INFOKUM
Volume 13, Number 04, 2025, DOI 10.58471/infokum.v13i04
ESSN 2722-4635 (Online)
https://infor.seaninstitute.org/index.php/infokum

Strategy Analysis of the Public Works Office Public Works and Public Housing in the Construction of Special Road Transportation Mining from Mining Business Licensing in Jambi Province

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Article Info

Keywords:
Strategy for Accelerating the Development of Special Coal Roads, ASOCA

ABSTRACT

The purpose of this study is to analyze the Strategy of the Public Works and Public Housing Agency in the Development of Special Mining Transportation Roads from Mining Business Licensing in Jambi Province. The research method uses qualitative descriptive analysis, the study uses a purposive sampling method. Data and information collection, namely observation, interviews, and questionnaires. Data validation tests carried out by researchers are by using source triangulation techniques, technical triangulation, and time triangulation. The results of the study show that 1) the long licensing process often hampers implementation. Supervision and feasibility studies exist, but high costs for land acquisition are an obstacle. The involvement of the PUPR Agency in supervision is still lacking, and government support in complex licensing also needs to be improved. To maximize implementation, there needs to be increased socialization of the benefits of special roads, simplification of the licensing process with one-stop service, and a fair compensation scheme for the community. Improving coordination between agencies and holding regular discussion forums is also very important. 2) The challenges in implementing the strategy of building special mining roads by the Public Works and Public Housing Agency in Jambi Province include five indicators: Ability, Strength, Intelligence, Opportunity, and Culture. The most important aspect is the company's ability to find funding for this project, because the Jambi Provincial Government is not involved in funding, so all costs are borne by the private sector. This creates obstacles in the implementation of the construction of special coal roads.

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INTRODUCTION

One of the areas that has mining potential in Indonesia is Jambi Province, the mining potential areas in Jambi Province are in Sarolangun Regency, Bungo Regency, Tebo Regency, Merangin Regency, Muaro Jambi Regency, Tanjung Jabung Barat Regency and Batanghari Regency, that is more than half of the total number of regencies/cities in Jambi Province are mining potential areas.

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The natural wealth owned by Jambi Province is considered very large, this is what attracts the attention of national and foreign investors who are active in the mining sector who are interested in managing and utilizing the results of mining materials. Mining entrepreneurs, both small and large scale, are interested in being actively involved. Every mining company that will carry out activities must obtain a Mining Business Permit (IUP) from the authorities in order to carry out mining activities. This is intended so that mining companies can understand the regulations or provisions that have been issued by the Government, and to avoid excessive exploitation of nature.

The addition of PAD from DBH originating from the Central Government, the existence of this coal mining activity also has a good impact, including the absorption of mining area workers as stated in the Jambi catalog in the 2024 figures issued by BPS, it is stated that the existence of coal mining activities is able to absorb 60,532 workers, both men and women from various educational backgrounds and age groups.

In addition, coal mining activities help improve the economy of the community around the mining area, namely the opportunity to create a business providing boarding houses, catering, basic necessities stalls/shops, rice stalls, vehicle rentals and house rentals and laundries, which since mining activities have increased demand. The existence of mining activities has many positive impacts that are not only felt by the Regional Government but can also be felt directly by the surrounding community.

The cause of congestion caused by coal transport vehicles is the excessive number of coal transport vehicles on the road that does not match the capacity of the existing road and causes damage to the road used by the coal transport. Road damage in the form of bumpy roads and potholes makes the road not smooth to be passed by either the coal transport vehicle itself or other vehicles. As a result, many coal transport vehicles often sink and overturn when they are loaded and passing through the road.

The use of public roads by coal mining transportation that causes congestion results in people using public roads experiencing material and non-material losses. The material losses of the community are due to the impact on the wheels of the economy. As a result of being stuck in traffic jams, food that cannot last long must rot in the middle of the road and many livestock and fish carried by the transporters must die in the middle of the road before reaching their destination, causing not only farmers but also livestock breeders to lose money. The losses are not limited to the amount of food transported but also include shipping costs in the form of fuel and driver costs that increase due to longer travel time and distance.

