

# The Effectiveness of the National Logistic Ecosystem Program in Improving the Performance of the National Logistics System, Recovering the Investment Climate, and Increasing the Competitiveness of the National Economy

Pebriana Arimbhi <sup>1,\*</sup>, Dwi Agustina <sup>2</sup>, Notika Rahmi <sup>3</sup>

<sup>1,2,3</sup> Institut Ilmu Sosial dan Manajemen STIAMI, Jakarta, 10530, Indonesia<sup>1</sup>

<sup>1</sup>pebrianasusanto@yahoo.co.id\*; <sup>2</sup>dwiagustina1808@gmail.com; <sup>3</sup>notika.rahmi@gmail.com

\* corresponding author

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## ABSTRACT

Logistics costs in Indonesia are one of the highest compared to 5 other ASEAN countries. Logistics performance is also said to have not improved in recent years. The National Logistic Ecosystem (NLE) program which is run by the Directorate General of Customs and Excise under the supervision of the Ministry of Finance is the government's real effort to improve national logistics performance, improve investment and increase the competitiveness of the national economy. The purpose of this research is to analyze the implementation, effectiveness and the impact of the application of the NLE program. This study uses a qualitative method with a descriptive approach. The results show that (1) of the six indicators of implementation assessment, there are two indicators that have not gone well, namely the attitude of the implementers and communication because there is still a planning agenda that will be carried out until 2024 and socialization is still being carried out (2) of the five appropriate indicators assessment of the effectiveness of the policy, only on target which cannot be seen thoroughly because there is still a process that must be passed in order to achieve the target. (3) The impact that has been felt is the realization of transparency of logistics service transactions, encouraging time and cost transparency and providing certainty of value added for every rupiah of costs incurred.

## 1. INTRODUCTION

Logistics performance has become an international issue, i.e. (1) Paperless Customs, e-Customs Duty, e-Discharge/Loading list, e-risk based inspection; (2) Connecting OGA's Back End IT System, e-License Exchange; (3) E-Doc Exchange among stakeholders within port community, (4) Integrated National Logistic Platform with also traders and logistic- providers information exchange; and (5) Regional information-exchange system. These issues all lead to Trade Facilitation which is very important for the sustainability of a country's economy. Indonesia is a country with logistics costs that are higher than neighboring countries, especially in ASEAN. For logistics costs and performance, Indonesia spends more than 23.5% of its GDP. This is due to factors of reliability and timeliness which is directly related to the complexity of import licensing, the availability of track & trace facilities, and the ease of access to logistics services and logistics inefficiency in Indonesia concerning duplication and repetition of documents, the asymmetric information about supply and demand, the absence of a logistics platform from upstream to downstream and the inefficient logistics support infrastructure.



Although the government has connected several ministries and institutions through the National Single Window (NSW) but it has not been able to facilitate transactions for business actors because there is no ecosystem formed yet. NSW engages more among Institutions or Ministries within the government or Government to Government (G2G) but its relationship with business actors, importers, exporters, and logistics actors is not well connected that makes submissions must be done multiple times and the processes to get in touch with each G2G as well as among the business actors themselves that are quite repetitive. The business process for structuring the logistics ecosystem will be simplified and streamlined through single submission and port services and permits entered into NSW will be made efficient. This single submission system will definitely make it very easy for business actors.

