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Management of the Pasaman Regency Fisheries and Food Service in Implementing the Aquaculture Village Programme

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Abstract-

The Aquaculture Village Program is a program initiated directly by the Ministry of Maritime Affairs and Fisheries through Ministerial Regulation No. 47 of 2021 aimed at increasing the production and productivity of fish farming and improving the welfare and income of fish farmers, including in Pasaman Regency. Therefore, effective and appropriate management is essential for its successful implementation. The method in this research is qualitative with a descriptive approach. Data collection techniques through observation, interviews, and documentation. The results of this study found that the Management of the Fisheries and Food Service Office in Implementing the Fisheries Village Program is technically good enough, but not optimal. There are findings in planning on program policies/regulations, namely Ministerial Regulation Number 47 of 2021 which is not clearly guided and tends to only guide Decree Number 64 of 2021, Management of Fish Seed Center infrastructure that has not been maximized because it has not been supported by adequate funding and marketing (market) of superior fish commodities, namely Carp, which has not developed and tends to stagnate because it is influenced by reduced demand for fish in the market, as well as indirect supervision that is not administratively corrected by the Fisheries and Food Service as the implementer of the Aquaculture Village Program. Therefore, it is recommended that the Pasaman Regency Fisheries and Food Service evaluate and take corrective action in supporting the implementation of Aquaculture Village Program

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INTRODUCTION

Indonesia is a country with rich aquaculture potential. In the first quarter of 2024, Indonesia's fisheries production volume reached 5,738,833 tonnes, divided into

1,678,625 tonnes of capture fisheries and 4,060,208 tonnes of aquaculture (Secretariat General of the Ministry of Marine Affairs and Fisheries, 2024). The aquaculture sector is included in one of the five priority programmes based on the KKP Blue Economy in 2024, namely the development of sustainable marine, coastal and inland aquaculture. To support the development and conservation of aquaculture, the Ministry of Maritime Affairs and Fisheries has launched the Aquaculture Village Programme. The Aquaculture Village Programme is regulated in Permen KKP Number 47 of 2021 concerning Aquaculture Villages. Aquaculture Village is an area based on superior commodities and/or local commodities by synergising various potentials to encourage the development of competitive and sustainable fish farming businesses, preserving fish resources, and being driven by the community so as to ensure continuous and scheduled production

Pasaman Regency was chosen as one of the Aquaculture Village areas with its superior commodity, namely Goldfish, along with five other regions in Indonesia which were determined through the Decree of the Ministry of Maritime Affairs and Fisheries Number 64 of 2021. Pasaman Regency is one of the regencies that has high potential in the fish farming sector in West Sumatera Province. The great potential of the fisheries sector in Pasaman Regency can be seen from the distribution of fisheries marketing that covers neighbouring provinces such as Riau, Jambi, South Sumatera, North Sumatera, and Bengkulu. In addition, even in 2014, Pasaman Regency was included in the three regions implementing fish farming that received an A rating in Indonesia (Mashur et al., 2020). In addition, the fisheries sector in Pasaman Regency is increasingly showing an increase in fisheries production continuously every year, based on data from 2017 to 2023 which can be seen in the following table,

Table 1. Increase in Total Aquaculture Fish Production 2017-2023 in Pasaman Regency

	Year	Total Production (Ton)
1.	2017	53.298,96
2.	2018	51827,52
3.	2019	53.540,76
4.	2020	54.504,47
5.	2021	58.918,84
6.	2022	61.450,75
5.	2023	62.343,57

Source: Pasaman Regency Fisheries and Food Service.

Pasaman Regency consistently from 2017 to 2023 is dominated by three central fisheries areas, namely Rao Selatan District, Rao District and Padang Gelugur District. In addition, aquaculture production in Pasaman Regency is the highest in West Sumatera. Based on data from BPS West Sumatera Province, in 2022 Pasaman occupied the first position as the region with the highest level of aquaculture production. The following can be seen in the table.