In addition, non-material losses felt by the community are discomfort and anxiety every time they use public roads that are also used together with coal mining transportation. Data from the Jambi Police Traffic Directorate recorded that in 2021, accidents involving coal transportation reached 900 incidents with a death toll of 34 people. Meanwhile, in 2022, the number of fatalities due to coal trucks reached 39 people. From these data, it was found that in a period of one year, the percentage increase in the number of fatalities in a

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period of less than one year reached 8% from the previous year. (www.tribunnews.com). Meanwhile, for 2023, the number of fatalities reached 41 people (www.kabarjambikito.id).

Long before this traffic jam problem arose, the Jambi Provincial Government had anticipated it by making a policy, namely Jambi Provincial Regulation Number 13 of 2012 concerning the Regulation of Coal Transportation in Jambi Province. Article 5 states that every coal transportation must go through a special road or river route where a special road is required to exist no later than January 2014.

After that, Regional Regulation Number 1 of 2015 concerning the Implementation of Special Roads was reissued and at the same time revoked the Regional Regulation of Jambi Province Number 13 of 2012 concerning the Regulation of Coal Transportation in Jambi Province. Until 2022, the enactment of this policy was followed up by the issuance of the Decree of the Governor of Jambi Number: 675/KEP.GUb/SETDA-PRKM-2.2/2022 dated January 24, 2022 concerning the Establishment of a Technical Team for Special Road Permits in Jambi Province.

The implementation of this policy turned out not to be the right solution and caused new problems. Many people around the river felt uneasy because of the activities of coal transport barges going back and forth on the river. This was because severaltimes the community's cage business was hit by a coal-laden barge that was swept away by the current due to the death of the tugboat carrying the barge, resulting in losses estimated at almost 100,000,000 rupiah. The barge not only hit the community's cage business but also the pillars of the Batanghari and Tembesi river bridges with a total of 6 incidents since December 2023 to June 2024 with the following incidents:

Table 1.3 Incident of Barge Hitting Bridge Pile in Jambi Province

No.	Time	Incident
1.	December 28, 2023	Crashed into the protective pillar of the Gentala Arasy Bridge, Jambi City
2.	January 15, 2024	Crashed into PT Pelindo Regional 2 Jambi Port
3.	February 27, 2024	Hitting the protective pillar of the Batanghari I Bridge (Aurduri I Bridge)
4.	May 5, 2024	Crashed into the Muara Tembesi Bridge
5.	May 13, 2024	Hit the middle part of the Batanghari I Bridge safety pillar (4 pillars damaged)
6.	May 15, 2024	Crashed into the fender pillar of the Muara Tembesi Bridge

Source: (www.mongabay.co.id)

From the table above, it can be concluded that the choice of using river routes for coal transportation according to the policy taken by the Jambi Provincial Government is not the right solution to solve the problem. So it can be concluded that the only best solution to the problems caused by coal transportation is to accelerate the construction of special roads for coal transportation.

The purpose and objectives of this study are: To analyze the strategy of the Public Works and Public Housing Agency in building special mining roads from mining business

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permits in Jambi Province; To determine the obstacles and challenges of the strategy that has been implemented by the Public Works and Public Housing Agency in building special mining roads from mining business permits in Jambi Province; and To formulate the right strategy in accelerating the construction of special coal mining roads from mining business permits in Jambi Province.

METHOD

The method used in this study is a descriptive research method with a qualitative approach. This research was conducted to understand various new phenomena so that new knowledge is needed which is born through research with the right methodology. In such a position, qualitative research methodology is very much needed in the context of the development of science.

Required Data

Data is an important element in a study in the form of information that can be loaded, processed, analyzed, and tested for truth. The data in this study consists of primary data and secondary data, with the following explanation:

1. Primary Data
   Primary data is data that refers to information obtained first hand by researchers related to the variables of interest for specific study purposes. Primary data sources are individual respondents, focus groups, the internet can also be a source of primary data if the questionnaire is distributed via the internet (Uma Sekaran, 2011).
2. Secondary Data
   This secondary data is data that is supportive of primary data needs such as books, literature and readings related to the implementation of credit supervision in a bank. Examples such as:
   a. Jambi Province Profile
   b. Profile of the Office of Public Works and Public Housing of Jambi Province
   c. Applicable laws and regulations, such as:
      1. Government Regulation Number 96 of 2021 concerning the Implementation of Mineral and Coal Mining Business Activities.
      2. Jambi Province Regional Regulation Number 13 of 2012 concerning Regulation of Coal Transportation in Jambi Province.
      3. Jambi Provincial Regulation Number 1 of 2015 concerning the Implementation of Special Roads.
      4. Jambi Provincial Regulation Number 11 of 2019 concerning Management of Mineral and Coal Mining Businesses.

