



Policy On Prohibition Of Subsidized Fuel Trading In North Hulu Sungai Regency, South Kalimantan Province

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Abstract

This study delves into the challenges and opportunities surrounding the implementation of subsidized fuel policies in North Hulu Sungai Regency, with a focus on management and distribution. Utilizing qualitative research methods such as interviews, observations, and document analysis, the study identifies obstacles that impede effective policy implementation across legal, social, economic, and administrative dimensions. These findings underscore the intricacies involved in executing such policies within real-world contexts, emphasizing the necessity for a nuanced understanding of local dynamics and stakeholder perspectives to formulate tailored solutions. Moreover, the study explores potential strategies for surmounting these challenges through the diffusion of innovation model. This model emphasizes key aspects such as relative advantage, compatibility, complexity, trialability, and observability. By integrating this model, the study proposes strategies for bolstering policy effectiveness, including cross-sectoral collaboration, capacity building, and knowledge sharing. Ultimately, this research aims to contribute to the successful implementation of subsidized fuel policies in North Hulu Sungai Regency and beyond, providing valuable insights and practical recommendations informed by the diffusion of innovation perspective.

Keywords: Policy, Prohibition, Subsidized Fuel Trading, Diffusion of Innovation

1. INTRODUCTION

Oil and natural gas are natural resources controlled by the state and play a crucial role in providing raw materials for industries. Therefore, they need to be managed optimally to maximize their use for the welfare of the people. In developing countries like Indonesia, the demand for oil and natural gas is increasing. Article 33, paragraph (2) of the 1945 Constitution of the Republic of Indonesia states, "The important branches of production that





are essential for the state and that control the livelihoods of the people are controlled by the state; the earth and water and the riches contained therein are controlled by the state and utilized as much as possible for the prosperity of the people” (Sipayung, 2018).

The position of Article 33 as an ideology serves as a reference, a compass, guiding economic policies formulated by the government. In formulating economic policies, economists often misunderstand the relationship between economic theory and economic politics. It is not economic politics that should adhere to economic theory, but rather economic theory should adhere to economic politics. This perspective, as articulated by Hatta, establishes the foundation of economic politics, rooted in the concept of People's Economy, which is none other than Article 33 of the 1945 Constitution. Economic politics, within the framework of the state, is institutionalized in the form of an economic system (Ijaya, Yasarman, & Anggawira, 2023). Herein lies the constitutional position of Article 33, serving as the guiding principle directing Indonesia's economy, where economic science and theory must adhere to it, rather than the other way around (Nentoa, & Sulaiman, 2023).

The development of Indonesia's economic law, based on the principles of togetherness and familial relations as enshrined in Article 33 of the 1945 Constitution, must be consistently implemented. Legislation in the economic field refers to Article 33 of the Constitution of 1945, stating, "... that the economy is structured as a joint effort based on the principle of kinship." This implies that economic development must support the development of the people's economy, meaning that the people must be involved in development, rather than development displacing the people (Ijaya, Yasarman, & Anggawira, 2023).

Oil and Gas (Migas) as strategic and non-renewable natural resources are vital commodities that control the livelihoods of many people and play a significant role in national economic activities. Therefore, their management must be carried out professionally and sustainably to maximize benefits for the overall welfare of the people. In line with this, the State controls oil and gas resources, implying that the Government, on behalf of the State, controls all rights associated with oil and gas resources, including ownership rights, utilization rights, and economic rights.

In this regard, Article 33, paragraph (3) of the 1945 Constitution states that "the earth, water, and the natural resources contained therein are controlled by the State and used to the maximum extent for the prosperity of the people." The term "controlled by the State" in the provision above forms the basis for the concept of State control. To fulfill the mandate of the 1945 Constitution, several laws and government regulations have been enacted, and the legal framework governing oil and gas in Indonesia includes several key regulations:

- a. Law No. 44/1960: Pertaining to Oil and Gas Mining.





