

Implementation of the Policy on the Production and Distribution of Superior Fish Seed for Local Specific Commodities in the Fisheries Cultivation Unit of the Brackish and Marine Water Province of West Kalimantan

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ABSTRACT: This thesis aims to shed light on the production and distribution of superior seeds of locally specific fish commodities in the Anjungan Unit of the West Kalimantan Province's Brackish Water and Marine Aquaculture Unit. The study's issues include insufficient funding and skilled personnel to carry out the program efficiently, as well as insufficient infrastructure, such as suitable hatchery facilities. The goal of this study was to characterize and examine the elements that affect the implementation of the policy on the production and distribution of superior seeds of locally specific fish commodities in the Anjungan Unit of the Brackish Water and Marine Aquaculture UPT of West Kalimantan Province. These elements included communication, disposition, resources, and bureaucratic. In the Anjungan Unit of the Brackish Water and Marine Aquaculture UPT of West Kalimantan Province, the policy on the production and distribution of superior seeds of locally specific fish commodities was implemented. The study's goal was to describe and analyze the factors driving this process from the perspectives of bureaucratic structure, communication, disposition, and resources. The research methodology was qualitative, and data were gathered through documentation, in-depth interviews, and observation. The research methodology is qualitative, and data is gathered through documentation studies, in-depth interviews, and observation. The findings showed that even though the policy has been in place and has led to a rise in the production of superior seeds, there are still a number of barriers that hinder its efficacy. In order to reach all of the farmers, the communication element has not been completely optimized. Although implementers' commitment is high, their behavior is limited by cross sectoral policy support and a lack of incentives. Infrastructure for hatcheries and human resources is still insufficient, particularly in rural locations. In the meantime, the decisionmaking and distribution processes are frequently slowed down by the hierarchical bureaucratic structure. Therefore, improving strategic communication, bolstering human resource capability, and allocating resources are all necessary to promote the effectiveness of policy.

KEYWORDS: Production and Distribution of Superior Seed, Local Specific Commodities, Effectiveness Program.

INTRODUCTION

Based on the regulation of the Governor of West Kalimantan Number: 91 of 2017 dated December 28, 2017, and has been further refined by the Governor's Regulation Number: 47 of 2018 dated July 6, 2018, the Organizational Structure, Duties and Functions and Work Procedures of the Brackish Water and Marine Aquaculture Technical Implementation Unit (UPT-PBAPL) of West Kalimantan Province have been established. The main task of UPT-PBAPL is to carry out technical operational activities and certain technical activities in the field of brackish water and marine aquaculture and local specific fish in accordance with the provisions of applicable laws and regulations, confirming that the Implementation of the production and distribution of superior broodstock and quality seeds of freshwater fish commodities at the UPT Brackish Water and Marine Aquaculture Platform Unit is an important step in improving the fisheries sector and food security. Currently, the need of fish farmers for prospective broodstock, superior freshwater, brackish water and marine fish/fry seeds as referred to in the Governor's Regulation cannot be followed by the growth in the production of superior freshwater, brackish water and marine fish/fry seeds by fish/shrimp hatchery community business actors in West Kalimantan Province.

The Brackishwater and Marine Aquaculture Technical Management Unit (UPT) in West Kalimantan Province, specifically the Platform Unit, is tasked with designing and implementing sustainable development programs for brackishwater and marine fish and local specific fish. This includes identifying cultivation potential, developing strategic plans, implementing the latest cultivation technologies and practices, and managing the production and distribution of high-quality fish seeds to support the needs of fish farmers and ensure an adequate and quality supply of seeds. By carrying out these tasks, the Brackishwater and Marine Aquaculture

Implementation of the Policy on the Production and Distribution of Superior Fish Seed for Local Specific Commodities in the Fisheries Cultivation Unit of the Brackish and Marine Water Province of West Kalimantan

Technical Management Unit in West Kalimantan Province, specifically the Platform Unit, plays a vital role in the sustainable development of the aquaculture sector and contributes to the welfare of local communities and environmental conservation. The following shows data on the production and distribution of superior seeds in the Brackishwater and Marine Aquaculture Technical Management Unit as shown in chart 1.1 and table 1.1.