Table 2. Level of Production Volume and Production Value of Aquaculture in West Sumatera in 2022

Regency/City	Production Volume (Ton)
1. Kepulauan Mentawai	321
2. Pesisir Selatan	14.277
3. Solok	4.252
4. Sijunjung	2.059
5. Tanah Datar	10.599
6. Padang Pariaman	55.562
7. Agam	46.333
8. Lima Puluh Kota	36.641
9. Pasaman	61.454
10. Solok Selatan	2.213
11. Dharmasraya	24.891
12. Pasaman Barat	5.826
13. Padang City	2.359
14. Solok City	154
15. Sawah Lunto City	201
16. Padang Panjang City	736
17. Bukittinggi City	438
18. Payakumbuh City	566
19. Pariaman City	325
Total	269.207

Source : Central Bureau of Statistics of West Sumatera Province

Pasaman Regency is the region in West Sumatera with the highest level of aquaculture production in West Sumatera. This condition is one of the representations of the great potential of fisheries in Pasaman Regency, making it worthy of being the implementing area of the Aquaculture Village Programme. With the determination of Pasaman Regency as one of the aquaculture village areas, a fish feed factory was also built in the central area of the Aquaculture Village located in Rao Selatan District. This feed mill is one of the large factories with a land area of 3000 M2. The cost of building the factory is fully financed by the ministry's budget. This is because the implementation of the Aquaculture Village Programme comes from the Special Allocation Fund (DAK) of the Ministry of Maritime Affairs and Fisheries. The use of DAK in the Marine and Fisheries

sector as explained in the Regulation of the Minister of Maritime Affairs and Fisheries of the Republic of Indonesia Number 1 of 2022 concerning Operational Guidelines for the Management of Physical DAK in the Marine and Fisheries Sector for the 2022 Budget that DAK is used to help finance special activities in certain areas which are provincial and regency/city affairs and are adjusted to national priorities. So that local governments must be able to manage DAK in the marine and fisheries sector in order to achieve the national vision in the marine and fisheries sector (Marpaung et al., 2024).

The establishment of Pasaman Regency as an area for the Aquaculture Village Programme can introduce Pasaman Regency as a fisheries centre with the landmark of the Goldfish area. It is known that the Aquaculture Village Programme is an area based on superior commodities and/or local commodities by synergising various potentials to encourage the development of competitive and sustainable fish farming businesses, preserving fish resources, and driven by the community so as to ensure continuous and scheduled production. However, in the sustainability of the Aquaculture Village Programme, there are several obstacles or problems that can have an impact on the implementation of the aquaculture village programme. These problems include the management of BBI facilities and infrastructure that are less than optimal due to the absence of qualified operational cost support. Whereas the Fisheries and Food Service has set one of the strategies in increasing the supply and distribution of quality fish seeds and broodstock as stated in the Annual Work Plan (RKT) document. This condition resulted in BBI not operating optimally, followed by complaints from some farmers about the lack of benefits from BBI. BBI itself is a Regional Technical Implementation Unit (UPTD) within the structure of the Pasaman Regency Fisheries and Food Service as a provider and development of quality fish seeds and broodstock. Facility management is very important, considering that with good facility management it can help, facilitate, and expedite work (Hartadi & Nugroho, 2022), in this case it can support the implementation of the Aquaculture Village Programme. The existence of problems with the operational limitations of this BBI can cause the accessibility of business actors to get seeds and broodstock to be constrained, and even have to be tricked into other areas.

In addition, there are obstacles in the downstream and marketing cycle of fish farming. Although the upstream fisheries production sector in Pasaman Regency showed an increase, the downstream fisheries sector in Pasaman Regency did not develop well.

There is a situation of decline in the marketing of Goldfish, due to the increase in Goldfish production but stuck demand even though Goldfish can still be increased in production but market conditions are saturated or there is no increase in demand. Marketing itself in particular is also one of the objectives of the Aquaculture Village Programme, namely marketing development. Marketing is also a fundamental need for fish business actors in Pasaman Regency, considering that smooth access to marketing can have a direct impact on the income of fish business actors themselves. Another problem also occurs in the limited number of human resources at the Pasaman District Fisheries and Food Service. This limitation of Human Resources occurs in the shortage of employees in several positions. This can be seen in the information on the position map of the Fisheries and Food Service which shows a shortage of 86 employees. The situation of limited human resources can have an impact on the operation of achieving overall organisational goals. (Rola Pola Anto, 2022). Human resources are an element of management that has an important role in the activities of the organisation in order to achieve its goals (Fadli et al., 2024)