- b. Law No. 15/1962: Regarding the Replacement of Government Regulations for Oil Companies Fulfilling Domestic Needs.
- c. Law No. 8/1971: Concerning State-Owned Oil and Gas Mining Companies.
- d. Law No. 22/2001: Regarding Oil and Gas.
- e. Government Regulation No. 41/2002: Addressing Government Revenue Deposit Procedures from Pertamina's Operations and Production Sharing Contracts.
- f. Government Regulation No. 42/2002: Establishing the Implementing Agency for Upstream Oil and Gas Business Activities.
- g. Presidential Decree No. 42/1989: Governing Pertamina's Collaborations with Oil and Gas Refining and Processing Companies.
- h. Presidential Decree No. 169/2000: Outlining the Basic Organization of Pertamina.

Law No. 22 of 2001 is one of the laws that impose criminal sanctions. This law regulates articles that apply criminal sanctions, including those that can be used to prosecute gas stations that hoard subsidized fuel and individuals (retailers) who sell subsidized fuel without permission from the Government. Initially, issues in the oil and gas sector were governed by licensing regulations falling within administrative law. Consequently, applicable sanctions were not only criminal but also administrative.

The criminalization of actions involving the misuse of subsidized fuel in Law No. 22 of 2001 concerning Oil and Gas includes the following: The criminalization of subsidized fuel abuse under Law No. 22 of 2001 includes penalties of imprisonment for up to 6 years and fines of up to Rp. 60 billion (Ijaya, Yasarman, & Anggawira, 2023). These penalties cover processing, transportation, storage, and trading without business permits, as well as fuel counterfeiting and misuse of subsidized fuel transportation and trading.

The provisions of several articles in Law No. 22 of 2001 mentioned above constitute licensing crimes covering Processing, Transportation, Storage, and Trading Business Permits for fuel in general, and the criminal act of imitating or falsifying Oil and Gas. Only Article 55 specifically regulates Subsidized Fuel Trading, including the abuse of transportation and/or trading of subsidized Government Fuel (Kodai & Suleman, 2023). Explanation of Article 55 states that "... abuse refers to activities aimed at obtaining individual or corporate profits by means that harm the interests of the public and the state, such as fuel adulteration, fuel allocation deviation, transportation, and sale of fuel abroad."

Based on the above explanation, the misuse of subsidized fuel includes actions such as: adulteration: mixing fuel with water or other types of fuel, or with used motor oil, to increase profits; fuel allocation deviation: diverting subsidized fuel intended for the general public to industries due to significant price differences; and transportation and sale of subsidized fuel abroad due to significant price differences. These actions are aimed at





benefiting oneself or corporations, disregarding the damage caused, whether to the public in terms of vehicle damage or to the Government (State) due to misallocation of subsidies. Therefore, such actions should be classified as "crimes," as stated in Article 57 paragraph (2): "The criminal acts referred to in Article 52, Article 53, Article 54, and Article 55 are crimes."

In response to Law No. 22 of 2001, the North Hulu Sungai Regency Government enacted Regional Regulation (Perda) No. 9 of 2018 concerning Public Order and Community Harmony. Article 27 of this regulation prohibits individuals or entities from buying fuel and gas in large quantities or repeatedly at gas stations for profit. It also prohibits selling fuel and gas for unauthorized purposes or transporting them out of the region for trade, and trading above government-set prices. However, observations reveal a rise in premium retail traders, including in North Hulu Sungai, despite regulations. Interestingly, in neighboring districts, smugglers petitioned to lift restrictions on premium purchases imposed by local gas stations.