Figure 1 Indicators and Targets in the National Logistics Ecosystem Structuring



Source: Directorate General of Customs and Excise, 2021

National Logistic Ecosystem (NLE) program is one of the government's efforts to improve national logistics performance, improve investment, and increase the competitiveness of the national economy. The government has issued several regulations as the legal basis for the implementation of the NLE, i.e. (1) Presidential Instruction Number 5 of 2020 on National Logistics Ecosystem Structuring; (2) Regulation of the Minister of Finance No.97/PMK.04/2020 on the Manifestation of Arrival and Departure of Transportation Means; (3) Regulation of the Minister of Finance No. 108/PMK.04/2020 on Unloading and Stockpiling of Imported Goods; (4) Regulation of the Minister of Finance No.109/PMK.04/2020 on Customs Areas and Temporary Storage; and (5) Regulation of the Minister of Finance No. 141/PMK.04/2020 on Supervision of Prohibited and Restricted Goods. In this study, we focused more on the implementation of NLE at the Directorate General of Customs and Excise as one of the echelon 1 units under the Indonesian Ministry of Finance, as one of the drivers of the national economy in an effort to support a conducive business climate with the aim of improving the performance of the logistics system in Indonesia through activities like (1) expanding unloading and stockpiling permits outside the area, eliminating the obligation to report loading and unloading by carriers, periodic licensing, simplification of the permit process for unloading/stockpiling outside the area, expansion of truck loss and selective supervision through risk management, and ( 2) automation of supervision and service in the Customs Area and TPS as well as simplification.

It is hoped that this study will provide an overview of the implementation of the NLE program, the level of effectiveness of its implementation, and its impact on the sustainability of logistics business processes in Indonesia in order to improve the performance of the national logistics system, recovering the investment climate, and increase the competitiveness of the national economy. And it is hoped that the results of this study can contribute information to the government about the obstacles faced by stakeholders in carrying out the import and export process so that the government can take steps to improve the system and strengthen regulations to synchronize with the NLE program. Therefore, the purpose of this study was (1) to analyze the implementation of the National Logistic Ecosystem program run by the Directorate General of Customs and Excise in accordance with its regulations; (2) to analyze the effectiveness of the implementation of the National Logistic Ecosystem program carried out by the Directorate General of Customs and Excise and (3) to analyze the impact of the implementation of the National Logistic Ecosystem program in improving the

performance of the national logistics system, recovering the investment climate, and increasing the competitiveness of the national economy.

## 2. LITERATURE REVIEW

### 1. Policy Implementation

In policy implementation by Van Meter and Van Horn in (Nugroho, 2018) there are six dimensions to assess a policy implementation, they are the dimensions of policy objectives and standards, characteristics of implementing organizations, communication between organizations related to implementation activities, resources, social environment, economics and politics and the attitude of the implementers.

- a. Policy standards and objectives are measured based on the level of success, realistic policy measures and objectives. The size and objectives of the policy are expected not to be too ideal in order to be realized.
- b. Assessment of resources is seen from the ability to utilize existing resources.
- c. The characteristics of the implementing organization are seen from standard work procedures and differentiation.
- d. Inter-organizational communication related to implementing activities is assessed from the clarity and consistency as well as diversity in a standard of policy objectives.
- e. The attitude of the implementers is seen from the rejection and acceptance. based on the influence of policies on organizational and personal interests.
- f. The social, economic and political environment is seen whether the external environment participates in encouraging the success of public policies.

### 2. Effectiveness

For the effectiveness related to policy implementation, according to (Nugroho, 2018) there are five things that need to be fulfilled:

- a. Right on Policy. Judged from the content of the policy, the formulation of the policy, and institutions that make the policy.
- b. Right on the Implementers. The three implementing institutions are the government, stakeholders, and the community.
- c. Right on target. Related to target accuracy, target readiness, and new/updated/continuation policies
- d. Right on Environment. Related to the policy environment (endogenous) and the external environment (exogenous).
- e. Right on Process. Three things to note are; Policy Adoption, Policy Acceptance, and Strategic Readiness.

### 3. Logistics

Logistics according to (Butler, 2005) is the process of strategically managing from the procurement, movement, to storage of materials, part and finished inventory (and the related information flows) through the organization and its marketing channels in such a way that current and future profitability are maximized through the cost-effective fulfillment of orders. Meanwhile, according to (Bowersox, 2002) logistics is the process of planning, implementing, and controlling procedures for the efficient and effective transportation and storage of goods including services, and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirements.

### 4. Customs

The definition of customs according to (Purwito, 2013) based on the Customs Law is everything related to the supervision of the traffic of goods either entering or leaving the customs area and the collection of import duties. Meanwhile, according to (Jafar, 2015) Customs is all matters relating to the supervision of incoming and outgoing goods traffic in the customs area as well as the collection of import and export duties.

