

Achoring in Kepulauan Riau: Between Economic Potential and Jurisdictional Disputes

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ABSTRACT

Anchoring in Kepulauan Riau has become a strategic maritime governance issue because it is located between substantial economic potential and unresolved jurisdictional disputes. As an archipelagic province situated near major international shipping routes, Kepulauan Riau possesses strong opportunities to develop anchoring services as part of a wider maritime service economy. These services may contribute to regional revenue, port-support industries, vessel traffic management, logistics efficiency, ship-to-ship activities, employment creation, and blue economy development. However, this potential has not been fully optimized due to overlapping authority between national institutions, regional government, port administration, and maritime spatial governance. This study aims to analyze anchoring in Kepulauan Riau as both an economic asset and a governance problem by examining the relationship between maritime economic opportunity, legal authority, institutional coordination, and regional development interests. The research uses a qualitative descriptive-analytical approach based entirely on secondary data, including regulations, policy documents, government reports, academic literature, and relevant institutional publications. The data were analyzed through qualitative content analysis by identifying, classifying, comparing, and interpreting themes related to anchoring governance, jurisdictional disputes, economic potential, and institutional coordination. The findings show that anchoring has significant economic value, but its contribution depends on regulatory certainty, transparent revenue mechanisms, integrated vessel monitoring, operational efficiency, and environmental safeguards. The study also finds that jurisdictional fragmentation may weaken public trust, reduce investor confidence, and limit the province's ability to capture maritime value from its strategic location. Therefore, anchoring governance in Kepulauan Riau requires an integrated model that balances national maritime control, regional economic rights, port service efficiency, ecological responsibility, and equitable benefit distribution.

Keyword: Anchoring, Economic Potential, Jurisdictional Disputes

INTRODUCTION

Anchoring in Kepulauan Riau represents a strategic maritime issue situated at the intersection of economic opportunity, legal authority, and ocean governance. As an archipelagic province located near major international shipping corridors, Kepulauan Riau has long been positioned as a maritime gateway whose waters are not merely transit

spaces but also potential economic zones for anchorage services, vessel waiting areas, ship-to-ship support, bunkering, logistics coordination, and related port-based activities. However, this potential has been accompanied by persistent jurisdictional disputes concerning who has the authority to regulate, administer, and collect revenues from anchoring activities within certain maritime spaces. The issue is therefore not simply technical or administrative; it reflects a broader contest over maritime jurisdiction, decentralization, state control, and the translation of Indonesia's archipelagic identity into effective governance practice (Sodik, 2012; Raharja, 2024; Nugraha & Chen, 2024; Yoga, 2025).

In the broader literature on port and maritime governance, anchoring areas are often treated as supporting spaces within port systems, yet their role is increasingly important in global maritime logistics. Ports are no longer understood only as physical terminals where vessels load and unload cargo; rather, they function as integrated nodes within value-driven supply chains, regional logistics networks, and wider maritime economic systems. From this perspective, anchoring services in Kepulauan Riau may be seen as part of a larger port-regionalization process in which offshore spaces, hinterland connections, and institutional arrangements shape competitiveness. The originality of this article lies in its attempt to move beyond a narrow revenue-based interpretation of anchoring and instead examine anchoring as a governance issue that links economic value creation, regulatory authority, spatial control, and regional development (Robinson, 2002; Notteboom & Rodrigue, 2005; Monios, 2012; Jansen et al., 2018).

The economic potential of anchoring in Kepulauan Riau is closely related to the operational logic of maritime transport. Vessels waiting for berthing windows, route adjustments, cargo coordination, technical inspections, crew changes, or commercial instructions often require designated anchorage areas that are safe, regulated, and efficiently connected to port services. If properly managed, such areas can generate direct and indirect revenue through anchorage fees, pilotage, tug services, vessel traffic services, waste handling, provisioning, inspection services, and other maritime-support activities. Nevertheless, unmanaged or poorly coordinated anchoring can also produce congestion, emissions, navigational risk, and uncertainty for ship operators, especially when licensing procedures and institutional authority are unclear. Thus, the economic promise of anchoring must be assessed together with the operational costs, environmental implications, and governance capacity required to manage vessel waiting time and port-call efficiency (Acciaro et al., 2014; Andersson & Ivehammar, 2017; Poulsen & Sampson, 2019; Merkel et al., 2022).