This suggests public unawareness of Article 55 of Law No. 22 of 2001, which bans subsidized fuel trading without government permission. Smugglers frequently queue at gas stations in North Hulu Sungai to obtain fuel quotas, leading to public complaints about subsidized fuel scarcity. Gas station employees reportedly prefer serving retail buyers, allegedly due to higher profits. Negligence by fuel retailers often leads to accidents. For example, a fire broke out at a gas station in North Hulu Sungai when a Suzuki Carry minibus caught fire after refueling. Another fire in Amuntai North destroyed six houses and a mosque due to a motorcycle fuel modification accident.

These incidents raise questions about the surge in retail traders and smuggling at gas stations in North Hulu Sungai, possibly due to unclear communication and lack of information, hindering public participation and adherence to laws. Legal authorities' involvement is crucial in overseeing policy targets to prevent implementation imbalances. With only four gas stations on the provincial road, fuel shortages in North Hulu Sungai lead to increased smuggling and retail trading. These gas stations cannot operate 24/7 due to constant fuel shortages caused by smugglers.

In efforts to maximize the implementation of Law No. 22 of 2001, Article 55 on the prohibition of subsidized fuel trading in North Hulu Sungai, the relevant authorities, including the Department of Economy & Natural Resources of the North Hulu Sungai Regency Secretariat and the Department of Industry, Trade, Cooperatives, and Markets, must make maximum efforts. To achieve a professional state apparatus that understands its tasks and functions, concerted and optimal coordination is required for effective, stable, and dynamic government operations. Additionally, instruments capable of measuring the accountability indicators of every state and government institution are necessary, as





mandated by Presidential Instruction No. 7 of 1999 on the Performance Accountability of Government Agencies. This instruction requires every government institution, as a state organ, to be accountable for the implementation of its tasks, functions, and roles in managing entrusted resources and policies based on established strategic plans. This prompts the author's interest in exploring the implementation of Law No. 22 of 2001, Article 55, concerning the prohibition of subsidized fuel trading by the Government.

This research aims to present and analyze the implementation of the policy banning subsidized fuel trade in North Hulu Sungai Regency, South Kalimantan Province. Additionally, it seeks to identify factors hindering the policy implementation and to propose an appropriate model for its implementation. The ultimate goal is to ensure that the research provides benefits as intended.

2. RESEARCH METHOD

The research methodology is grounded in phenomenological approach, originating from the Greek word "phenomenon" meaning "what appears/what is seen". Developed by Edmund Husserl, phenomenology is aimed at describing the individual experiences and interpretations of a concept or phenomenon. Researchers strive to understand subjective human experiences and interpretations of the world. Characterized by principles such as bracketing assumptions, starting research with openness, emphasizing subjective aspects of human behavior, recognizing various interpretations of individual experiences, and understanding subjects from their own perspective, phenomenological approach seeks to grasp the essence of human experiences (Moustakas, 1994; Creswell, 1998; Praswoto, 2012; Kristianto, 2009).

The ontological foundation of this study is the community's unawareness of the ban on unauthorized trading of subsidized fuel, evident in the persistent presence of fuel smugglers at gas stations in North Hulu Sungai. Meanwhile, epistemologically, the study investigates the implementation of this policy, aiming to uncover underlying issues and additional factors affecting its success, utilizing Soren C. Winter's Implementation Theory. The research paradigm adopts a post-positivist perspective, allowing for subjective reasoning and qualitative analysis. By employing qualitative research methods, the study aims to uncover hidden meanings behind observed phenomena. This approach ensures the scientific integrity of the research while capturing the holistic nature of societal phenomena, not merely recording explicit observations but understanding the underlying dynamics of the community (Nawawi, 1994).

This research was conducted in North Hulu Sungai Regency, with the subjects including Gas Stations (SPBU), retail traders, the Department of Trade, Industry, and





Cooperatives, the Economic and Natural Resources Section of the North Hulu Sungai Utara Regional Secretariat, the Police Department, and the general public. The units of analysis consisted of the Head of the Department of Trade, Industry, and Cooperatives, the Head of the Economic & Natural Resources Section of the North Hulu Sungai Utara Regional Secretariat, the Chief of North Hulu Sungai Utara Police, the Director of SPBU Banua Lima, four employees of SPBU Banua Lima, ten fuel smugglers, ten retail traders of subsidized fuel, and five members of the general public as subsidized fuel users.