As well as other supporting documents in the form of reading materials, library materials, and research reports.

Informants/Respondents and How to Determine Them

To determine informants, researchers used the purposive sampling method, namely selecting informants based on criteria or specific characteristics that are appropriate and

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have competence, meaning that the subject understands and masters the problem, and is willing to provide complete and accurate information based on the research objectives.(Hadi, A., 2021).

Data Collection Techniques and Instruments

Data collection in this study was carried out using the following techniques:

a. Observation(Observation
   Observation is direct observation carried out by researchers by going directly to the research location to see the facts that occur at the research location.
b. Interview
   For interviews with implementers, researchers obtained informants using the purposive sampling method, namely selecting informants based on criteria or specific characteristics that are appropriate and have competence.
c. Documentation
   The documentation in this research will be obtained by researchers from public documentation provided by related agencies and several other public documentation taken directly at the research location.

Data Validity

The data validation carried out by researchers is by using triangulation techniques. Triangulation techniques according to(Sugiyono, 2018)divided into three, namely:

1. Source Triangulation
   To test the data by sharpening the data taken from various sources of informants by checking*(cross check)*data obtained during research through several sources or informants by comparing data from one informant source with another informant source to obtain the truth of the information.
2. Triangulation Technique
   To test the data so that it can be trusted through different techniques. Where in this technique the researcher uses different data collection, namely by observation, interview and documentation techniques then crosses the various data to get a conclusion that the results are the same from each of these techniques. Where if there is a difference in data, the researcher will conduct further discussions on the data source and ensure the truth of the data that can be used by the researcher as a research result.
3. Time Triangulation
   To test the accuracy of the data by conducting data collection techniques, namely observation, interviews and documentation at different times and situations between one and another. Where if different data is obtained, it will be done repeatedlyto obtain definite and the same data from each technique used in data collection.

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RESEARCH RESULTS AND DISCUSSION

Strategy of Public Works and Public Housing Department in Building Special Mining Roads from Mining Business Permits in Jambi Province

Business entities that acquire their land through land procurement mechanisms must obtain power of attorney based on an agreement from state institutions, ministries, non-ministerial government institutions, provincial governments, district/city governments, state-owned legal entities/state-owned enterprises that have been specially assigned by the Central Government/Regional Government in the context of providing infrastructure for the Public Interest (Article 1 point 1 of the Regulation of the Minister of ATR/Head of the National Land Agency of the Republic of Indonesia Number 19 of 2021). Land acquisition is an activity to provide land by providing adequate and fair compensation (Article 1 point 2 of the Regulation of the Minister of ATR/Head of the National Land Agency of the Republic of Indonesia Number 19 of 2021). Land Acquisition for the construction of a special coal road with a length of 77.5 km starting from Teluk Jambu Village, Muaro Jambi Regency to Panerokan Village, Batang Hari Regency:

Table 4.8 Villages that are special routes for coal in Jambi Province

Village/Sub-district	Subdistrict	Regency
The clothes	The clothes	Day of the Dead
The Explosion	The clothes	Day of the Dead
New	Mestong	Muaro Jambi
The Nagasari	Mestong	Muaro Jambi
Sebapo	Mestong	Muaro Jambi
Muaro Sebapo	Mestong	Muaro Jambi
Like to Advance	Mestong	Muaro Jambi
Long Field	Gelam River	Muaro Jambi
Belido Gutter	Gelam River	Muaro Jambi
Kerinci Gutters	Gelam River	Muaro Jambi
Garden IX	Gelam River	Muaro Jambi
Gelam River	Gelam River	Muaro Jambi
Tank	Gelam River	Muaro Jambi
New Tank	Gelam River	Muaro Jambi
Terap River	Upper Kumpeh	Muaro Jambi
Solo	Upper Kumpeh	Muaro Jambi
Sake	Upper Kumpeh	Muaro Jambi
Alai Lopak	Upper Kumpeh	Muaro Jambi
Inner Pinkie Pie	Rajo Park	Muaro Jambi
Guava Bay	Rajo Park	Muaro Jambi