The jurisdictional dispute surrounding anchoring in Kepulauan Riau illustrates a recurring problem in maritime decentralization: the difficulty of aligning national authority, regional autonomy, port administration, and sectoral regulation. In principle, maritime governance requires clear division of functions among actors responsible for safety, security, revenue administration, spatial planning, environmental protection, and public service delivery. In practice, however, overlapping mandates can create institutional friction, delayed policy implementation, and uncertainty for private operators. The case of anchoring is therefore significant because it reveals how port governance reform cannot be measured only through efficiency or revenue outcomes; it must also be evaluated through institutional coordination, regulatory clarity, and the capacity of government agencies to transform formal authority into practical governance

performance (Cariou et al., 2014; Pilcher & Tseng, 2017; Hidalgo-Gallego et al., 2022; Rahayu et al., 2025).

The scientific importance of this topic also lies in the fact that anchoring activities involve multiple stakeholders whose interests do not always converge. Central government institutions may emphasize national maritime control, navigational safety, and uniform regulatory standards, while provincial governments may view anchoring as a legitimate source of regional income and an instrument for strengthening maritime-based development. Port authorities, local enterprises, shipping companies, coastal communities, and environmental actors may each frame the same maritime space differently: as a revenue source, logistics facility, investment area, ecological zone, or jurisdictional boundary. These competing interpretations make anchoring a useful case for examining how maritime economic activities become politically contested when spatial rights, institutional authority, and public benefit are not clearly synchronized (Lawer, 2019; D'Agostini et al., 2025; Rodrigues, 2025; Shabib et al., 2025).

For Kepulauan Riau, the issue is especially important because the province's maritime geography gives it a comparative advantage that cannot be separated from regional development strategy. Its proximity to international routes and neighboring economic hubs creates an opportunity to position anchoring services as part of a wider maritime-service ecosystem rather than as an isolated administrative fee. However, regional advantage does not automatically produce regional benefit. Economic potential becomes meaningful only when supported by reliable infrastructure, transparent tariffs, integrated vessel monitoring, legal certainty, investor confidence, environmental safeguards, and a fair mechanism for distributing benefits between national and regional interests. This article therefore places anchoring within the wider debate on port competitiveness, regional logistics development, and the governance conditions required for maritime regions to capture value from their strategic location (Zheng et al., 2022; Jeevan et al., 2022; Selvaduray et al., 2023; Azizan et al., 2025).

Table 1. Key Analytical Dimensions of Anchoring Governance in Kepulauan Riau

Analytical Dimension	Main Issue	Relevance to Kepulauan Riau	Expected Governance Direction
Economic Potential	Revenue from anchorage fees, maritime services, logistics support, and ship-related activities	The province has strategic waters near international shipping lanes and can develop anchoring as part of a maritime-service economy	Develop transparent tariff systems, integrated service platforms, and regional maritime business models
Jurisdictional Authority	Overlap between central and regional authority in managing anchoring areas	Disputes may weaken legal certainty and delay revenue optimization	Clarify institutional mandates through harmonized regulation and intergovernmental coordination
Operational Efficiency	Vessel waiting time, traffic management,	Poor coordination may reduce competitiveness and	Strengthen vessel traffic services, digital monitoring, and

Analytical Dimension	Main Issue	Relevance to Kepulauan Riau	Expected Governance Direction
	safety, and port-call coordination	increase costs for shipping operators	integrated port-call management
Environmental Governance	Emissions, marine pollution, waste handling, and ecological pressure from anchored vessels	Intensive anchoring without safeguards may affect coastal and marine ecosystems	Apply environmental standards, waste management rules, and green anchoring practices
Regional Development	Distribution of economic benefits to the province and surrounding communities	Anchoring can support local income, employment, and maritime industry development if properly governed	Link anchoring policy with blue economy planning and local capacity-building
Conflict Resolution	Institutional disputes and stakeholder fragmentation	Unresolved disputes may reduce investor confidence and weaken public trust	Build collaborative governance mechanisms involving national, regional, port, business, and community actors

Source: Author, 2026

This article adopts an integrated governance approach to examine anchoring in Kepulauan Riau. Rather than treating the issue solely as a legal dispute or a revenue-management problem, the discussion positions anchoring as a maritime governance arena where economic development, jurisdictional authority, environmental responsibility, and stakeholder coordination intersect. This approach is important because maritime-space utilization increasingly requires governance models that are adaptive, collaborative, and sensitive to power relations among institutions. In this regard, the article contributes to existing studies by connecting port governance, ocean governance, and regional autonomy debates into a single analytical framework for understanding how strategic waters can be governed more effectively and equitably (Flannery et al., 2018; Partelow et al., 2020; Jouffray et al., 2020; Gilek et al., 2021).