Based on the explanation above, in the implementation of the Aquaculture Village Programme in Pasaman Regency, there are several obstacles to the management of facilities and infrastructure that have not been maximised, the lack of administrative staff at the Department of Fisheries and Food, and marketing that is not well developed which can directly affect the continuity of the implementation of the Aquaculture Village Programme in Pasaman Regency. So that these obstacles refer to aspects of management or management. According to Terry in (Mahendra et al., 2023) management has the same meaning as management, understood as a process of distinguishing planning, organising, mobilising and supervising by utilising science and art in order to achieve predetermined goals. Therefore, it is important to discuss the management carried out by the Pasaman Regency Fisheries and Food Service in the context of implementing the Aquaculture Village Programme. In order to find out the Management by the Pasaman Regency Fisheries and Food Service in the Implementation of the Aquaculture Village, researchers use the theory of the management process put forward by William H. Newman which includes planning, organising, gathering resources, controlling work, and supervising (Handyaningrat, 1994) conducted by the Pasaman Regency Fisheries and Food Service.

This research refers to several previous studies that examine the application of

management functions and processes in certain organisations and government agencies. Among them is research conducted by Muhammad Fadli, Nur Anita, and Errna Resmiatini entitled *Application of Management Functions in the Field of Fish Cultivation Management at the Malang Regency Fisheries Service* (2024), this study shows that there is employee performance at the Malang Regency Fisheries Service, especially in the PPI field, which has implemented various management functions very well. In addition, this study also looks at the importance of management functions in employee performance at the Service in order to improve performance more efficiently and effectively (Fadli et al., 2024). Another study was conducted by Yeni Yasyah Sinaga and Harumur Rasyid entitled *Implementation of Management Functions in the Mina Asta Madani Fish Cultivation Group (Pokdakan)* (2023), the results of this study indicate that the POKDAKAN Mina Asta Madani fish cultivation group is known to have not carried out the management function properly. This can be seen from the planning that has not been properly arranged, so that other management functions also do not run well and organising there are still responsibilities and authorities that have not run optimally and POKDAKAN Mina Asta Madani also does not have a target achievement that becomes a vision and mission to motivate the organisation better (Yeni, 2023). Furthermore, research conducted by Oktariza Putri A, Roni Ekha Putera, Hendri Koeswara entitled *Management of the 2021 Suka Sapi (One Family One Cow) Program in Solok Selatan Regency* (2023), the results of this study found that management in the implementation of the 2021 One Family One Cow Program in Solok Selatan Regency has not been carried out properly, there are findings in determining clear objectives but the success of the programme has not been achieved and there is still a lack of coordination between programme implementers (Putera & Koeswara, 2023). In previous studies, there have been studies on the implementation of management functions in certain organisations and government agencies, but there are still few that examine the management of the implementation of programs formed by the central government and then applied to the regions such as the management of the implementation of the Aquaculture Village Program, so it is important to examine how the Management of the Pasaman Regency Fisheries and Food Service in Implementing the Aquaculture Village Program.

RESEARCH METHODS

This research was conducted in Pasaman Regency at the Pasaman Regency Fisheries and Food Service. The reason for choosing Pasaman Regency is because Pasaman Regency is one of the regions designated as the first area to implement the programme along with five other regencies throughout Indonesia. In addition, Pasaman Regency is the only regency in West Sumatera designated in KKP Decree Number 64 of 2021 and Pasaman Regency is also the regency in West Sumatera with the highest production of cultured fish. This research uses descriptive qualitative research methods. Qualitative research is basically a method of interpretation or interpretation of a phenomenon or symptom, both on the perpetrator and the product of his actions. The qualitative approach in research is considered an objective approach because it is less likely to speculate on the data collected. Qualitative research reveals what it is in its natural state because it is in accordance with the reality in the field. Qualitative research is deeper in examining the meaning behind the facts found (Saleh, 2017).