For data analysis, a qualitative approach utilizing thematic analysis will be employed. This involves transcribing interviews, field notes, and relevant documents, followed by systematically coding the data to identify recurring themes and patterns. The process will begin with open coding to categorize the data into initial themes, followed by axial coding to establish connections between categories. These codes will then be organized into overarching themes representing key findings related to the implementation of the subsidized fuel trading policy.

To ensure the credibility of the data, triangulation will be utilized, incorporating multiple data sources and methods. This includes interviews with various stakeholders such as government officials, gas station employees, and community members, as well as direct observation at gas stations and analysis of relevant documents and reports. Triangulation allows for the validation of findings through the convergence of evidence from different sources, enhancing the trustworthiness and reliability of the research findings. Additionally, member checking will be conducted, where participants are given the opportunity to review and validate the interpretations of their responses, further ensuring the accuracy and validity of the data analysis.

3. RESULTS

3.1 Overview of Policy Implementation

Based on the background issues mentioned earlier, the portrayal of the implementation of the policy banning subsidized fuel trading in North Hulu Sungai Regency may encompass several aspects. Firstly, there will be efforts from the authorities, such as the Department of Trade, Industry, and Cooperatives, as well as the local police, to monitor and enforce the ban. They might conduct patrols around gas stations to ensure that the purchase and sale of subsidized fuel comply with the established regulations; Secondly, there is interaction between local economic actors, including retail traders and fuel smugglers, with the policy (Hill & Hupe, 2014). Retail traders may feel compelled to sell subsidized fuel below market prices to meet the demands of the community, while smugglers may attempt to acquire subsidized fuel through illicit means for resale at higher prices outside the region;





Thirdly, there is the potential for conflict or tension between local economic interests and government efforts to control the distribution of subsidized fuel (Derajat & Mahmud, 2023). For instance, retail traders or smugglers may try to evade or oppose policy enforcement, while the local government will strive to uphold existing regulations; and Fourthly, the portrayal of policy implementation also includes the response from the community to the policy. The community may experience direct impacts from the policy, such as difficulty in accessing subsidized fuel or an increase in the price of non-subsidized fuel due to increased demand.

The portrayal of the policy implementation involves several key aspects. Firstly, there are enforcement efforts by local authorities, including monitoring and patrols to ensure compliance with the ban on subsidized fuel trading. Secondly, interactions occur between local economic actors and the policy, leading to varied responses such as retail traders selling below market prices and fuel smugglers attempting to bypass regulations. Thirdly, potential conflicts may arise between local economic interests and government control efforts, with stakeholders either evading or opposing policy enforcement. Lastly, the community's response to the policy includes difficulties in accessing subsidized fuel and potential price increases for non-subsidized fuel, reflecting the direct impacts of the policy on the community. The portrayal of policy implementation reveals several facets when viewed through the lens of public administration. Firstly, there is the aspect of policy enforcement, where local authorities engage in monitoring and enforcement activities to ensure compliance with regulations (Bovens, 2005). Secondly, the interaction between local economic actors and the policy underscores the importance of stakeholder engagement and collaboration in policy implementation (Sipayung, 2018). Thirdly, potential conflicts between local economic interests and government control efforts highlight the complexities of balancing competing interests and priorities within the policy framework (Christensen & Lægreid, 2007). Lastly, the community's response underscores the need for effective communication and transparency in policy implementation to address public concerns and ensure legitimacy (Frederickson & Smith, 2003).