## 5. Policy Impact

William N. Dunn in (Nugroho, 2017) explained that the evaluation can be equated with giving a rating, an appraisal, and an assessment. The evaluation is related to the production of information or benefits of policy outcomes. Evaluation also provides valid information related to policy performance, i.e. how much the values, opportunities, and needs have been addressed through public action; the evaluation also contributes to the clarification and critique of the values underlying the targets and objectives; and the evaluation contributes to the application of other policy analysis methods, as well as to recommendations and problem formulation

## 6. Investment

(Martalena & Malinda, 2011) stated that investment is a delay in consumption in the present in order to consume in the future, where there is also an element of uncertainty risk, compensation is needed for the delay that occurs. Meanwhile, according to (Tandelilin, 2000) investment is a commitment to a number of funds or other resources carried out at this time with the aim of obtaining future profits.

## 7. Competitiveness

Porter in (Putri, 2012) defines competitiveness as the business ability of companies in the industry to deal with diverse environments. The priorities of competitiveness are (1) increasing self-reliance and boost productivity, (2) improving economic capacity, at the regional level of the economy as well as the number of economic actors that result in increased economic growth, (3) believing in market mechanisms that can create efficiency

## 3. RESEARCH METHODS

The research method used was a qualitative method and a descriptive approach. According to (Cresswell, 2014), qualitative research is a method of exploring and understanding the meaning that individuals or groups of people consider to be derived from social/humanitarian problems. The study was descriptive research and used analysis more. According to (Silaen & Widiyono, 2013), descriptive research has the aim of providing an overview of the facts, nature, and relationships of each phenomenon, including the relationship between activities, attitudes, views, and processes that take place as well as the influence of the phenomenon to determine the frequency distribution of symptoms or frequency. There is a relationship between one symptom and another. The data collection techniques were in the form of observation, interviews, and documentation

## 4. RESULTS AND DISCUSSION

As a region that has great and strategic potential, it is hoped that Indonesia will be able to become a large market in the global supply chain. This is supported by the wealth of Natural Resources (NR), Human Resources (HR), and existing Cultural Resources. This can be realized if there is an integrated National Logistics System. As stated in Presidential Decree No. 26 of 2021 on the Blueprint for the Development of the National Logistics System. This system has an important role in aligning progress in the economic sector and between regions to bring about improvements in economic growth. However, it is unfortunate that the performance of the National Logistics System until 2019 has not been optimal. Indonesia is still a country that incurs quite large logistics costs compared to 5 other ASEAN countries, which was 24% of GDP or equivalent to IDR 3,560 trillion. Logistics problems currently faced by Indonesia are:

- a. There have been many ports, airports, warehouses and stations, but unfortunately, the management has not been carried out in an integrated manner and has not been effective and efficient
- b. Lack of infrastructure in areas outside Java
- c. Intermodal transportation and interconnection between port and transportation infrastructure has not been effective
- d. No system for tracking
- e. Still using the manual system (using paper)
- f. Limited network coverage on non-cellular services

Problems in the application of technology and information in the national logistics system are also still found, i.e.:

- a. The use of services in the import/export process still uses the same documents to several agencies
- b. Of the 18 Ministries/Institutions (M/I) systems, currently only 4 use a shared profile so that the treatment between (M/I) can be different.
- c. The information system is not yet connected between (M/I) at the port and service providers (trucks)
- d. The logistics platform from upstream to downstream has not yet been provided to monitor the status of document processing and the existence of goods in real-time.

The various problems that exist in the national logistics system made the government issue Presidential Instruction Number 5 of 2020 on the National Logistics Ecosystem Structuring. This policy was made with the aim of improving the performance of the National logistics system, recovering the investment climate, and increasing the competitiveness of the Indonesian economy. Furthermore, the Ministry of Finance as the person in charge and the Directorate General of Customs and Excise as the executor launched a digital platform named the National Logistic Ecosystem (NLE). It was hoped that this platform was able to handle export and import logistics activities as well as domestic logistics activities in all modes.

