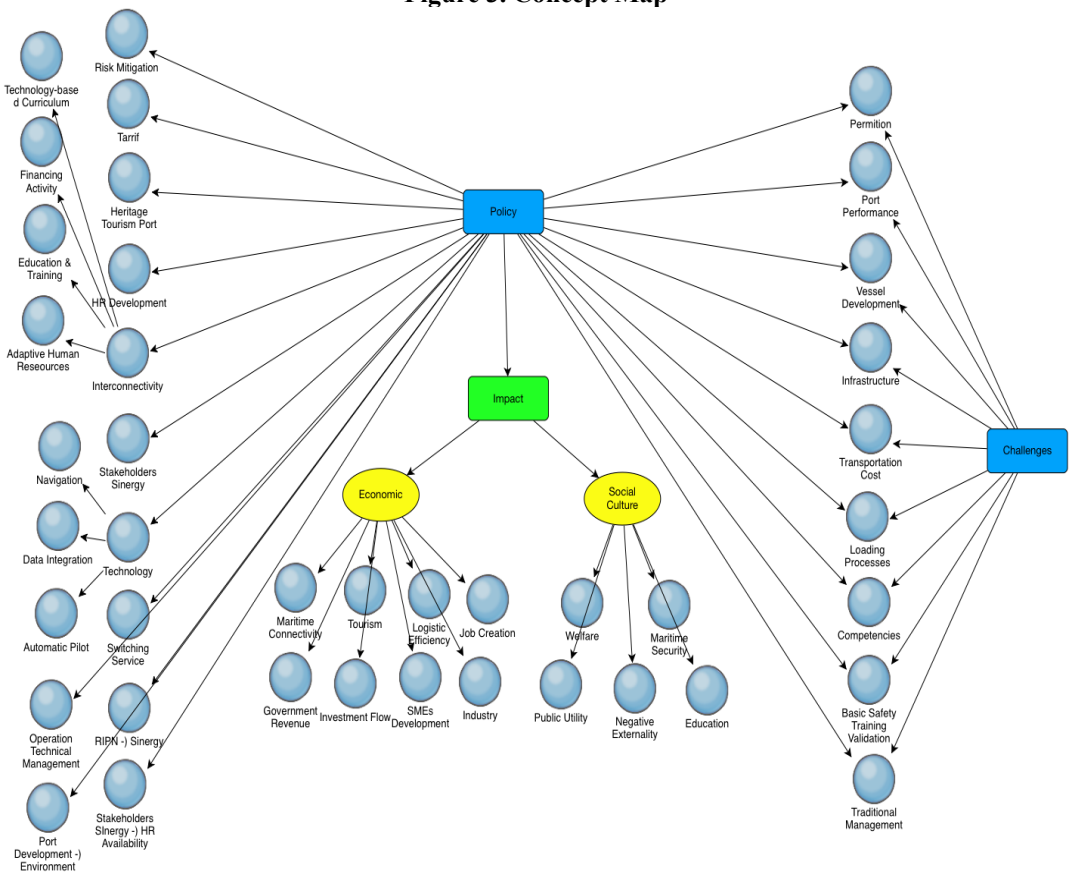
The “Heritage Tourism Port” nodes have a reference count of 6 with a total contribution of 66%. The contents of these nodes refer to the potential of Sunda Kelapa Port in supporting the tourism sector in the North Jakarta area to the Seribu Islands. In addition, the “Infrastructure” nodes also have a dominant reference level of 6 or mentioned by 66% of the informants involved. These nodes refer to the development of facilities and infrastructure (facilities and infrastructure) of Sunda Kelapa Port,

Furthermore, the results of the comparative diagram analysis will be displayed. This section is the second stage in the coding analysis (Second Cycle Coding). The Second Cycle Coding is based on the nodes or coding that have been made previously (First Cycle Coding). The results illustrate the similarities mentioned by each informant (category). The similarities of nodes between Regulator and Operator, where there are around 6 similarities in nodes (Interconnectivity, Heritage Tourism Port, Switching Service, Transportation Cost, Logistic Efficiency, and Stakeholders Sinergy) mentioned by both parties. Next is the comparison between the Regulator and Beneficiary/Local Government, where there are about 6 similar nodes (Interconnectivity, Heritage Tourism Port, Logistic Efficiency, Investment Flow, RIPN > Sinergy and Stakeholders Sinergy). Next is the comparison between the Regulator and the Association. There are about 3 similar nodes (Heritage Tourism Port, HR Development, and Port Development). Next is the comparison between Regulator and Academist and there are about 4 similar nodes (HR Development, Transportation Cost, Technology, and Stakeholders Sinergy) which are mentioned by both parties. Next is the comparison between Operator and Beneficiary/Local Government, in this case, there are about 6 similar nodes (Interconnectivity, Heritage Tourism Airport, Logistic Efficiency, Stakeholders Sinergy, Tourism, and Industry) which are mentioned by both parties. Next is the comparison between Operator and Association. There are about 6 similarities in nodes (Interconnectivity, Heritage Tourism Airport, Logistic Efficiency, Stakeholders