3.1 Inhibiting Factors Analysis

This description implies that the research will identify the factors hindering the implementation of the related policy. These factors encompass various aspects, such as legal constraints possibly associated with the existing policy, social issues affecting the community's acceptance of the policy, economic barriers that may influence the policy's execution on the ground, and administrative challenges that could be encountered in enforcing the policy (Sabatier & Mazmanian, 2014). Analyzing these inhibiting factors is a





crucial step in understanding the complexity of policy implementation (Derajat & Mahmud, 2023). By identifying and analyzing the factors impeding policy implementation, the government can take steps to address these issues and enhance policy effectiveness.

Certainly, let's delve deeper into each of these aspects (Vedung, 1997):

- a. **Legal Constraints:** Legal constraints refer to any legal barriers or limitations that may hinder the successful implementation of a policy. This could include inconsistencies or conflicts between the policy and existing laws, regulations, or constitutional provisions. For example, if the policy contradicts fundamental rights or constitutional principles, it may face legal challenges or be deemed unconstitutional. Additionally, ambiguity or vagueness in legal language can create confusion among stakeholders, leading to compliance issues or legal disputes.
- b. **Social Issues:** Social issues encompass a wide range of factors related to the attitudes, beliefs, and behaviors of individuals and communities affected by the policy. Resistance from various societal groups, lack of public awareness or understanding about the policy objectives, cultural norms that conflict with the policy goals, and distrust towards government authorities can all impede successful policy implementation (Sipayung, 2018). Moreover, social inequalities or disparities within the community may exacerbate resistance or hinder equitable access to the benefits of the policy.
- c. **Economic Barriers:** Economic barriers refer to financial or resource-related challenges that may undermine the implementation of the policy. Insufficient funding or budgetary constraints can limit the government's ability to effectively enforce the policy, provide necessary infrastructure or support services, or conduct outreach and education campaigns. Economic disparities within the community, such as unequal access to economic opportunities or financial resources, may also hinder compliance with the policy requirements or exacerbate socio-economic inequalities.
- d. **Administrative Challenges:** Administrative challenges pertain to practical difficulties or inefficiencies in the implementation process itself (Frederickson & Smith, 2003). These may include inadequate institutional capacity or expertise to administer the policy, bureaucratic red tape or delays in decision-making processes, insufficient coordination among government agencies or stakeholders involved in policy implementation, and ineffective monitoring and enforcement mechanisms. Administrative barriers can impede the smooth execution of the policy and undermine its overall effectiveness.

Addressing these multidimensional challenges requires a comprehensive approach that integrates legal, social, economic, and administrative considerations into the policymaking process. By proactively identifying and addressing these obstacles, policymakers can





enhance the likelihood of successful policy implementation and achieve the intended objectives.

3.2 Mapping Implementation Models

The Implementation Model Mapping is a strategy that leverages best practices from regions or countries that have successfully addressed similar issues in policy implementation. This approach begins with identifying the challenges faced at the local level, which may include legal, social, economic, or administrative barriers. Subsequently, best practices from other areas are sought through literature reviews, case analyses, or consultations with relevant experts. These practices are then analyzed and evaluated to understand the key factors contributing to their success, including the social, political, economic, and cultural contexts in which they are applied.

Based on this analysis, these best practices are then tailored to the relevant local context, often through adjustments in strategies, methods, or implementation approaches. Once adapted, these practices are applied on a broader policy scale, while continuously monitoring and evaluating their performance to ensure the achievement of desired goals (Frederickson & Smith, 2003). Through implementation model mapping, governments or organizations can draw lessons from successful experiences elsewhere to enhance policy effectiveness and expedite development goals (Bard, 2024). This also fosters collaboration and knowledge exchange among various stakeholders involved in the policy process.