Source: ATR, BPN Jambi Province, 2025

Based on table 4.8, the areas that are special coal mining routes are 20 villages/sub-districts consisting of 2 districts, namely Batanghari Regency and Muaro Jambi Regency. Land acquisition for the construction of this Special Coal Road can be obtained in 2 ways,

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namely: 1. Directly (business to business) 2. Through the land acquisition mechanism in the land acquisition mechanism there are two ways, namely:

1. Small Scale (Area not more than 5 Ha)
2. Large Scale (Area more than 5 Ha)

Coal transportation traffic in Jambi Province starting from the mine mouth from Batanghari, Sarolangun, Merangin, Bungo and Tebo Regencies heading to Talang Duku Port in Jambi City causes congestion at the Tembesi intersection, which is a meeting point for vehicles from the direction of Sarolangun Regency and from the direction of Tebo Regency which results in congestion/accumulation of coal transportation trucks at the intersection. As a result, it is detrimental to other people as users of public roads.

Figure 4.2 Congestion Points of Coal Transportation

Figure 4.2 shows the coal transportation congestion point in the Muaro Bulian area, this can disrupt public road access, because the route used by coal miners is a national road. Mobilization of coal transporters using public roads, be it national roads, provincial roads or district roads, is not only contrary to the provisions of laws and regulations, but is also very disturbing. And this unrest has been felt for years by the people of Jambi Province in particular. Based on Law Number 38 of 2004 concerning Roads, Article 1 number 5 states that "public roads are roads designated for public traffic", and Article 1 number 6 states "Special roads are roads built by agencies, business entities, individuals, or community groups for their own interests". Based on the provisions of Article 1 numbers 5 and 6 of Law No. 38 of 2004 makes it very clear that public roads are intended for general traffic and not for the interests of business entities, for their own interests (Companies) so that coal transportation should not use public roads, but must use special roads, because this activity is clearly for the interests of their own business.

Strategy in accelerating the construction of special mining roads from mining business permits in Jambi Province due to the need to build mining facilities and infrastructure that

produce effective roads for coal companies. Based on the theoretical study that the author has described and the results of interviews with sources, the following strategies were obtained:

1. Purpose Strategy

Based on the results of the study, the process of building a special coal road according to the strategic objectives is the government's top priority. However, the Jambi Provincial Government is trying to provide permits for the private sector to build the road. But the need for strong and effective regulations With this special road, it is hoped that coal transportation can be carried out more smoothly and orderly. This will reduce dependence on public roads that are often used today, so as to minimize traffic congestion and accidents. In addition, this development is expected to provide a positive contribution to regional economic growth, create jobs, and improve the quality of infrastructure. By focusing on the development of roads specifically for mining transportation, we can achieve a balance between industrial development and the interests of the wider community.

2. Environmental Strategy (Environments)

Based on the research results, environmental strategy is a major problem, especially in the high costs incurred by the company for the construction of special coal roads. This cost is mainly due to the land acquisition process that must be passed by the road. This process also takes quite a long time. The surrounding community really hopes that the construction of special coal roads can be accelerated, because they are looking forward to the benefits of this project.

3. Direction Strategy

Based on the research results, the construction of special roads requires a proper direction strategy, which includes planning, land acquisition, construction supervision, and environmental management. Cooperation between local governments, communities, and developers is very important. The complex and interrelated licensing process from the central and local governments must be completed objectively. By involving many agencies and institutions, mining business permit owners are committed to working intensively for the smooth construction of roads and terminals covering four districts in Jambi Province.

4. Action Strategy

Based on the research results that it is very important to determine an active strategy or action in evaluating the quality of roads built through monitoring and inspection, including aspects of thickness, hardness, and surface texture by the PUPR Service. In addition, the community and mining business owners really hope that the government will provide maximum support, both in terms of licensing and attention to the special road construction process. This development is expected to be realized soon, considering its significant impact on economic growth and Regional Original Income (PAD). With the obstacles from delays in this development, it needs to be overcome so that it does not become a continuous discourse without real action.

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5. Learning Strategy (Learning)

Based on the research results, the PUPR Service supports the construction of special roads for mining transportation, through a learning strategy, from all aspects involved, although until now it has not been directly involved because there has been no direction from the leadership. The construction of this road is entirely carried out by the private sector, namely the company that owns the coal permit. The existing public roads cannot accommodate coal transportation, so a special road is needed in accordance with the mandate of Law 38 of 2004. The law stipulates that public roads are intended for public traffic, not as a mining company crossing, while special roads are built for certain interests and not for public traffic. With the existence of special roads, it is expected to support the distribution of goods and services needed in the mining sector.