### **1. Implementation of National Logistic Ecosystem (NLE) Policy**

The first stage in this study was to discuss the implementation of the National Logistic Ecosystem (NLE) Program in Improving the Performance of the National Logistics System, Recovering the Investment Climate, and Increasing the Competitiveness of the National Economy using the theory of Van Meter and Van Horn (Nugroho, 2018) where there were 6 (six) dimensions, i.e.

#### **a. Policy Standards and Objectives**

In general, the goals of NLE are divided into 4 main points, namely: (1) simplification of government and private business processes (2) collaboration between government and private logistics (3) digital payment services (4) spatial planning. The main target of NLE is 17% of GDP related to logistics costs in 2024, starting from transaction transparency, symmetrical supply and demand information to the point of identified logistics efficiency. The existence of NLE is also expected to have an impact on the national economy in the form of; ease of logistics business processes, speed in obtaining permits and transparency on the NLE platform.

Some of the targets that have been made in order to lower the EODB rating from 116 to 87 in 2023 are as follows:

- a. Cut logistics time from 186 hours to 148 hours (20% cut - BKPM)
- b. Reduce empty truck traffic to reduce road congestion
- c. Lowering logistics costs by 20% (above Malaysia and Thailand) from 24% of GDP to 17% of GDP

The Directorate General of Customs and Excise has also made a program plan that will be carried out as follows:

- a. Increasing the efficiency of the logistics process by facilitating access to services for releasing containers/goods from the port by business actors at the port
- b. Increasing the efficiency of the logistics process by simplifying the process of checking goods at the authorized agency at the port
- c. Increasing the efficiency of logistics processes by accelerating licensing services through the implementation of an integrated risk management system between Ministries/Institutions (M/I)
- d. Increasing the efficiency of logistics processes by facilitating access to logistics services through the collaboration of the NLE platform with logistics platforms

- e. Increasing ease of access to logistics services through the collaboration of government systems related to logistics activities
- f. Improved efficiency of logistics processes by facilitating access to payment services through online payment platforms
- g. Increasing the efficiency of logistics processes by utilizing the domestic manifest system for monitoring trade in certain goods in the country
- h. Increasing the efficiency of logistics processes by structuring the layout of the main port and TPS - One Gate One Billing One System

**b. Resource**

NLE is a platform that helps facilitate integration and collaboration between Government to Government (G2G), Business to Government (B2G) and Business to Business (B2B). The Directorate of Customs and Excise Information, the Directorate General of Customs and Excise directly implements this platform. The stakeholders in the Directorate General of Customs and Excise are:

- a. Directorate of Customs and Excise Information (Dit.IKC)
- b. Directorate of Revenue and Strategic Planning (Dit.PPS)
- c. Customs Technical Directorate
- d. Inspector of Customs and Excise Service and Receipt

Human Resources as the development of the NLE system has also been prepared with the following number of human resources:

**Table 1 NLE Development HR**

No	Role	Total
1	Project Manager	1
2	Business Analyst	2
3	System Analyst	3
4	Programmer	6
5	IT Infrastructure	2
6	Tester	2
7	Technical Writer	1
<b>Total</b>		<b>17</b>

Source: Directorate General of Customs and Excise 2021

The Human Resources provided have been trained to be competent enough to develop the NLE system. Regarding the financing for the development of the NLE program, the existing costs will be charged to the State Revenue and Expenditure Budget.