Based on this background, the central argument of this article is that anchoring in Kepulauan Riau should be understood as both an economic asset and a jurisdictional challenge. Its economic value cannot be optimized without legal certainty, institutional coordination, and credible governance arrangements. Conversely, jurisdictional authority will remain politically contested if it is not translated into transparent service delivery, measurable regional benefit, and sustainable maritime management. Therefore, the purpose of this article is to analyze how anchoring in Kepulauan Riau can be framed as a strategic policy issue that requires a balance between national maritime control, regional economic rights, operational efficiency, and blue economy principles. By doing so, the article seeks to offer a scholarly contribution to the study of maritime governance in archipelagic regions and provide a conceptual basis for resolving jurisdictional disputes while maximizing maritime economic potential.

METHODOLOGY

This study employs a qualitative research design with a descriptive-analytical approach to examine anchoring in Kepulauan Riau as a maritime governance issue positioned between economic potential and jurisdictional disputes. The qualitative approach is considered appropriate because the study does not seek to measure variables statistically, but rather to interpret regulatory dynamics, institutional relations, policy contestation, and the broader governance implications of anchoring activities in strategic maritime areas. The analysis focuses on how anchoring is framed within legal, administrative, economic, and regional development perspectives, particularly in relation to the interaction between national maritime authority and regional interests. By using a descriptive-analytical design, the study aims to explain the issue systematically while identifying patterns of authority overlap, policy fragmentation, and opportunities for improving anchoring governance in Kepulauan Riau (Creswell & Poth, 2018; Bowen, 2009).

The data used in this study consist exclusively of secondary data obtained from policy documents, laws and regulations, government reports, official statistical publications, port and maritime governance documents, academic journal articles, books, and relevant institutional publications. The use of secondary data allows the study to construct a comprehensive understanding of anchoring governance without relying on primary field interviews, surveys, or direct observation. Data were selected purposively based on their relevance to three main analytical concerns: the economic potential of anchoring services, the legal and jurisdictional basis of maritime authority, and the institutional challenges affecting governance coordination in Kepulauan Riau. This selection process was conducted to ensure that the sources used were credible, contextually relevant, and capable of supporting a rigorous literature-based analysis (Johnston, 2017; Snyder, 2019).

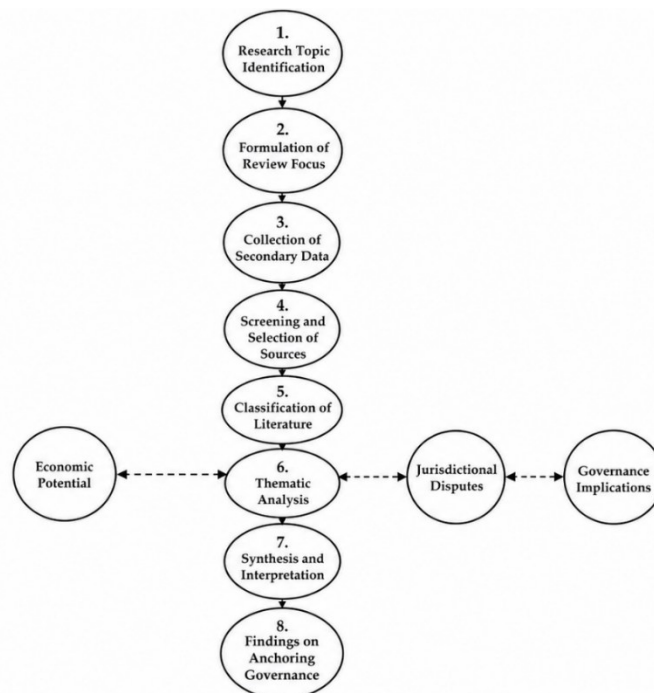


Figure 1. Literature Review Process for Analyzing Anchoring in Kepulauan Riau: Between Economic Potential and Jurisdictional Disputes