Sinergy, Tourism, and Industry) that are mentioned by both parties. Next is the comparison between Operator and Academist, where there are about 3 similarities in nodes (Infrastructure, Stakeholders Sinergy, and Infrastructure) that are mentioned by both parties. Next is the comparison between Association and Beneficiary/Local Government. In this case, there are about 2 similarities in nodes (Heritage Tourism Port and Tourism) that are mentioned by both parties. Next is the comparison between Association and Academist. In this case, there are about 4 similarities in nodes (HR Development, Infrastructure, Competencies, and Basic Safety Training Validation) that are mentioned by both parties.

Furthermore, based on the analysis that has been done (first cycle coding and second cycle coding) a concept mapping will be built to draw a comprehensive pattern. The following is a figure that shows what is meant:

Figure 3. Concept Map



Source: Data processed

Based on the figure above, a unified conceptual framework has been compiled that means: (i). Policies and Barriers are related. This is related to several barriers that must be addressed, such as: Traditional governance/management, human resource development, operational processes, especially loading and unloading, transportation costs related to the quality of connectivity and infrastructure, to the development of facilities and infrastructure; (ii). Several other policies that are specifically mapped out, such as: Development of interconnectivity to make Sunda Kelapa Port a historical site (Heritage Tourism Port), Importance of the National Port Master Plan (RIPN), utilization of technology, stakeholder synergy, human resource development, tariffs, and so on; and (iii). The policies in supporting the development of Sunda Kelapa Port are divided into 2 aspects, namely from the Economic and Social & Cultural aspects. The economic aspects include: (a). Tourism; (b). Logistic Efficiency; (c). Investment Flow; (d). Job Creation; (e). Maritime Connectivity; (f). Industry; (g). SMEs Development; and. (h). Government Revenue. Meanwhile, from the Social & Cultural side, it includes: (a). Improvement of Welfare; (b). Maritime environmental security; (c). Maximization of public utilities; (d). Negative externalities, and (e). Education.

Conclusion and Recommendation

Conclusion

Based on the results and analysis that have been described previously, the following conclusions can be drawn regarding this study:

1. Regarding the direction of policy, the most frequently mentioned policy is regarding the "Heritage Tourism Port". These nodes refer to the potential of Sunda Kelapa Port in supporting the multi-purpose tourism sector in North Jakarta, namely as a Historical Tourism Area (Heritage Tourism). Meanwhile, the second node with the highest reference is "Interconnectivity" and "HR Development". Both of these are related to the development of Sunda Kelapa Port which is interconnected with other modes of transportation and also with tourism in the surrounding area, such as Kota Tua, Ancol, and the Maritime Museum. Meanwhile, "HR Development" refers to increasing the competence of maritime human resources in general, including Sunda Kelapa Port. So it can be concluded that there are several policies that are most dominantly mentioned, namely those related to: (i). Historical tourism sites; (ii). Interconnectivity; and (iii). HR development.
2. The main expectation of stakeholders related to the Sunda Kelapa port development policy is related to making the Sunda Kelapa port one of the ports that has high historical value (heritage tourism port). This is also expected to increase the competitiveness of Indonesian tourism and culture to tourists and subsequently have an impact on increasing economic activity (supporting the tourism sector, government revenue, increasing investment) and social (increasing employment, increasing welfare, and so on).
3. Related to the impacts received by the Administrative City of North Jakarta City, including increasing the flow of goods and services that can encourage increased exports and imports and attract foreign investment; Strengthening maritime connectivity; Job creation; to environmental impacts such as water and air pollution.
4. The Port Master Plan (RIP) is very much needed in the context of government policy on the development and operation of the Sunda Kelapa Port. This is shown through the nodes "RIPN > Sinergy". These nodes refer to the role of the RIPN in creating synergy and strengthening coordination between stakeholders in the development of the Sunda Kelapa Port.