**c. Characteristics of Implementing Organizations**

The roles and responsibilities of stakeholders have been well designed by the Directorate General of Customs and Excise as follows:

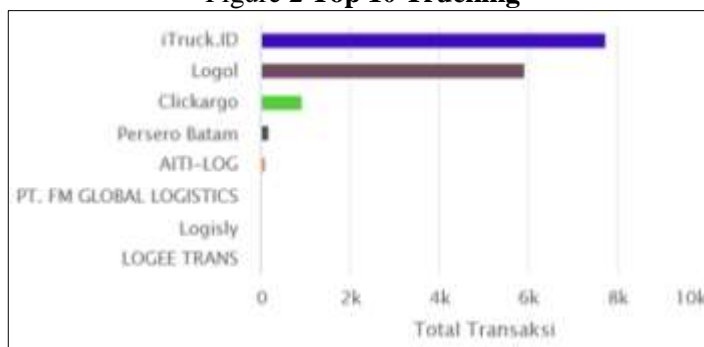
- a. Directorate of Revenue and Strategic Planning (Dit PPS), Directorate of Technical and Directorate of Customs and Excise Information (Dit IKC) are responsible for the Strategic Planning of the NLE Project to prepare the charter project draft until the charter project finalization.
- b. The Directorate of Technical and the Dit IKC are responsible for the formulation of a comprehensive logistics business process design (shipping to retailing) starting from the preparation of the Grab Design NLE, the initial mapping of the simplification of the probis, the audience with stakeholders to the finalization of the comprehensive logistics probis design.
- c. Directorate of Technical and (Dit PPS) are responsible for the preparation of technical policies (to reduce time and cost) in the form of procedural policies for the flow of goods and policies for the flow of money

- d. The Dit IKC and the Directorate of Technical are responsible for the NLE IT System Developer in the short term and also the long term
- e. Dit PPS, Directorate of Technical, and Dit IKC are responsible for piloting
- f. Dit PPS is responsible for NLE Monev in the form of monitoring, evaluation and follow-up

**d. Communication between Organizations related to implementation activities**

Coordination in the formulation of NLE policies carried out by the Directorate General of Customs and Excise through scheduled discussions with all formulation teams as well as building communication through an informant and non-bureaucratic approach. Socialization has also been carried out several times through webinars and distance learning by the Customs and Excise Education and Training Center related to the NLE Program. Communication has also been carried out with various parties such as Ministries of other Institutions (Government), private parties and outreach to academics through webinars, FGDs and other activities. On the NLE official website, a total of 14,867 trucking and 128,506 Container Trucking transactions were recorded through the NLE platform as of September 6, 2021 with the following details:

Figure 2 Top 10 Trucking



Source: nle.kemenkeu.go.id, 2021

The highest total transactions were used by iTruck.ID with a total of 7,734 transactions and a total of 20,907 containers, followed by Logol with a total of 5,926 transactions and a total of 105,623 containers. in the third position and so on have a considerable difference with the first and second positions. Of course, it is hoped that in the future this NLE platform can be more utilized by various parties.

**e. The attitude of the Implementers**

The implementation of the NLE program involves various parties, both from the government and from other stakeholders. There is a need for coordination and integration in the implementation of structuring the national logistics ecosystem. The Directorate General of Customs and Excise has designed the implementation of the NLE platform in 3 phases, the short term in 2020-2021, the medium term in 2022-2023, and the long term in 2024. From the series of agendas that have been formulated, many achievements have been made, i.e.:

- a. Provision of a one-door system/facility in the export-import licensing process
- b. Provision of a system/facility for the clearance process through a one-door system
- c. Efficiency in the inspection process with DJBC-Quarantine
- d. Provision of online systems/facilities in the Delivery Order (DO) redemption process
- e. Provision of systems/facilities to minimize documents in the process of removing/inputting goods from and to temporary storage places
- f. Provision of systems/facilities to be able to place truck orders through available trucking platforms
- g. Provision of warehousing ordering system/facilities through available platforms

- h. Provision of systems/facilities for service users to be able to book slots for domestic and international ships through NLE
- i. Provision of systems/facilities to be able to communicate with container depots independently
- j. Facilitate all types of payments ranging from logistics services, taxation to PNPB through NLE
- k. Forming a system and layout of ports and national logistics infrastructure

**f. Social, Economic and Political Environment**

Several ports that have been connected to the NLE system are Tanjung Emas Port, Tanjung Priok Port, Belawan Port and Tanjung Perak Port. This shows that the social environment supports the NLE program. The NLE program for the year 2020-2024 has also been budgeted and charged to the State Budget of Ministries/Agencies, APBD, and other legal and non-binding sources of income in accordance with applicable laws and regulations. Furthermore, support from the political side is evidenced by the Presidential Instruction No. 5 of 2020 regarding the arrangement of the National Logistics Ecosystem.