Source: Author, 2026

Data analysis was conducted through qualitative content analysis by reading, classifying, comparing, and interpreting the collected secondary materials according to the research focus. The analytical process began with source identification, followed by document screening, thematic classification, interpretation of key issues, and synthesis of findings. The themes were organized around economic potential, jurisdictional authority, institutional coordination, maritime service governance, and regional development implications. Through this process, the study seeks to develop a structured explanation of how anchoring in Kepulauan Riau can be understood not only as a source of maritime revenue, but also as a governance problem that requires regulatory clarity, intergovernmental coordination, and a balanced approach between national control and regional economic benefit.

RESULTS AND DISCUSSION

1. Anchoring as a Strategic Maritime Economic Asset in Kepulauan Riau

The findings indicate that anchoring in Kepulauan Riau should be understood as a strategic maritime economic asset rather than merely as a technical activity of vessel waiting or temporary berthing. The province's geographic position near international shipping routes gives it a distinctive advantage in developing anchoring services as part of a broader maritime service economy. Through secondary data analysis, anchoring appears to be connected to several economic activities, including vessel traffic management, ship-to-ship services, provisioning, inspection, bunkering support, maritime logistics, and port-related administrative services. This means that anchoring has the potential to create a multiplier effect beyond direct anchorage fees, especially when supported by clear regulation, integrated service systems, and reliable institutional coordination. From a port management perspective, anchorage areas can contribute to reducing operational uncertainty and improving maritime network efficiency when they are managed as part of an integrated port and shipping system (Jia et al., 2019; Tijan et al., 2021).

The economic relevance of anchoring becomes more visible when it is positioned within the broader transformation of ports from conventional loading and unloading facilities into integrated maritime service nodes. In such a framework, anchoring areas function as supporting spaces that allow vessels to wait, coordinate schedules, complete administrative procedures, receive technical support, and prepare for port entry. For Kepulauan Riau, this function is especially important because the province does not only serve domestic maritime mobility but is also closely connected to cross-border shipping flows. Therefore, the value of anchoring lies not only in the presence of vessels in provincial waters, but also in the capacity of government and port institutions to convert this maritime traffic into legitimate, transparent, and sustainable economic benefit.

The study also finds that anchoring can support regional income when its governance system is structured in a legally certain and administratively accountable manner. Revenue potential may emerge from anchorage tariffs, vessel service charges, safety supervision, supporting logistics, waste handling, and other port-related services. However, such revenue cannot be optimized if authority remains disputed or if service delivery is fragmented among multiple institutions. In other words, economic potential is not automatically generated by maritime geography. It must be produced through governance capacity, regulatory clarity, institutional discipline, and service innovation.

Without these elements, anchoring may remain a contested economic space rather than a productive maritime asset.

Another important finding concerns the relationship between anchoring and regional maritime competitiveness. Kepulauan Riau has the possibility to strengthen its position as a maritime service hub if anchoring areas are managed through predictable tariffs, efficient procedures, digital monitoring, and integrated port call coordination. Shipping operators generally require certainty regarding location, cost, safety, documentation, and time. When these aspects are unclear, anchoring may create additional transaction costs rather than logistical value. Therefore, the competitiveness of anchoring services depends not only on the strategic location of the waters but also on the credibility of the institutional system that manages them.

The economic potential of anchoring must also be read through the lens of local development. If managed properly, anchoring activities may contribute to employment opportunities, regional-owned enterprises, maritime small businesses, port service providers, and supporting industries. However, the distribution of benefits needs to be carefully regulated so that anchoring does not become an extractive activity that benefits only certain administrative actors or business groups. A regional development-oriented approach requires that revenue from anchoring be linked to maritime infrastructure improvement, coastal community empowerment, environmental protection, and public service strengthening in island areas.