Chart 1.1 High-Quality Seed Distribution Data from 2021 to 2024



Sources: Unit Anjungan UPT PBAPL Prov. Kalbar, Februari 2025

Table 1.1 shows that knowing the Production and Distribution of Superior Seeds of Local Specific Fish Commodities in the Brackish Water and Marine Aquaculture Unit of West Kalimantan Province from 2021 to 2024 each year decreased. In 2021 as many as 140,080, in 2022 as many as 134,200 In 2023 as many as 74,332, in 2024 as many as 57,000. If we look at the production and distribution data above, the production and distribution of superior seeds of local specific fish is still not optimal, therefore it is necessary to optimize the provision of superior seeds for cultivation business actors so that superior seeds can be fulfilled so that cultivation production results can increase. Meanwhile, Regional Budget Revenue in 2021 to 2024 has increased this is due to increased seed production in brackish water and marine fish commodities. However, seen from the PAD data, the resulting is still lower than operational costs.

LITERATURE REVIEW

According to Edward III, the influencing factors related to the implementation of the Production and Distribution of Superior Seedlings for Local Specific Fish Commodities in West Kalimantan Province are as follows: a. Communication

Edward III's opinion indicates that the implementation of communication in the production and distribution of superior seedlings for local specific fish commodities at the Brackishwater and Marine Aquaculture Unit of West Kalimantan Province, when viewed from Edward III's theory, which encompasses aspects of transmission, clarity, and consistency, indicates that policy effectiveness is highly dependent on the quality of communication. The transmission aspect requires the delivery of policy information accurately and quickly, reaching all relevant parties, from technical staff to farmers. b. Disposition or Attitude of Implementers

Edward III's opinion shows that the attitudes and motivations of implementers towards policies are greatly influenced by the appropriate bureaucratic appointment process and the provision of appropriate incentives. In the context of the West Kalimantan Brackishwater and Marine Aquaculture Technical Implementation Unit (UPT), the successful implementation of superior seed production and distribution policies will increase if implementers are competent individuals, supported structurally, and given incentives commensurate with performance. Therefore, reforming bureaucratic human resource management and strengthening the reward system are key to achieving effective and sustainable policy implementation. c. Resources

Edward III's opinion shows that resources are a determining factor in the success of policy implementation. These resources include four important elements: staff (personnel), information, authority, and facilities. In the context of implementation, Regarding the policy for the production and distribution of superior seeds for local-specific fish commodities at the Brackishwater and Marine

Implementation of the Policy on the Production and Distribution of Superior Fish Seed for Local Specific Commodities in the Fisheries Cultivation Unit of the Brackish and Marine Water Province of West Kalimantan

Aquaculture Unit of the West Kalimantan Province, these four elements significantly influence the effectiveness of implementation in the field. d. Bureaucratic Structure

According to Edward III, bureaucratic structure is a crucial factor in public policy implementation. This structure encompasses three main aspects: Standard Operating Procedures (SOPs) and institutional fragmentation. Both significantly influence the effectiveness and efficiency of policy implementation, including the program for the production and distribution of superior seeds for local-specific fish at the Brackishwater and Marine Aquaculture Unit of the West Kalimantan Province.

METHOD

In order to obtain a comprehensive picture of the problem being studied, the researcher used a descriptive research type. According to Bogdan and Taylor (in Moleong, 2013:2), qualitative research is "a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior."

Data collection techniques in this study were carried out using techniques including: observation techniques, in-depth interview techniques, and documentation studies, supported by data collection tools as the main instrument (key instrument) assisted by: observation guidelines, interview guides and document tools, namely in the form of aids such as cameras, tape recorders, photocopies and others..

RESULT AND DISCUSSION

1. Policy Communication

Communication plays a crucial role in the successful implementation of public policies, including those in the aquaculture sector. In West Kalimantan Province, the Brackish Water and Marine Aquaculture Unit (UPT Anjungan Unit) has a strategic mandate to produce and distribute superior seeds for local fish commodities, such as Jelawat, Baung, Biawan, Tengadak, Papuyu/Betok, and Patin, to support food security and improve the economy of communities in public waters. However, the success of policy implementation depends not only on the availability of technology and resources, but also on how policy information is communicated to all stakeholders. Effective policy communication is necessary to convey the objectives, benefits, and seed distribution mechanisms to aquaculture practitioners, village officials, fisheries extension workers, and local governments.