Data collection techniques in the study include observation, interviews, and documentation. The informant selection technique in this study uses purposive sampling technique, where previously the researcher must determine the characteristics or criteria that are in accordance with the research study. According a (Sugiyono, 2022) *purposive sampling* This is a sample selection technique based on certain considerations, the consideration referred to refers to the selection of people who master information from the object under study. The informants in the study were 17 people, divided into 11 main informants and 6 triangulation informants. Data validity techniques are carried out using triangulation techniques aimed at testing the credibility of data by checking data to the same source with different techniques. For example, data obtained by interview method is then checked by documentation, observation or questionnaire method (Sugiyono, 2022).

RESULTS AND DISCUSSION

The Aquaculture Village Programme is a programme initiated by the Ministry of Maritime Affairs and Fisheries through KKP Ministerial Regulation Number 47 of 2021 concerning Aquaculture Villages. Aquaculture Village is an area based on superior commodities and / or local commodities by synergising various potentials to encourage the development of competitive and sustainable fish farming businesses, preserving fish

resources, and driven by the community so as to ensure continuous and scheduled production. The Aquaculture Village Programme is implemented by the Pasaman Regency Fisheries and Food Service. This research uses the management process theory proposed by William H. Newman which includes five variables, namely planning, organising, assembling resources, supervising, controlling, which is also abbreviated as POASCO (Handyaningrat, 1994).

Planning

Planning in general is the act of deciding in advance about what will be done. According to William H. Newman, planning is a series of decisions that include the stages of determining goals, policies, determining programmes, establishing methods and procedures, and scheduling implementation time (Handyaningrat, 1994). Planning in the implementation of the Aquaculture Village Programme is carried out by the Ministry of Maritime Affairs and Fisheries. The regulatory basis for the Aquaculture Village Programme is contained in the Regulation of the Minister of Maritime Affairs and Fisheries of the Republic of Indonesia Number 47 of 2021. This regulation also explains the definition that Aquaculture Village is an area based on superior and/or local commodities by synergising potential-based to encourage the development of competitive and sustainable fish farming businesses, preserving fish resources, and being driven by the community so as to ensure continuous and scheduled production. With the following objectives;

1. Develop superior commodities and/or endemic local commodities to prevent extinction.
2. Realising aquaculture business activities that are connected starting from cultivation production facilities and infrastructure, post-harvest facilities and markets, business scale development of actors, and markets.
3. Increase production and productivity of aquaculture.
4. Increase the income and welfare of farmers.
5. Increase local community participation.

The implementation of the Aquaculture Village Programme by the Pasaman Regency Fisheries and Food Service is carried out by adjusting to the direction of the objectives of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia regulation number 47 of 2021. As a designated area, Pasaman Regency through the Fisheries and Food Service is only a mandate recipient by the Ministry of Maritime Affairs and

Fisheries with the main programme also designed by the centre and passed down to the local government. However, in reducing the implementation of this programme, the Fisheries and Food Service tends to be more guided by KKP Decree Number 64 of 2021 and less guided by Permen Number 47 of 2021. It is known that KKP Decree Number 64 of 2021 only contains regional determinations. In addition, the programmes and activities carried out by the Fisheries and Food Service tend to be more supportive than the implementation of the Aquaculture Village, such as the procurement of quality seeds, procurement of quality broodstock candidates, along with cultivation equipment distributed with SOP to clarify eligibility qualifications for beneficiaries, including the SOP for the Distribution of Fish Broodstock Assistance and DAK Assistance at the Pasaman Regency Fisheries and Food Service. The implementation of this programme has been going on since 2021, which began with a visit from the Minister of Maritime Affairs and Fisheries. Establishment of the Programme through the Decree of the Ministry of Maritime Affairs and Fisheries number 64 of 2021 which is valid from 2021 until now.

It can be concluded that in the planning variable, the Fisheries and Food Service does not carry out planning, the planning process is carried out by the Ministry of Maritime Affairs and Fisheries which is passed down to the Regional Government through the Fisheries and Food Service as the implementer of the Programme and must guide the regulations passed down by the ministry as guidelines for programme implementation. The implementation of the Aquaculture Village Programme has technically been carried out but has not been fully compliant. Considering that the policy that is guided is not fully appropriate because it does not clearly guide the basic regulation, namely the Minister of Maritime Affairs and Fisheries Regulation Number 47 of 2021. As a result, the planning aspect of the programme implementation has not been carried out optimally.