Table 2. Economic Potential of Anchoring Services in Kepulauan Riau

Economic Dimension	Potential Contribution	Governance Requirement	Expected Regional Benefit
Anchorage Fees	Direct revenue from vessels using designated anchorage areas	Clear tariff regulation and transparent collection mechanism	Increased regional maritime income
Maritime Support Services	Provisioning, inspection, crew support, bunkering-related services, and ship agency activities	Integrated licensing and service coordination	Growth of local maritime businesses
Port Call Efficiency	Reduced uncertainty in vessel waiting time and port entry preparation	Digital monitoring, VTS integration, and port coordination	Improved maritime competitiveness
Regional-Owned Enterprises	Participation of local enterprises in anchoring service management	Accountable business model and legal certainty	Strengthened local economic institutions
Employment Creation	Jobs in logistics, marine services, administration, and vessel support	Skills development and local workforce inclusion	Expanded maritime labor opportunities
Blue Economy Linkage	Revenue reinvestment into sustainable maritime development	Environmental safeguards and	Sustainable regional maritime growth

Economic Dimension	Potential Contribution	Governance Requirement	Expected Regional Benefit
		benefit-sharing mechanisms	

Source: Author, 2026

Based on the table, anchoring in Kepulauan Riau can be interpreted as an economic opportunity that requires institutional design rather than a simple administrative fee mechanism. The table shows that each economic potential has a corresponding governance requirement. This means that the failure to establish clear rules, integrated services, and transparent revenue management may weaken the very economic value that anchoring is expected to generate. Thus, the first major result of this study is that anchoring should be treated as a strategic regional maritime industry, but only under a governance framework that combines legal certainty, operational efficiency, economic inclusiveness, and environmental responsibility.

2. Jurisdictional Disputes and Fragmentation of Maritime Authority

The second finding shows that the main challenge in anchoring management in Kepulauan Riau lies in the fragmentation of maritime authority between different levels of government and sectoral institutions. Anchoring activities occupy maritime spaces that are simultaneously understood as national waters, navigational areas, port-support zones, economic spaces, and regional development assets. This multi-layered character produces institutional complexity because different actors may claim authority based on different legal foundations. The dispute is therefore not merely administrative; it reflects a deeper tension between centralized maritime control and regional aspirations to benefit from local maritime resources. Such conflicts are common in maritime spatial governance when jurisdictional boundaries, planning authority, and resource-use rights are not sufficiently harmonized (van Tatenhove, 2017; Ansong et al., 2023).

In the case of Kepulauan Riau, jurisdictional disputes emerge because anchoring is located at the intersection of port governance, marine spatial planning, regional autonomy, and state control over navigational safety. The central government may emphasize national standards, maritime security, international shipping obligations, and regulatory uniformity, while the provincial government may emphasize regional authority, local revenue, and the province's strategic maritime position. These different orientations do not automatically contradict each other, but conflict emerges when regulatory instruments do not clearly define the division of authority, revenue rights, operational responsibilities, and accountability mechanisms. Consequently, anchoring becomes a field of institutional contestation.

The dispute also reflects the broader problem of sectoral governance in maritime administration. Maritime affairs are often distributed among several institutions responsible for transportation, marine affairs, security, finance, spatial planning, environment, and regional development. When these institutions operate through separate mandates, anchoring governance may suffer from overlapping procedures, inconsistent interpretation of regulations, and fragmented enforcement. In practical terms, this can create uncertainty for shipping operators and investors because they may face unclear licensing processes, different institutional claims, or changing

administrative requirements. Therefore, jurisdictional fragmentation has both legal and economic consequences.

Another result of the analysis is that unclear jurisdiction may weaken public trust in maritime governance. When central and regional institutions contest authority over the same maritime activity, the public may perceive anchoring management as a political struggle over revenue rather than as a structured policy for maritime development. This perception can reduce the legitimacy of government intervention, especially if the dispute is not accompanied by transparent communication regarding legal basis, public benefit, and environmental responsibility. In this sense, jurisdictional disputes do not only affect institutional relations but also shape the public meaning of anchoring policy.

The study further finds that the jurisdictional dispute may affect long-term investment certainty. Maritime service providers, port operators, and shipping-related businesses require predictable rules before making operational or financial commitments. If anchoring management is viewed as legally unstable, investors may hesitate to participate in supporting infrastructure, digital systems, vessel services, or other maritime business opportunities. Therefore, resolving jurisdictional disputes is not only important for government administration but also for creating a credible investment climate in Kepulauan Riau's maritime economy.