The Theory of Innovation Diffusion elucidates how new ideas and practices are adopted and disseminated within a society. In the realm of public policy, this theory underscores the significance of knowledge transfer and adaptation for successful policy implementation (Bard, 2024). Implementation Model Mapping reflects key principles of Innovation Diffusion as follows:

- a. Identification of Innovation: Implementation Model Mapping begins with identifying best practices from abroad that have proven successful in addressing similar issues. This aligns with the concept of relative advantage in Innovation Diffusion, where innovations are adopted because they are perceived as superior to existing practices.
- b. Communication and Persuasion: Implementation Model Mapping involves communication and persuasion to convince stakeholders of the benefits of foreign best practices. This resonates with the communication process element in Innovation Diffusion, where information about innovation is disseminated and promoted.
- c. Adaptation and Contextualization: Implementation Model Mapping emphasizes the adaptation and contextualization of best practices to fit local conditions. This aligns with





the concept of compatibility in Innovation Diffusion, where innovations are adopted if they are deemed suitable to local needs and norms.

- d. Experimentation and Adoption: Implementation Model Mapping allows for gradual experimentation and adoption of best practices. This aligns with the decision-making process to adopt in Innovation Diffusion, where individuals and organizations evaluate and pilot innovations before full adoption.
- e. Monitoring and Evaluation: Implementation Model Mapping emphasizes monitoring and evaluation to ensure the effectiveness of adopted best practices. This aligns with the concept of consequences in Innovation Diffusion, where the impact and success of innovation are measured and evaluated.

In conclusion, Implementation Model Mapping is an apt strategy for effectively implementing public policies by leveraging Innovation Diffusion as a theoretical foundation. By adopting best practices from abroad and tailoring them to the local context, governments and organizations can enhance the likelihood of achieving policy and development goals.

3.3 Contribution to Public Policy: Enhancing Effective Strategies for Subsidized Fuel Management and Distribution

The contribution to public policy regarding subsidized fuel management and distribution entails a valuable endeavor aimed at assisting policymakers in crafting more effective strategies. Given the significance of subsidized fuel, particularly in its impact on both the economy and society, optimizing its management and distribution becomes paramount. This contribution encompasses a multifaceted approach (Thoriq, 2019), involving comprehensive analyses of current policies, identification of key challenges and opportunities, exploration of innovative solutions, and recommendation of strategic actions. By critically evaluating existing policies, policymakers gain insights into their strengths and weaknesses, enabling informed decision-making processes. Additionally, through the identification of key challenges, such as legal, social, economic, and administrative constraints, policymakers can proactively address these issues to enhance policy effectiveness (Bovens, 2005). Furthermore, the exploration of innovative solutions involves researching and adopting best practices from other regions or countries that have successfully tackled similar challenges in subsidized fuel management. This entails conducting thorough literature reviews, case analyses, and consultations with relevant experts to identify and adapt successful models to the local context. Ultimately, the contribution to public policy aims to provide policymakers with valuable insights, evidence-based recommendations, and actionable strategies to improve the management and





distribution of subsidized fuel, thereby promoting socio-economic development and ensuring the welfare of the populace.

The described approach to subsidized fuel management and distribution aligns with the principles of the Diffusion of Innovation Theory in several ways:

- a. Identification of Innovation: The exploration of innovative solutions involves seeking best practices from other regions that have successfully managed subsidized fuel. This aligns with the core concept of diffusion, which focuses on the adoption and spread of new ideas and practices.
- b. Communication and Persuasion: By providing policymakers with evidence-based recommendations and actionable strategies, the approach aims to persuade them to adopt these successful models. This resonates with the communication element of diffusion, where information about the innovation is disseminated and promoted.
- c. Adaptasi and Contextualization: The emphasis on adapting successful models to the local context reflects the importance of "compatibility" in diffusion theory. Innovations are more likely to be adopted if they are perceived as fitting the specific needs and circumstances of the local environment.
- d. Experimentation and Adoption: The approach encourages policymakers to consider and potentially implement these adapted models in a gradual manner. This aligns with the decision-making process in diffusion, where individuals and organizations often evaluate and experiment with an innovation before full adoption.
- e. Monitoring and Evaluation: The emphasis on monitoring and evaluating the effectiveness of implemented strategies reflects the "consequences" aspect of diffusion, where the impact and success of the innovation are measured and assessed.