The communication strategy implemented by the Platform Unit of the Brackishwater and Marine Aquaculture UPT of West Kalimantan Province prioritizes a participatory and multi-channel approach, with the main goal of ensuring that the production and distribution policies for superior seeds can be understood and implemented effectively, both internally by the UPT and by farmers. This is because the communication strategy is carried out through various channels, such as: fisheries extension workers as the spearhead of information delivery to the field, digital media such as WhatsApp and social media, and group meetings and direct outreach in the cultivation areas. However, several challenges remain, such as low digital literacy and limited technical understanding among farmers, especially in remote areas. To address these challenges, the Platform Unit of the Brackishwater and Marine Aquaculture UPT has innovated by simplifying communication materials into visual forms such as infographics and videos in local languages, as well as strengthening interpersonal communication through extension workers.

Communication in the implementation of the production and distribution policy for superior seeds of local specific fish commodities at the Platform Unit of the Brackish Water and Marine Aquaculture Unit of West Kalimantan Province is running effectively and efficiently through a structured and coordinated mechanism. Communication between units, namely the central UPT, Platform Unit, and farmers, takes place in a two-way and continuous manner, facilitating the delivery of accurate information regarding production schedules, seed availability, ordering, and distribution. The active role of fisheries extension officers as communication liaisons between the Platform Unit and farmers is crucial in ensuring that information is conveyed clearly and can be understood.

2. Disposition/Attitude of Policy Implementers

The disposition of implementers encompasses the attitude, motivation, commitment, and sincerity of technical personnel and staff in carrying out their duties and responsibilities related to the production and distribution of superior seeds. A positive attitude and professionalism of implementers are crucial for effective, timely, and targeted implementation of policies. Furthermore, implementers at the Platform Unit must be able to adapt to field dynamics, communicate well across units, and establish constructive relationships with farmers.

The Platform Unit of the Brackishwater and Marine Aquaculture Unit (UPT) of West Kalimantan Province has implemented various strategic steps to foster positive dispositions, such as commitment, discipline, and responsibility, among implementers tasked with providing superior seed services. These steps include conducting regular training to improve the implementers' technical and managerial competencies and disseminating the UPT's vision and mission to ensure staff understand the purpose and importance of their duties. Furthermore, regular coaching and supervision are conducted to ensure sustained performance and work attitudes, as

Implementation of the Policy on the Production and Distribution of Superior Fish Seed for Local Specific Commodities in the Fisheries Cultivation Unit of the Brackish and Marine Water Province of West Kalimantan

well as providing motivation and incentives as a form of appreciation for dedication and Demonstrated responsibility. Efforts to build a positive work culture are also a focus for creating a supportive work environment and motivating employees.

Furthermore, the commitment of the West Kalimantan Province Brackishwater and Marine Aquaculture Unit (UPT) employees is demonstrated through discipline in their work, readiness to face changes in field schedules, and quick response to complaints and challenges in the field. This attitude reflects professionalism and a moral responsibility to ensure the delivery of superior seed products runs smoothly and meets the needs of farmers.

The disposition or attitude of the implementers shows that the commitment, discipline, and sense of responsibility of the implementers at the Brackish Water and Marine Aquaculture Unit of West Kalimantan Province, the Platform Unit, are relatively high in supporting the successful implementation of the production and distribution policy for superior local-specific fish seeds. This attitude is reflected in their willingness to work outside of operating hours, quick response to problems in the field, and consistency in maintaining the quality of service to farmers. In addition, the implementers demonstrate a responsive, friendly, and cooperative attitude in interacting with farmers and internal teams, and actively provide solutions to distribution obstacles such as delays or shortages of seeds.