Through the integration of these five indicators, Mulgan (2009) emphasized that the government can be more effective in responding to the needs of the community and facing complex challenges. By implementing these five indicators, the PUPR Service can ensure that the acceleration of the construction of special roads for mining transportation not only meets current needs, but is also sustainable andimpactpositive for society and the environment.With this approach, it is hoped that road construction can run effectively and sustainably, supporting regional economic growth.

Obstacles and Challenges of the Strategy Implemented by the Public Works and Public Housing Service in Building Special Mining Roads from Mining Business Permits in Jambi Province

The implementation of the acceleration of the construction of special mining roads from mining business permits in Jambi Province, of course, experiences obstacles and challenges, these problems are not only technical problems, but also non-technical problems encountered by the Public Works and Public Housing Service of Jambi Province as the organizer of the construction of special coal roads. Based on the results of observations, documentation studies, and interview results obtained by the author from various informants, it can be described as follows:

1. *Abilities*(Ab) / Ability

Based on the research results, it can be concluded that in accordance with the context of existing capabilities, the licensing process for road construction faces various significant challenges. The complex process, which includes time, cost, and land availability, is the main obstacle. One of the most pressing obstacles is related to land acquisition, especially if the road to be built passes through protected forest areas and community land. Strict regulations regarding land use in these areas make the licensing process more complicated and time-consuming. This hampers project progress, because the required permits are difficult to obtain and often involve negotiations with many parties. Therefore, to overcome this challenge, a strategic approach is needed that involves cooperation between all stakeholders, as well as careful planning to ensure that all aspects of licensing can be met without disrupting environmental sustainability so that conflicts do not occur at some point.

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2. *Strengths(S) / Strength*

Based on the research results thatThe PUPR Service is not directly involved in the mining business licensing process related to road construction. This means that the licensing process is managed by another party, most likely by an agency or institution that has authority in the fieldmining. Although the PUPR Office is not directly involved, the power that makes it possible for all to cooperate between the government and private developers. This cooperation is important to overcome various difficulties that may arise during the process of building special roads. With good collaboration, it is hoped that road construction can be carried out effectively and efficiently, so that it can meet the needs of mining transportation without disrupting other interests. Overall, this interview emphasizes the importance of synergy between the government and the private sector in achieving the goal of infrastructure development that supports the mining industry.

3. Agility (Ag) / Intelligence

Based on the research results thatseveral obstacles in the implementation of spatial planning regulationsrelatedwith road construction. One of the main obstacles is the land acquisition process, which is often complicated and time-consuming. In addition, there are special challenges when the planned road passes through forest areas, where a borrow-to-use permit from the Ministry of Forestry is required. This adds complexity to the licensing process and can hinder project progress. Therefore, it is important to strengthen coordination between related agencies so that these obstacles can be overcome and road construction can be carried out as planned.

4. Opportunities(O)/Opportunity

Based on the research resultsshows that the licensing process for the construction of special coal transportation roads is not the responsibility of the road and bridge section, but rather falls under the One-Stop Integrated Service Agency (PTSP). The PTSP Agency works together with the Spatial Planning Division of the PUPR Agency to handle the licensing. The local government is committed to facilitating and providing full support in simplifying the licensing process, so that the development of coal transportation roads can run smoothly. This reflects the government's efforts to support infrastructure projects that are important to the mining sector.The role of the government in the construction of this road is not only as a regulator but also as a facilitator that helps smooth communication between the community and companies.

5. Culture(C)/Culture

All parties involved, including the government, companies, and the community, realize that the success of the construction of this special road for coal transportation depends on effective collaboration between them. The government and companies, in particular, need support from the community to complete the construction of this special road smoothly. The government has provided various incentives to attract private investment in the construction of special coal roads, including regulatory easing and facilitation in land acquisition. Despite the expected economic benefits, some communities still feel unclear and the environmental impact is a major concern.

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Compliance with regulations is a key factor in successful developmentinfrastructure. The rules that have been set must be respected by all parties, including the government, companies, and the community. Although regulations have been set, implementation in the field still faces challenges, especially in ensuring that all parties truly understand and comply with the applicable rules. Better transparency and communication can be a solution to improving compliance and avoiding potential conflicts.