The described approach to subsidized fuel management and distribution aligns with the principles of Diffusion of Innovation Theory in several ways. It involves identifying successful models from other regions, communicating their benefits to policymakers, adapting them to the local context, encouraging experimentation and adoption, and monitoring their effectiveness. This multifaceted approach aims to assist policymakers in crafting more effective strategies for managing and distributing subsidized fuel, thereby promoting socio-economic development and ensuring the welfare of the populace.

3.4 Advancing Concrete Solutions for Policy Enhancement

The research outcomes offer invaluable guidance for developing concrete solutions applicable within the context of North Hulu Sungai Regency to enhance the effectiveness of existing policies. Through a comprehensive analysis of the current situation and challenges faced in subsidized fuel management and distribution, this research aims to propose





innovative and practical solutions tailored to the local context (Derajat & Mahmud, 2023). By delving into the intricacies of subsidized fuel policies and their implementation, the research identifies specific areas for improvement and suggests targeted interventions to address them. These solutions may encompass a range of strategies, including legal reforms to address regulatory gaps, social programs to enhance public awareness and compliance, economic incentives to promote responsible fuel usage, and administrative reforms to streamline distribution processes (Thoriq, 2019). Moreover, the research may draw insights from successful practices implemented in similar contexts elsewhere, adapting them to suit the unique needs and circumstances of North Hulu Sungai Regency. Through stakeholder engagement and collaboration with policymakers, community leaders, and relevant agencies, the research aims to co-create solutions that are practical, sustainable, and responsive to local needs. By facilitating the development of concrete solutions, this research contributes to the ongoing efforts to improve policy implementation and achieve tangible benefits for the residents of North Hulu Sungai Regency.

4. CONCLUSION

Based on the stated research objectives and the responses provided, several conclusions can be drawn:

- a. The research aims to provide a thorough understanding of the subsidized fuel policy landscape in North Hulu Sungai Regency, particularly regarding its implementation and associated challenges. Through the analysis of legal, social, economic, and administrative factors, the research aims to identify key barriers that hinder the successful implementation of subsidized fuel policies in the region. Development of Concrete Solutions: Building on the insights gained from the research, concrete solutions can be proposed to address the identified barriers and enhance the effectiveness of existing policies. These solutions may include legal reforms, social programs, economic incentives, and administrative reforms tailored to the local context.
- b. Integration of Best Practices, is by drawing on successful practices from other regions or countries facing similar challenges, the research seeks to integrate innovative approaches and strategies into the local context of North Hulu Sungai Regency.
- c. Contribution to Policy Enhancement, is ultimately, the research contributes to the advancement of public policy in the region by providing valuable insights, actionable recommendations, and evidence-based strategies to improve the management and distribution of subsidized fuel.

In conclusion, this research endeavors to offer a comprehensive understanding of the subsidized fuel policy landscape in North Hulu Sungai Regency, focusing on its





implementation challenges. By delving into legal, social, economic, and administrative factors, the study aims to pinpoint key barriers obstructing policy success. Through this analysis, the research seeks to develop tangible solutions tailored to the local context, drawing on successful practices from analogous regions or countries. Ultimately, by offering actionable recommendations and evidence-based strategies, this research aspires to enrich public policy in the region, fostering more effective management and distribution of subsidized fuel for the benefit of the community.

5. RECOMMENDATION

My advice would be to continue exploring and analyzing the multifaceted challenges surrounding subsidized fuel policy implementation in North Hulu Sungai Regency. Consider leveraging interdisciplinary approaches and seeking insights from successful case studies in similar contexts. Engage with stakeholders, policymakers, and experts to ensure the relevance and practicality of proposed solutions. Additionally, prioritize transparency and inclusivity in decision-making processes to enhance policy effectiveness and community engagement.

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