3. POLICY RESOURCES

The production and distribution of superior seeds for local fish commodities is a crucial part of the national strategy to support food security, improve rural economies, and develop a sustainable aquaculture sector. The Platform Unit of the Brackishwater and Marine Aquaculture Technical Implementation Unit (UPT) of West Kalimantan Province is at the forefront of implementing this policy at the field level. Successful policy implementation depends heavily on the availability and quality of resources, including human resources (HR), infrastructure, and budgetary and technological support.

The Platform Unit, as the technical implementer, requires competent and dedicated personnel, adequate seed production facilities, an efficient distribution system, and smooth information and communication support to optimally serve the needs of fish farmers. However, in field implementation, various challenges often arise, such as limited human resource capacity and resources, uneven distribution of supporting facilities, and suboptimal integration between units in the seed distribution chain. Therefore, understanding the actual condition of resources is key to evaluating the effectiveness of the policy and formulating future improvements. Because, this resource aspect is important to determine the extent to which the implementing capacity can meet policy targets, so that superior seed services to the farming community run on time, with the right quality, and on target.

Furthermore, the limited number of seed transport vehicles hinders timely access to distant or remote farmer locations, impacting distribution accuracy, and necessitating maintenance or replacement of some seed production support equipment to maintain the efficiency and quality of seed production. Despite these challenges, the UPT PBAPL Unit Anjungan has demonstrated active efforts to address these limitations, including through cross-unit coordination, the use of communication technology, and collaborative approaches with farmers and relevant agencies.

4. BUREAUCRATIC POLICY STRUCTURE

The implementation of the policy on the production and distribution of superior seeds for local fish commodities is part of the government's efforts to support food security, empower coastal communities economically, and strengthen the aquaculture sector based on local potential. In this context, the bureaucratic structure and organizational governance play a crucial role in determining the effectiveness of policy implementation in the field.

The Platform Unit, as an extension of the Brackishwater and Marine Aquaculture Technical Implementation Unit (UPT) of West Kalimantan Province, is tasked with carrying out the technical functions of seed production and seed distribution to farmers. However, the success of this policy is greatly influenced by the clarity and completeness of Standard Operating Procedures (SOPs) and the level of organizational fragmentation or integration between the involved departments/units. The persistence of institutional fragmentation or a lack of integration between sectors, as well as the potential for overlapping authority between the central Technical Implementation Unit (UPT), the Platform Unit, and farmer partners, can lead to distribution delays, inconsistencies in technical implementation, or weak quality control. Furthermore, SOPs that have not been fully standardized or properly disseminated to all field implementers also risk reducing service consistency and policy effectiveness. Therefore, a bureaucratic structure is needed, including how SOPs are implemented, how communication and coordination flows, and the extent to which bureaucratic fragmentation can be addressed to ensure effective, efficient, and sustainable policy implementation.

CONCLUSIONS

From the research results and discussions outlined in Chapter V, several conclusions can be drawn, including:

1. Policy communication has been implemented using various communication media. However, significant challenges remain in terms of inter-unit coordination and suboptimal cross-functional communication. This causes delays in delivering information,

Implementation of the Policy on the Production and Distribution of Superior Fish Seed for Local Specific Commodities in the Fisheries Cultivation Unit of the Brackish and Marine Water Province of West Kalimantan

miscommunication, and a lack of responsiveness in handling problems in the field, thus affecting the smooth distribution of superior seeds.

2. The disposition/attitude of policy implementers has been implemented, demonstrating commitment, discipline, and responsibility. However, challenges remain in maintaining consistency in this attitude, particularly in the face of obstacles in the field as well as in maintaining the level of responsiveness and professionalism on an ongoing basis.
3. Policy resources have been implemented, supported by human resources, production facilities, and available budgets. However, a number of challenges remain related to limited technical personnel, inadequate production facilities, and sometimes suboptimal budget and logistical support. This challenge impacts the smooth production and distribution process of superior seeds, which needs to be addressed immediately to improve unit performance.
4. The policy bureaucratic structure has been implemented with clear SOPs and a structured division of tasks. However, challenges remain in the form of fragmented coordination between sections and units, as well as suboptimal cross-functional communication. This situation has hampered the smooth distribution of seeds and the response to field issues. Therefore, efforts to improve coordination and streamline bureaucratic processes are needed to support effective policy implementation.

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