**2. Effectiveness of National Logistic Ecosystem (NLE) Policy**

Dalam menilai suatu efektivitas kebijakan yang telah dibuat, kami menggunakan teori dari (Nugroho, 2018) dimana terdapat lima tepat, yaitu:

**a. Right on Policy**

The National Logistic Ecosystem (NLE) is a logistics ecosystem created to improve the traffic flow of goods and international documents from the arrival of the means of transport until the goods arrive at the warehouse. NLE is oriented towards collaboration between government agencies and the private sector through data exchange, elimination of repetition and duplication as well as process simplification. This program is also supported by an information technology system that covers all logistics processes by connecting existing logistics systems. This policy is supported by a clear and directed legal basis and is the responsibility of the Directorate General of Customs and Excise as one of the echelon 1 unit agencies under the Indonesian Ministry of Finance.

The main legal basis for the establishment of the National Logistic Ecosystem (NLE) platform is Presidential Instruction Number 5 of 2020 on National Logistics Ecosystem Structuring. This policy has the following initiatives, objectives and main steps:



**Table 2 NLE Initiatives, Objectives and Main Steps**

<b>NLE Main Point</b>	<b>Initiatives</b>	<b>Objectives</b>	<b>Main Steps</b>
<b>Government Service</b>	a. SSm - Customs and Quarantine b. SSm - Transportation c. SSm - Licensing d. Integrated Risk Management e. Domestic Manifest	Simplification of government service probis in the logistics sector to eliminate repetition in duplication in submitting the fulfillment of government service requirements	a. Mapping of inefficient business processes due to duplication and repetition b. Developing and defining new business process designs
<b>Logistics Platform</b>	Logistics Platform Collaboration: a. Trucking b. Shipping c. Harbor d. Warehousing	Improving service transparency and efficiency of logistics processes between actors in the public and private sectors	Building a collaboration platform for service users for import, export and domestic logistics
<b>Payment Service</b>	Providing online payment platform and payment facility 24x7	Simplifying the process of paying state revenues and facilitating payments between business actors	Collaborating with banks and online payment platforms
<b>Layout</b>	a. Main Port Setup b. Container Depot Placement c. Establishment of the Inland Consolidation Center d. Container Railroad Provider	Improving the ease and efficiency of the logistics process inside and outside the port	a. Driving the realization of efficient port spatial planning and supporting facilities b. Driving the construction of an inland consolidation center c. Driving train and container line synchronization

Source: Directorate General of Customs and Excise, 2021

Legal products issued to support the NLE program are:

- 1) Presidential Instruction Number 5 of 2020 on National Logistics Ecosystem Structuring. This rule serves as the legal basis for the establishment of the NLE platform.
- 2) Regulation of the Minister of Finance Number 97/PMK.04/2020 as an amendment to PMK Number 158/PMK.04/2017 on Procedures for submitting notification of planned arrival of transportation means, manifest of arrival of transportation means and manifest of departure of transportation means.
- 3) Regulation of the Minister of Finance Number 108/PMK.04/2020 on unloading and stockpiling of imported goods
- 4) Regulation of the Minister of Finance Number 109/PMK.04/2020 on customs areas and temporary storage places
- 5) Regulation of the Minister of Finance Number 141/PMK.04/2020 on supervision of the import or export of prohibited and/or restricted goods

**b. Right on the Implementers**

The policy implementers have been appointed and given tasks and authorities related to the National Logistic Ecosystem (NLE) in accordance with the NLE legal basis. The parties involved are related to the National Logistics Ecosystem Arrangement based on the following main point groups:

Table 3 **National Logistics Ecosystem Structuring Implementers**

NLE Main Point	Responsibilities	Implementers
<b>Business process</b>	Integrated inspection via Single Submission (SSm), Port Service and Licensing	Ministry of Finance, Ministry of Transportation, Ministry of Trade, Ministry of Agriculture, Ministry of Industry, Ministry of Maritime Affairs and Fisheries, Investment Coordinating Board (BKPM), Batam Entrepreneurs Agency, and other Ministries of Institutions.
<b>Platform</b>	Transportation, Shipping and Port	Ministry of Finance, Ministry of Transportation, Ministry of Trade, Indonesian Logistics and Forwarders Association (ALFI), Indonesian Truck Entrepreneurs Association (APTRINDO), and Indonesian National Shipowners' Association (INSA)
<b>Payment</b>	Payment Platform and Banking	Bank Indonesia (BI), the Ministry of Finance, and the Association of State-Owned Banks (HIMBARA)
<b>Layout</b>	Main port setup, Placement of Container Depots, and establishment of Inland Consolidation Center	Ministry of Finance, Ministry of State-Owned Enterprises, and Ministry of Transportation

Source: Directorate General of Customs and Excise, 2021

**c. Right on target**

This NLE program is a pilot for the Directorate General of Customs and Excise and as one of the functions of DJBC in providing trade facilities aimed at:

- 1) Improving the smooth flow of goods and trade
- 2) Suppressing High Cost Economy
- 3) Creating a conducive trading climate
- 4) Preventing illegal trade

The targets that have been made by the Directorate General of Customs and Excise are designed for the short, long and medium term as shown in the following table:

Table 4 NLE Implementation Target

Short-term 2020 – 2021	Medium-term 2022 – 2023	Long-term 2024
1. Development and piloting of government service systems: <ul style="list-style-type: none"> <li>a. SSm Customs - Quarantine</li> <li>b. SSm Transportation (International and Domestic)</li> <li>c. SSm Licensing</li> <li>d. Risk management</li> </ul> 2. Development and piloting of private logistics service platform collaboration                     3. Development of payment platform system	1. Implementation and expansion of the government service system: <ul style="list-style-type: none"> <li>a. SSm Customs - Quarantine</li> <li>b. SSm Transportation (International and Domestic)</li> <li>c. SSm Licensing</li> <li>d. Risk management</li> </ul> 2. Implementation and expansion of logistics service platform collaboration                     3. One-billing system and one-gate one-system at the main port	1. Main port layout setup: container terminal zoning                     2. Synchronization of railway lines with containers at the port
1. Ease of access and transparency of logistics service processes                     2. Improving the quality of logistics services                     3. Accuracy of estimated service time and logistics costs		1. Free flow goods                     2. Reduction of national logistics costs

Source: Directorate General of Customs and Excise, 2021

**d. Right on Environment/Context**

The interaction between policy-making institutions and policy implementers has been carried out well. Support from Ministries/Institutions (M/I) and stakeholders has been obtained for the creation of good collaboration in the implementation of the NLE program. The following parties have participated in the success of this NLE program:

1. Ministries/Institutions;
  - a. Ministry of Finance, Ministry of Trade, Ministry of Industry, Ministry of Agriculture, Ministry of Marine Affairs and Fisheries, Ministry of Energy and Mineral Resources, Ministry of Environment and Forestry, Ministry of Transportation, Ministry of Health, Ministry of Defense, Police Headquarters
  - b. BPOM (National Agency of Drug and Food Control), BAPETEN (Nuclear Energy Regulatory Agency), BKPM (Capital Investment Coordinating Board), and others
2. Associations;
  - a. Indonesian Logistics and Forwarders Association (ALFI)
  - b. Indonesian National Shipowners' Association (INSA)
  - c. Indonesian Truck Entrepreneurs Association (APTRINDO)
  - d. Priority Line Company Association (APJP)
  - e. Indonesian National Importers Association (GINSI)
  - f. Indonesia Logistics Community (ILC)
3. Logistics Platforms:
  - a. PT. Logistik Pintar Indonesia (PINTAR)
  - b. PT. Visi Transportasi Indonesia (RADAR)
  - c. PT. Gatotkaca Trans Systemindo (Clickkargo)
  - d. PT. PELINDO II/PT. EDI (LOGOL)
  - e. PT. Bank Mandiri (e-payment)
  - f. PT. Toms Daya Integra (I-Truck)
4. Other logistics entities:
  - a. Ten operator terminals that are within the scope of Pelindo I to IV,
  - b. Warehousing : TLC, AEO warehouse
  - c. Depo Container