Table 3. Mapping of Jurisdictional Issues in Anchoring Governance

Jurisdictional Aspect	Main Problem	Institutional Implication	Policy Direction Needed
Regulatory Authority	Overlapping interpretation of central and regional mandates	Conflict in policy implementation and service control	Harmonization of national and regional regulations
Revenue Rights	Dispute over who may collect and benefit from anchoring-related income	Competition between fiscal interests	Transparent revenue-sharing mechanism
Operational Control	Unclear responsibility for vessel placement, monitoring, and service coordination	Inefficient anchoring management	Integrated operational command and digital monitoring
Maritime Safety	Need to ensure navigation safety and international shipping compliance	Centralized safety standards may limit regional discretion	Joint safety governance between relevant institutions
Spatial Planning	Anchorage areas intersect with marine zoning and port development	Potential conflict with coastal, environmental, and logistics planning	Integration with marine spatial planning documents
Accountability	Lack of clear performance indicators for	Weak public trust and limited policy evaluation	Measurable governance indicators and public reporting

Jurisdictional Aspect	Main Problem	Institutional Implication	Policy Direction Needed
	anchoring governance		

Source: Author, 2026

The table demonstrates that jurisdictional disputes in anchoring governance are multidimensional. They involve legal authority, fiscal interests, operational management, maritime safety, spatial planning, and accountability. Therefore, the resolution of anchoring disputes cannot rely only on determining which institution has the strongest legal claim. A more comprehensive solution requires harmonized regulation, institutional coordination, revenue-sharing arrangements, and an integrated operational system. The second major result of this study is that anchoring disputes in Kepulauan Riau should be addressed as a governance-design problem rather than as a narrow institutional conflict.

3. Governance Consequences: Legal Certainty, Coordination, and Institutional Trust

The third finding indicates that the unresolved governance of anchoring creates consequences for legal certainty, institutional coordination, and trust among stakeholders. Legal certainty is essential because anchoring involves public authority, commercial services, maritime safety, environmental obligations, and revenue collection. If the legal basis of anchoring management remains unclear or contested, every operational decision may be vulnerable to dispute. This condition can weaken policy implementation and reduce the credibility of government action. In port governance literature, institutional clarity and strategic coordination are central to the ability of port authorities and public institutions to manage complex maritime activities effectively (van der Lugt et al., 2017; de Langen, 2018).

The problem of coordination becomes particularly important because anchoring is not managed by a single policy sector. It involves transportation regulation, port administration, marine zoning, environmental supervision, fiscal governance, and regional development planning. When each sector operates separately, anchoring policy may become fragmented. This fragmentation can be seen in inconsistent procedures, overlapping administrative requirements, and weak information sharing among institutions. As a result, the governance system becomes reactive rather than strategic. Instead of designing anchoring as a long-term maritime economic asset, institutions may focus only on short-term disputes over authority and revenue.

Institutional trust is also affected by how anchoring governance is communicated and implemented. Stakeholders such as shipping companies, local governments, port operators, business actors, and coastal communities need assurance that anchoring policy is not merely a source of institutional rivalry. Trust grows when rules are clear, procedures are transparent, services are reliable, and revenue use is accountable. Conversely, trust declines when actors perceive that authority is uncertain, decisions are inconsistent, or public benefits are not clearly demonstrated. Therefore, trust is not an abstract value; it is produced through visible governance performance.

The findings also show that weak coordination may reduce the capacity of Kepulauan Riau to capture its strategic maritime value. The province's geographic advantage requires institutional support to become economic advantage. Without effective coordination, strategic location may only result in unmanaged vessel presence

rather than structured maritime income. This is an important distinction because maritime regions cannot rely solely on geography. They must develop administrative systems, digital infrastructure, interagency protocols, and service standards that enable maritime activities to produce public value.

Environmental governance is another consequence of anchoring management. Anchored vessels may generate risks related to emissions, ballast water, waste disposal, oil leakage, seabed disturbance, and marine traffic density. If jurisdictional disputes dominate the policy debate, environmental safeguards may receive insufficient attention. This is problematic because sustainable maritime development requires that economic utilization be balanced with ecological protection. Anchoring governance must therefore include environmental monitoring, waste management procedures, emergency response mechanisms, and compliance standards for vessels using designated areas.

Overall, the third result of this study is that anchoring governance in Kepulauan Riau requires a shift from authority competition toward coordinated public value creation. Legal certainty must be strengthened not only to resolve institutional disputes but also to support reliable maritime services. Coordination must be developed not only to reduce conflict but also to improve efficiency, sustainability, and accountability. Institutional trust must be rebuilt through transparent rules, measurable outcomes, and clear benefit distribution. Without these elements, anchoring will remain a contested maritime space rather than a strategic governance instrument for regional development.