Based on the analysis, one of the main obstacles is the complicated and time-consuming licensing process, which can hinder project progress. In addition, the environmental impacts of road construction, such as deforestation and habitat destruction, require extra attention and often add time and cost. Social conflicts with local communities are also a challenge, especially if they feel they are not involved in the planning process. Limited government funding and difficulty in attracting private investment can hinder project completion. In addition, inadequate supporting infrastructure, such as bridges and drainage, can interfere with accessibility. The limited quality of human resources in the construction sector also affects the efficiency and final results of development. Inconsistent changes in government policies create uncertainty that can affect project planning and implementation. Overcoming these challenges requires a collaborative and adaptive approach that involves all stakeholders.Obstacles and challenges faced by PUPR in building special mining roads in Jambi ProvinceOverall, understanding these indicators can help the PUPR Service overcome obstacles and challenges in the development, so that the project can be implemented more effectively and efficiently.

Strategy in Accelerating the Development of Special Roads for Coal Mining from Mining Business Licensing in Jambi Province

Based on the results of observations, documentation studies, interview results from various sources and literature reviews, it can be concluded that strategic steps in accelerating the development of special coal mining roads from mining business permits in Jambi Province. The ASOCA analysis matrix stands for: ability, strength, opportunities, culture, and agility. The ASOCA analysis adds elements of culture and agility as important elements in finding problem-solving strategies, decision-making, and can be developed in keeping up with changes, developments, and needs (Ermaya Suradinata, 2018).

Acceleration of Special Road Development for Coal Mining from Mining Business Licensing in Jambi Province, then the determining factors can be inventoried into the form of Ability, strength, intelligence (agility), opportunity and Culture (culture) which have been formulated by Researchers based on the results of observations, documentation and interviews with informants. Based on the identification of external and internal factors above using ASOCA analysis, 16 (sixteen) strategic steps were produced that could possibly be taken by the Public Works and Public Housing Service of Jambi Province to overcome obstacles and challenges in the process of accelerating the development of special coal roads. The sixteen strategic steps resulting from the ASOCA analysis above can be seen as follows:

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1. AbO Strategy (Ability x Opportunities)
   AbO (Ability x Opportunities) strategy is a strategy that uses abilities to take advantage of opportunities, with the following analysis results:
   a. Increasing the use of CSR funds from mining companies.
   b. Increase the use of human resources and heavy equipment for speed and quality in the construction process.
   c. Manage resources effectively, including budget and workforce, to prevent waste and ensure efficiency.
2. SO Strategy (Strength x Opportunities)
   SO (Strength x Opportunities) strategy is a strategy that uses resilience to take advantage of opportunities. Based on the results of the ASOCA analysis, the SO strategy is obtained as follows:
   a. Have skilled and experienced workforce in construction and project management.
   b. The existence of regulations and policies that support strategic infrastructure development.
   c. There are opportunities to obtain funding from private investors and financial institutions for infrastructure projects.
3. AgO Strategy (Agility x Opportunities)
   AgO (Agility x Opportunities) strategy is a strategy that uses intelligence to take advantage of opportunities. Based on the results of the ASOCA analysis, the AgO strategy is obtained as follows:
   a. Taking advantage of the growing market demand for efficient coal transportation, creates urgency to accelerate development.
   b. Involving local communities in training and job provision, which can increase social support and speed up the process.
4. AbC Strategy (Ability x Culture)
   The AbC (Ability x Culture) strategy is a strategy that uses the ability to utilize culture. Based on the results of the ASOCA analysis, the AbC strategy is obtained as follows:
   a. Implement a monitoring system to evaluate road conditions periodically.
   b. Identify and document best practices in projects to share across the organization.
5. SC Strategy (Strengths x Culture)
   SC (Strengths x Culture) strategy is a strategy that uses resilience to utilize culture. Based on the results of the ASOCA analysis, the following SC strategies were obtained:
   a. Conduct environmental impact analysis (AMDAL) to minimize negative impacts on the ecosystem.
   b. More efficient road routes, which can reduce travel time.
   c. Implement a good governance system, including regular monitoring and evaluation to ensure transparency and accountability.
6. AgC Strategy (Agility x Culture)
   AgC (Agility x Culture) strategy is a strategy that uses intelligence to utilize culture. Based on the results of the ASOCA analysis, the following AgC strategy was obtained:

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a. Building partnerships between government, contractors and communities to ensure effective communication and reduce resistance.
b. Involving local communities in planning to reduce conflict.
c. Provide clear and open information about the project to reduce resistance and build trust.