**e. Right on Process**

Starting from planning to monitoring and evaluation, an implementation schedule has been made as a form of the seriousness of the Directorate General of Customs and Excise in working on the NLE platform as illustrated in the following table:

**Table 4 NLE Performance Implementation Schedule**

Action	2020				2021	2022
	Q1	Q2	Q3	Q4		
NLE Project Strategic Planning	x					
Formulation of comprehensive logistics business process design (shipping to retailing)	x					
Preparation of technical policies (to reduce time and cost):						
o Procedural logistics system policy (flow of goods)		x	x			
o Billing system policy (money flow)			x	x		
NLE IT System Development:						
o Short-term	x	x	x	x		
o Long-term					x	
NLE piloting					x	
Monitoring and Evaluation on NLE					x	

Source: Directorate General of Customs and Excise, 2021

Socialization has also been carried out in order to provide an understanding of the NLE platform to stakeholders implementing policies. One of the socializations carried out was through a National seminar with the theme "Opportunities and Challenges of the National Logistic Ecosystem (NLE) Program" organized by the Public Administration Study Program and the STIAMI Institute Public HMJ on June 12, 2021 where Mr. Ir. Agus Sudarmadi, M.Sc acted as resource person and Mr. Kukuh Sumardono Basuki as Keynote Speaker. This activity was moderated by Mrs. Pebriana Arimbhi, S.Sos, M.Si as the head of this research.

**3. Policy Impact**

With the launch of the National Logistic Ecosystem (NLE) platform, it is hoped that it will have a positive impact on 3 main aspects, namely improving the performance of the national logistics system, increasing the competitiveness of the national economy and improving the investment climate. Currently NLE has been implemented and is still in the process of being developed to a better stage. The impact that has been felt is the realization of transparency in logistics service transactions, both government and private services, encouraging time and cost transparency for each logistics service and providing certainty of value added for every rupiah of costs incurred. The government must continue to work hard so that the goals of NLE can be achieved considering that the application of NLE requires commitment from all parties involved in the logistics ecosystem.

**5.CONCLUSIONS**

Some points that we can conclude are as follows:

1. Regarding the implementation of the NLE program, of the six indicators for measuring the success of implementation, there are two indicators that have not gone according to the target because this policy implementation is still ongoing and continues to be developed. The attitude of the implementers indicator is said to have not gone well because there is still planning an agenda that will be carried out until the year 2024. Communication is also said to be not optimal because

- more intense socialization is needed to stakeholders so that this policy can be utilized by more parties.
2. Of the 5 right on indicators in assessing effectiveness, the accuracy of the target cannot be seen as a whole because the development of the NLE program is still ongoing. The use of the NLE platform has not been even one year and there are still many processes that must be passed to be able to achieve the set target.
  3. The current impact that can be felt is the realization of transparency in logistics service transactions, both government and private services, encouraging time and cost transparency for each logistics service and providing certainty of added value for every costs incurred.

Recommendations that we can give in this research are:

1. The government must be able to ensure that the plans that have been made can be implemented in accordance with the short-term, medium-term and long-term targets that have been set.
2. It is recommended to continue to provide socialization to stakeholders so that this policy can be utilized properly so that the arrangement of the national logistics ecosystem goes well.
3. All parties involved are advised to continue to be committed to the implementation of the NLE program for the realization of improving the performance of the national logistics system, improving the investment climate and increasing the competitiveness of the national economy.

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