Organizing/Pengorganisasian

William H. Newman explains that in an organisation there will be two or more people who contribute to the running of the company, so it is important to have an understanding of 'who does what' which means that operational activities must be divided into a collection of jobs assigned to certain employees (Newman, 1951). In addition, relationships must be built between individuals to ensure that what they do is well coordinated so as to achieve basic goals. The organizing process of the implementation of the Aquaculture Village Programme by the Pasaman Regency

Fisheries and Food Service is carried out without a written and specific grouping of activities for the programme, as there is no technical team implementing the programme, but in the implementation of the Aquaculture Village programme by the Fisheries and Food Service it is divided into technical implementing fields, such as the Cultivation Division and the Competitiveness Strengthening Division whose role is to monitor the production and marketing of cultivation products. In addition, in the implementation of the Aquaculture Village Programme, Fisheries Extension Officers are also assigned to take care of direct activities in the field, extension workers contribute as an extension of the Service as well as technical implementers in the field and form a coordination unit with the Service..

The delegation of authority in the Aquaculture Village Program goes hand in hand with Pasaman Regent Regulation Number 13 of 2022 concerning the Position, Organisational Structure, Duties and Functions and Work Procedures of the Fisheries and Food Service which is explained in article 2 that the Fisheries and Food Service is an element of implementing government affairs which are Regional Authority in the Field of Fisheries and Food, and for the delegation of authority of the Fisheries and Food Service as the implementer of the Aquaculture Village Program is carried out in writing through the Decree of the Activity Technical Implementing Officer (PPTK) which also includes the appointment of a Financial Administration Officer (PPK) and Employee Expenditure Administration Management Officer (Salary Manager) at the Pasaman Regency Fisheries and Food Service and follows the existing PK (Performance Agreement). The organisation carried out by the Pasaman Regency Fisheries and Food Service in implementing the Aquaculture Village Program is more about synchronising the existing organisation within the agency.

It can be concluded that the Organising variable in the implementation of the Aquaculture Village Program has been clearly implemented. This is based on the existence of technical implementing fields, namely the Aquaculture Division and the Competitiveness Improvement Division and the division of tasks through the PPTK Decree and Performance Agreement.

Assembling Resource

Assembling resources is the process of gathering resources and identifying and allocating resources to be used in operations to achieve goals. Resources include elements in management such as Man (Human Resources), Money (Capital/budget),

Methods (Methods), Materials (Infrastructure), Machines (Machines), and Market (Market) (Handyaningrat, 1994). In order to support the implementation of the Fisheries Village Programme, sources or elements of management are needed to provide maximum results in the implementation of the Aquaculture Village Programme. Human Resources (HR) refers to the existence of individuals involved in the organisation, including organisational leaders, staff, and technical workers in the field. Human resources are fundamental in organisations, because the organisation itself contains two or more people who have the same basic goals, so without human resources it would be impossible in the running of an organisation. The availability of human resources at the Fisheries and Food Service as the implementer of the Aquaculture Village Programme in Pasaman Regency consists of the Cultivation Division at the Pasaman Regency Fisheries and Food Service as the technical manager of the programme, fisheries extension workers as field actors, and fish farmers as the main actors and targets of the programme. The availability of human resources at the Pasaman Regency Fisheries and Food Service itself is still lacking. This condition is based on the existence of positions that do not meet the needs, both from the overall service level and the field level. At the Service itself, the availability of human resources is still lacking. As from a total of 60 positions contained in the position map of the Pasaman Regency Fisheries and Food Service, there is a shortage of -86 individuals. The same condition also occurs in the current availability of extension workers in Pasaman Regency, which is experiencing a shortage of human resources, especially civil servant extension workers. The shortage that occurs also forces the allocation of one extension worker district to not cover even one extension worker who is placed in two districts. So of course this condition can have an impact on the implementation of fisheries activities including the implementation of the Aquaculture Village Programme. Furthermore, budget availability. Money in the form of money or capital or budget is needed in all implementation of activities to achieve goals. The availability of the budget must be clearly outlined during planning, so that the implementation of activities to achieve the planned goals can be maximised. Budget availability in the implementation of the Aquaculture Village Programme comes from the central fund budget, namely from the Ministry of Maritime Affairs and Fisheries budget in the form of the Special Allocation Fund (DAK) considering that basically the Aquaculture Village Programme was initiated by the Ministry of Maritime Affairs and Fisheries with a budget that also