Then with the above strategies, there will be a process in determining the right strategy for accelerating the construction of special coal transportation roads in Jambi Province implemented by the government in accordance with the expected regulations. Through this mechanism, the government and all stakeholders can work together to identify and overcome obstacles and challenges that arise, government considerations in building special roads for coal transportation, the government analyzes that existing roads may not be designed to accommodate the heavy load of coal transportation vehicles, which can cause damage and increase maintenance costs. Also, special roads can improve security and safety by reducing the risk of traffic accidents. In addition, special roads allow for more direct and efficient routes, accelerating coal delivery to the port. The construction of this road also helps minimize negative impacts on the environment and society, such as pollution and noise.

Based on several considerations, in accordance with the theory described by Mulgan (2002), the strategy itself is more about the strategy intended by the policy-making organization, where the strategy is useful as a system that can regulate the power and resources available through public organizations aimed at the public interest. So that the process of building a special road for coal transportation can run more smoothly and effectively. With these steps, it is hoped that the construction of a special coal road can take place faster and more sustainably.

PT. SAS acknowledged that collaboration between related parties has been effective in overcoming traffic congestion and accidents in the Jambi area. This shows that the construction of this road is expected to provide direct benefits in terms of safety and smooth traffic, which is the main objective of this project. Although congestion can be overcome, PT. SAS emphasized the importance of monitoring the environmental and social impacts that may arise. This reflects the need for a holistic approach to infrastructure development, where environmental and social impacts must be considered even though direct benefits, such as reduced congestion, are clearly visible. By illustrating effective collaboration in reducing congestion problems, challenges related to social, environmental impacts and the spread of misinformation still need to be addressed seriously. Transparent communication and open dialogue with the community are key to maintaining smooth road construction and ensuring that this project not only overcomes congestion, but also minimizes potential negative impacts on the lives of local people. Therefore, it is important to ensure that the construction of this special coal road runs well, a more comprehensive Strengths and Culture strategy is needed, such as first, conducting an environmental impact analysis (AMDAL) to minimize negative impacts on the ecosystem. Second, a more efficient road

route, which can reduce travel time. And third, implementing a good governance system, including periodic monitoring and evaluation to ensure transparency and accountability.

CONCLUSION

Based on the results of the analysis and discussion in this study, the following are the conclusions, namely:Strategy Purpose The Jambi Provincial Government has set clear regulations for the construction of special roads, such as Regional Regulation No. 11 of 2019 and Government Regulation No. 96 of 2021. Mining companies are required to build special roads before starting operations, but the long and complicated licensing process often hampers project implementation, so that development goals are not optimally achieved. Environmental Strategy Supervision and law enforcement are carried out to ensure compliance with regulations, and feasibility studies and AMDAL are carried out before the project, but the high cost of land acquisition and the long time in the process are serious obstacles for companies and the community. Direction Strategy The government develops clear plans and policies, and coordinates with various related agencies, but the involvement of the PUPR Service in project supervision and implementation is still lacking, so there is no adequate control. Action Strategy The construction process is carried out in accordance with the standards set out in the regulations, but the lack of government support in the complex licensing process can hinder project progress. Learning Strategy After the project is completed, an evaluation is carried out to assess the success and challenges faced during the construction process. This aims to get evaluation for future projects. There are still some strategies that are less than optimal. So to create maximum implementation, the right solution for the acceleration process of the construction of special coal roads is to increase socialization about the benefits of special roads to the community and create a more efficient licensing system, such as one-stop service to speed up the process. Create a fair compensation scheme for affected communities and accelerate land acquisition with a more transparent and collaborative approach. Improve coordination between agencies by holding regular meetings and forming a special monitoring team for special road projects. Strengthen cooperation between the government and business license owners to simplify the licensing process and provide project management training for related parties. It is necessary to hold regular discussion forums involving all stakeholders to share experiences. Transparency and good communication between the government, companies, and the community are also important to reduce the potential for conflict and increase support.

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