4. Toward an Integrated Governance Model for Sustainable Anchoring Management

The fourth finding suggests that anchoring in Kepulauan Riau requires an integrated governance model that connects legal authority, economic management, operational coordination, environmental protection, and regional benefit. Such a model should not place national and regional interests in opposition, but should instead create a framework in which both levels of government contribute according to their respective functions. National institutions are necessary for maritime safety, international shipping compliance, and regulatory standardization, while regional institutions are important for local economic development, service innovation, public accountability, and spatial integration. Integrated governance is therefore needed to transform anchoring from a disputed authority space into a coordinated maritime development instrument (Bodin, 2017; Emerson & Nabatchi, 2015).

An integrated governance model should begin with regulatory harmonization. This means that laws, ministerial regulations, regional policies, port rules, and marine spatial planning documents must be aligned so that anchoring areas have a clear legal status. Regulatory harmonization should clarify who determines anchoring zones, who provides operational services, who collects revenue, how revenue is shared, and how public accountability is ensured. Without such harmonization, policy implementation will remain vulnerable to different institutional interpretations. Legal clarity is therefore the first foundation of sustainable anchoring governance.

The second element of the model is collaborative institutional coordination. Anchoring management should involve a formal coordination mechanism among central government agencies, the provincial government, port authorities, maritime safety institutions, regional-owned enterprises, and relevant private actors. This mechanism should not function only as a forum for resolving disputes after they occur, but also as a permanent platform for planning, monitoring, service evaluation, and policy adjustment.

Through collaborative coordination, each actor can understand its role, reduce overlap, and contribute to a shared governance objective.

The third element is digital and operational integration. Anchoring areas require accurate information on vessel position, waiting time, service needs, safety status, environmental compliance, and payment administration. Digital systems can improve transparency and reduce opportunities for administrative conflict by creating shared data among relevant institutions. Integrated vessel traffic monitoring, online service registration, transparent tariff information, and real-time reporting can improve both efficiency and accountability. In this way, digital governance becomes a practical tool for connecting legal authority with service performance.

The fourth element is environmental and social safeguards. Sustainable anchoring management must include rules on waste handling, pollution prevention, emergency response, and ecological monitoring. It must also consider how anchoring revenue contributes to local development and coastal community welfare. This is important because maritime economic activities should not be separated from the social and ecological spaces in which they operate. If anchoring produces regional revenue but ignores environmental risks or local public benefit, then its legitimacy will remain limited.

The final result of this study is that anchoring governance in Kepulauan Riau should be developed through a balanced model of authority, efficiency, sustainability, and equity. Authority is needed to ensure legal order; efficiency is needed to support maritime competitiveness; sustainability is needed to protect marine ecosystems; and equity is needed to ensure that economic benefits are fairly distributed. By combining these elements, anchoring can become more than a disputed revenue source.

CONCLUSION

Anchoring in Kepulauan Riau represents a strategic maritime issue that cannot be understood solely as a technical activity of vessel waiting or as a simple source of administrative revenue. The findings show that anchoring has significant economic potential because of Kepulauan Riau's strategic location near major regional and international shipping routes. When managed properly, anchoring services can contribute to regional income, port-service development, maritime logistics, ship-support industries, employment creation, and broader blue economy growth. However, this potential depends on the existence of clear regulations, transparent tariff systems, reliable service mechanisms, integrated vessel monitoring, and accountable revenue management. Without these elements, the economic value of anchoring may remain underutilized and vulnerable to institutional contestation.

The study also concludes that jurisdictional disputes are the central challenge in anchoring governance in Kepulauan Riau. The overlap between national maritime authority, regional economic interests, port administration, and marine spatial planning has created uncertainty in policy implementation and service management. This situation demonstrates that anchoring is not only an economic matter but also a governance issue involving legal certainty, institutional coordination, fiscal authority, maritime safety, and public accountability. If these disputes are not resolved through harmonized regulation and collaborative governance, anchoring may continue to generate administrative conflict, reduce investor confidence, weaken service efficiency, and limit the province's ability to capture benefits from its maritime geography.

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