comes from the Ministry of Maritime Affairs and Fisheries or more precisely funding sourced from the Special Allocation Fund (DAK). The funding provided is not in the form of money but rather the provision of infrastructure and equipment as well as cultivation materials which are then distributed by the Department of Fisheries and Food to be utilised by fish farmers. The availability of the budget in the implementation of the Aquaculture Village Programme is not routinely available every year. So that programme activities supported by budget availability occurred in 2022 to 2023 with the procurement of fish feed factory infrastructure (UPPIM) and the procurement of the distribution of aquaculture equipment, but in 2024 the budget was available but minimal with only seed distribution activities which were also limited and tended not to be much. So this condition also resulted in the distribution of equipment only being received by a few groups and also resulted in the lack of supporting activities for the implementation of the Aquaculture Village Programme in 2024.

Furthermore, methods or, in general, can also be interpreted as ways used in implementation to achieve goals. As for the methods implemented in the implementation of the Aquaculture Village with the distribution of broodstock seeds and cultivation equipment and activities through training for the sustainability and sustainability of cultivation activities in Pasaman Regency. how to distribute assistance in the form of seeds and cultivation support equipment considering that the Aquaculture Village Program is a sustainability program for the continuity of cultivation activities. Supported by coaching activities to groups. One way of coaching that is done is by communicating or discussing directly with cultivators and fish processing businesses. The implementation of this coaching as a representation in activities to support the implementation of achieving the objectives of the Aquaculture Village Program by monitoring production activities (total production) and monitoring fish processing development activities (downstream).

Furthermore, material indicators, often an organization adds units to the organizational structure to utilize fully specialized skills or facilities (Newman, 1951). The implementation of the Aquaculture Village Program requires the support of materials such as quality seeds and broodstock and the availability of feed. To accommodate these materials or materials, facilities and infrastructure are needed to provide the basic needs of fish farmers, especially farmers in the central fisheries area of Pasaman Regency, such as the Fish Seed Center (BBI) as a seed provider and the Independent

Fish Feed Production Unit (UPPIM) for feed providers. The current presence of UPPIM in Pasaman Regency has not been able to operate optimally, this can be seen in the production targets that have not been achieved. UPPIM itself is under the management of the Freshwater Aquaculture Center (BPBAT) Sungai Gelam, Jambi. The existence of this UPPIM is expected to make it easier for farmers to get cheap fish feed. Although this UPPIM has a factory scale, the amount of feed production at UPPIM has not been able to meet the needs of fish feed significantly, so the impact has also not been significant in providing cheaper subsidized feed.

In addition, there are also BBI which are functionally an infrastructure to support the provision of quality fish seeds and broodstock. Fish seedlings are a very basic need in fish farming activities. However, the availability of quality seeds and broodstock is one of the obstacles in the continuity of fish farming activities in Pasaman Regency as the implementer of the Aquaculture Village Program. There is a condition that the role of BBI to support the provision of seeds, especially in the central fisheries area, is still not optimal and cannot meet the need for quality seeds and broodstock. This is known to occur due to budget constraints. Where for the last few years there has been no budget for BBI at all due to the financial condition of the Pasaman Regency government which is not doing well and then has an impact on budgeting to government agencies within the Pasaman Regency government including the Pasaman Regency Fisheries and Food Service. so that these conditions have an impact on the implementation of the Aquaculture Village Program has not been maximized and more attention is needed, especially on BBI infrastructure to support fish farming activities in Pasaman Regency.