Policy Recommendation

Based on the results of the research in the previous chapter, a policy recommendation can be put forward, namely the need for Sunda Kelapa Development because it can further enrich Jakarta's tourism portfolio which was previously better known as urban tourism (city tour) so that it can attract new segments of tourists. In addition, MSMEs around the area can develop and increase the portion of MSME contributions in Jakarta. The Port Master Plan (RIP) which is very much needed in the context of government policy on the development and operation of Sunda Kelapa Port. The importance of the Port Master Plan (RIP) will have an impact on sustainable and well-coordinated port development that pays attention to environmental, social and economic aspects and can create efficiency in the use of available resources in port development.

List of Reference

Adisasmita, Rahardjo. (2005). *Dasar-Dasar Ekonomi Wilayah*. Jakarta: balai Pustaka.

Affiataa, M .R., Fadlib, F., & Mafrudohc, F. (2021). Throughput dan Dwelling Time pada Yard Occupancy Ratio Pelabuhan Sunda Kelapa Throughput and Dwelling Time on Yard Occupancy Ratio Sunda Kelapa Harbour. *Jurnal Manajemen Bisnis Transportasi dan Logistik.*

Alderton, P. (2005). *Port management and operations. In: Lloyd's Practical Shipping Guides, third ed.* London: Informa Law.

Assmus, J., Farley, J. U., & Lehmann, D. R. (1984). How Advertising Affects Sales: Meta-Analysis of Econometrics Results. *Journal of Marketing Research 21*, 65-74.

Azizah, A. (2021). Analisis Kapasitas Dermaga Terminal Peti Kemas Pelabuhan Peti Kemas Palaran Samarinda Berdasarkan Nilai Berth Occupancy Ratio Dan Berth Throughput. *Jurnal Maritim, Vol.11 No.2, Desember 2021, ISSN: 2086-1419*

Badan Pusat Statistik. (2024, 03 23). *Produk Domestik Regional Bruto Kota Administrasi Jakarta Utara Menurut Lapangan Usaha 2018-2022*. Retrieved from Badan Pusat Statistik: https://jakutkota.bps.go.id/publication/2023/04/05/1722381433b01a20d0d60805/produk-domestik-regional-bruto-kota-administrasi-jakarta-utara-menurut-lapangan-usaha-2018-2022.html

Berg, K. A. (2020), *A Thesis: How Green Is the Green Port? Shifting Port Narratives*. B.A., 1995, The George Washington University December 2020 In Long Beach, California

Blanchard, O., & Johnson, D. R. (2013). *Macroeconomics - Sixth Edition.* New Jersey: Pearson Education.

Calderon, C. A., & Servén, L. (2004). The effects of infrastructure development on growth and income distribution. *Available at SSRN 625277*.

Démurger, S. (2001). Infrastructure development and economic growth: an explanation for regional disparities in China? *Journal of Comparative Economics*, *29*(1), 95-117.

Firmansyah, M. F. (2021). Analisis Pertumbuhan Ekonomi Dalam Penentuan Basis Ekonomi, Isu Ketimpangan Dan Lingkungan di Jawa Barat Periode 2010-2019. *Jambura Economic Education Journal Volume 3 No 1 January 2021 E-ISSN: 2656-4378 P-ISSN: 2655-5689*.

Handayani, N. (2019). Strategi Pengembangan Pelabuhan Sunda Kelapa Sebagai Gerbang Wisata Sejarah Di Jakarta. *Jurnal Manajemen Bisnis Dan Kewirausahaan/Volume 03/No.1/Januari -2019 : 08-14.*

Hollander, J. A. (2004). The social contexts of focus groups. *Journal of Contemporary Ethnography*, *33*(5), 602-637.

Kitzinger, Jenny & Barbour, Rosaline. (Eds.). (1999). Developing Focus Group Research: Politics, Theory and Practice. London: Sage.

Lehoux, P., Poland, B., and Daudelin, G. (2006). Focus Group Research and The Patient's View. Social Science & Medicine.

Lipsey, M. W., & Wilson, D. B. (2001). *Practical Meta-Analysis.* Thousand Oaks: Sage Publications, Inc.

Lousada, S., & Castanho, R. A. (2022). The role of ports in tourism: Porto Santo Harbour. *Water*, *14*(19), 3176.

Malisan, J., Sujarwanto, Arief, B., Fadhil D. N., Rahardjo, S. (2021). Kajian Pengembangan Pelabuhan Dalam Mendukung Ibu Kota Baru Berdasarkan Konsep Smart City, Smart Mobility. *Jurnal Trisakti.ac.id*

Mankiw, N. G. (2007). *Macroeconomics - Sixth Edition.* New York: Worth Publishers.

Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook.* Washington D.C.: SAGE.

Nawawi. (2003). *Metode Kualitatif.* Jakarta: Airlangga.

Nugraha, A. T., Prayitno, G., Situmorang, M. E., & Nasution, A. (2020). The Role of Infrastructure in Economic Gro\Tth and Income Inequality in Indonesia. *Economics & Sociology*, *13*(1), 102-115.

Owusu-Manu, D. G., Jehuri, A. B., Edwards, D. J., Boateng, F., & Asumadu, G. (2019). The Impact of Infrastructure Development on Economic Growth in Sub-Saharan Africa With Special Focus on Ghana. *Journal of Financial Management of Property and Construction*, *24*(3), 253-273.

Pass, C., & Lowes, B. (1988). *Dictionary of Economics - Second Edition.* United Kingdom: HarperCollins Publishing Ltd.

Prasetyo, M. B., Hanim, A., & Prianto, F. W. (2021). Pengaruh Investasi Pemerintah, Swasta, Ekspor Dan Impor Terhadap Pertumbuhan Ekonomi Di Indonesia. *Jurnal Ekuilibrium*, *5*(2), 42-51.

QRS International. (2013). *NVIVO User Help*. Retrieved Juli 29, 2021, from NVIVO: https://help-nv.qsrinternational.com/20/win/Content/welcome.htm

Rosenthal, R. (1984). *Meta-Analytic Procedures for Social Research.* Beverly Hills: Sage.

Sahoo, P., Dash, R. K., & Nataraj, G. (2010). Infrastructure development and economic growth in China. *IDE Discussion Paper*, *261*.

Saldana, J. (2013). *The Coding Manual for Research Qualitative Researchers.* London: SAGE.

Saphiro, D. A., & Saphiro, D. (1982). Meta-Analysis of Comparative Therapy Outcomes. *Psychological Bulletin 92*, 581-604.

Shipping facts, (2013). Shipping Facts: Information about the International Shipping Industry. http://www.shipping-facts.com/

Sjafrizal. (2016. *Perencanaan Pembangunan Daerah Dalam Era Otonom*. PT Raja Grafindo Persada.Jakarta.

Smith, M. L., Glass, G. V., & Miller, T. I. (1980). *The Benefits of Psychotherapy.* Baltimore: Johns Hopkins University Press.

Srinivasu, B., & Rao, P. S. (2013). Infrastructure development and economic growth: Prospects and perspective. *Journal of business management and Social sciences research*, *2*(1), 81-91.

Stanley, T. D., & Jarrel, S. B. (1989). Meta-Regression Analysis: A Quantitative Method Ofliterature Surveys1. *Journal Of Economic Surveys Vol. 19, No. 3*, 299-308.

Stimson, R. J., Stough, R. R., & Roberts, B. H. (2006). *Regional economic development: analysis and planning strategy*. Springer Science & Business Media.

Suparmoko, M., & Sofilda, E. (2020). *Pengantar Ekonomi Makro - Edisi 6.* Tangerang: In Media.

Sutopo, H. B. (2006). *Metodologi Penelitian Kualitatif.* Surakarta: Universitas Sebelas Maret.

Syadullah, M., & Setyawan, D. (2021). The Impact of Infrastructure Spending On Economic Growth: A Case Study of Indonesia. *Komunikácie*, *23*(3).

Toduho, SDWD., Altarans, I. (2021). Analisis Kelayakan Ukuran Panjang Dermga Gudang Bongkar Muat Dan Andaran Kapal" *Jurnal AKRAB JUARA Volume 6 Nomor 5Edisi Desember 2021 (6-11)*

Triatmodjo, B. (2003). "Pelabuhan", *Beta Offset Perum FT-UGM Yogyakarta, ISBN 979-8641-08-1*

Yani, A.S., Apriady (2018). Pengaruh Fasilitas Dan Sarana Penunjang Terhadap Efektivitas Kegiatan Bongkar Muat Serta Dampaknya Terhadap Peningkatan Kinerja Kapal Di Pt. Pelindo Ii (Persero) Cabang Sunda Kelapa. *Bisma Jurnal Bisnis dan Manajemen Vol. 12, No. 3 September 2018 Hal. 341 – 350 Fakultas Ekonomi dan Bisnis Universitas 17 Agustus 1945 Jakarta*.