Furthermore, machines or machines in the form of machines or equipment needed to support the implementation of all activities in order to achieve goals. The implementation of fish farming in Pasaman Regency requires the support of tools, given the large area of pond land for cultivation. In the implementation of the Aquaculture Village Program, there is an activity of handing over cultivation equipment to fish farmers by the KKP and the Fisheries and Food Service. The equipment handed over during the implementation of the program, which began in 2021, includes;

Table 3. List of Equipment Assistance in the Aquaculture Village Program

	Equipment	Total
1.	Heavy Equipment (Excavators)	3
2.	Three Wheel Vehicle	45
3.	Water Pump	55
4.	Water Quality Meter	35

Source: Processed by Researcher

The aquaculture equipment was distributed to farmers through fish groups during the implementation of the Aquaculture Village Program. As can be seen in the following picture,

Figure 1. Cultivation Equipment Assistance in the Implementation of the Aquaculture Village Program



Source: Researcher Documentation and Extension Archives

Referring to the objectives of the Aquaculture Village program Article 2 of the Regulation of the Minister of Maritime Affairs and Fisheries related to realizing aquaculture business activities connected to aquaculture production infrastructure can be realized, although the assistance has not been thoroughly received by all existing groups in the sense that it is still received by only some groups that occur due to the limited number of limited assistance quotas.

Furthermore, market is the availability of a market in selling the goods/services

produced. Marketing development is included in one of the objectives of the Aquaculture Village Program. In this case, there are products in the form of fish production in Pasaman Regency to be marketed. Marketing is a fundamental need for fish business actors in Pasaman Regency, considering that smooth access to marketing can have a direct impact on the income of the fish business actors themselves. In terms of market share, fisheries produced by Pasaman District fish businesses have reached inter-provincial markets, including North Sumatera Province, Riau, Jambi, and other buffer provinces. Fisheries marketing development carried out by the agency is more about monitoring the marketing flow, not directly involved in marketing activities, considering that marketing is carried out independently by fish farmer groups. However, marketing is currently an obstacle in Pasaman Regency's leading fisheries commodity, namely Goldfish. Where the current condition is that goldfish production has accumulated but the market for goldfish has not increased and sometimes even decreased, while on the other hand the cost of fish feed has increased because fish must always be fed. Efforts made by the Service through Fisheries Extension Officers in the field began to slowly change production from Goldfish to more potential fish commodities. So that later the output of aquaculture products in Pasaman Regency can better adjust to market demand. In addition, marketing development efforts are also carried out through the Competitiveness Strengthening Division for guidance to UPI so that later the output products from UPI or MSMEs have SKP so that later they can enter the Supermarket.

It can be concluded that the Assembling Resource variable in the implementation of the Aquaculture Village Program in each indicator has a clear availability, but this availability is still not maximally available, such as the lack of employees at the Fisheries and Food Service, the available infrastructure has not operated optimally, and marketing of the main commodities has stalled. So that this condition can affect efforts to successfully support the implementation of the Aquaculture Village Program.

Supervising

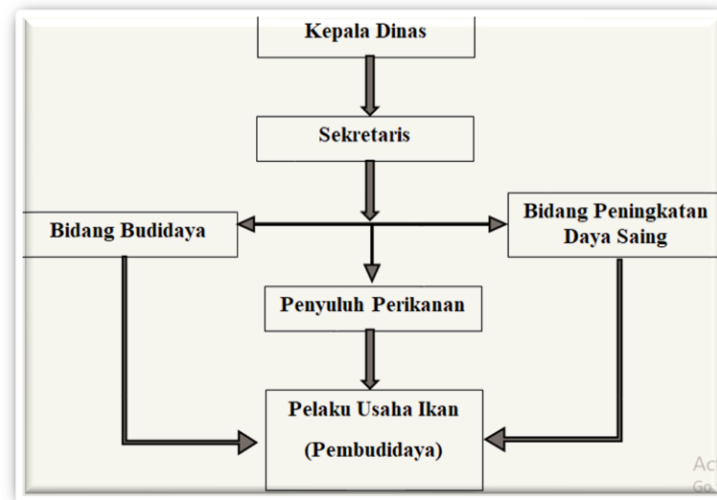
Supervising is the implementation of providing guidance on the implementation of work such as instructing, coordinating for all work activities and maintaining good working relationships between superiors and subordinates. (Handyaningrat, 1994). In the implementation of the Aquaculture Village Program, the Department of Fisheries and Food becomes an OPD under the Pasaman Regency Government as an implementing element of government affairs which is the Regional Authority in the

Field of Fisheries and Food as well as the OPD organizing the Aquaculture Village Program. The implementation of work guidance, there are two categories that are carried out, namely the implementation of work guidance at the Fisheries and Food Service, then the implementation of work guidance for cultivators. The work guidance activities prioritized by the Fisheries and Food Service are carried out thoroughly and interactively. In the sense that the Service through technical fields in the interests of work guidance is carried out through coordination and communication between the head of the field with subordinates and between fields with fields

In addition, the work guidance activities carried out in the Aquaculture Village Programme are mainly directed at technical trainings targeted at fish farmers. As it is known that the Aquaculture Village Programme, in addition to the distribution of seedlings with broodstock and infrastructure and equipment, there are also trainings organised by the Ministry through the Service or from the Service directly organising training and targeting fish farmers as the main actors of the fisheries business.

In an effort to maximize the Aquaculture Village Program implemented by the Pasaman Regency Fisheries and Food Service, it requires a good form of coordination. Coordination according to William H. Newman is related to synchronizing and combining the actions of a group of people. Implementation of the Aquaculture Village Program there is an interweaving of coordination between technical implementers at the Fisheries and Food Service, which consists of the Cultivation Division and the Competitiveness Improvement Division. These two fields collaborate with each other under the coordination of the Secretariat and the Head of Service. In addition, there is also a line of coordination between the field and Fisheries Extension Officers as field actors. In the implementation of technical fisheries activities in the field, the Cultivation Division and the Competitiveness Improvement Division are also assisted by fisheries extension workers as field companion actors who have their respective fostered groups according to the placement in their respective regions.

Figure 2. Coordination Scheme for the Implementation of the Aquaculture Village Program



Source: Researcher's Process

The implementation of coordination in the Aquaculture Village Program can be seen in the figure that coordination is thoroughly established. In this case, coordination is emphasized at the mid-level technical implementers, namely the field to the head of the department who is also through the secretary, coordination between fields with fisheries extension workers in the field, and coordination to the main actors carried out by technical fields and fisheries extension workers. coordination that exists in the implementation of the Aquaculture Village Program runs in parts of the role of different actors but is carefully and thoroughly coordinated..

Harmonious working relationships can start from communication between individuals in an organization that runs well. Good communication is a way to assist in coordinating activities (Newman, 1951). The working relationship that exists within the scope of the Fisheries and Food Service Office has so far been running well and conducive, both from the Service level and the technical field of activity organizers. In maintaining harmonious relationships at the Service, it is done by building comfort in daily activities while working. The form of maintaining harmonization by the Fisheries and Food Service Office is by prioritizing direct coordination (verbal) and minimizing rigid formal coordination. As also explained by (Newman, 1951) that in coordination it is also important to encourage informal contacts to complement formal communication. In his book (Newman, 1951) also provides an analogy when informal communication is used to allow an executive to point out inefficiencies in an organization, a person (employee)

can express / tell his frustration to the leader, and discuss changes in the organization or procedure without disturbing morale. So that in the implementation of the Aquaculture Village Program, every purpose that wants to be conveyed to subordinates and implementers of activities is more likely to be conveyed by being discussed carefully and minimizing the use of letters if it is of daily interest. The reference for maintaining good working relationships at the Fisheries and Food Service Office in supporting the implementation of the Aquaculture Village Program is also through performance achievements that are going well and annual activities in the DPA including the Aquaculture Village Program are running well, on target, and on time. Despite experiencing a shortage of human resources in quantity, the Fisheries and Food Service still strives to achieve targets well considering that the limitations of human resources tend to be in quantity and do not significantly affect the implementation of performance. So it can be concluded that the working relationship at the Fisheries and Food Service is well implemented and conducive.

It can be concluded that supervising or controlling work carried out by the Fisheries and Food Service as the implementer of the Aquaculture Village Program is well implemented, carried out through training activities targeted at fish farmers, comprehensive coordination, and working relationships that are conducive. So that the activities and conditions that are carried out can create support from the internal Fisheries and Food Service as the implementer of the Aquaculture Village program.

Controlling/Pengawasan

Controlling is a stage carried out in an effort to ensure that operations or activities carried out are running properly or according to plan. Supervision is also a form of representation of review and improvement activities if there are problems in the implementation of each activity as a whole. This supervision process is also carried out in the Aquaculture Village Program in Pasaman Regency. There are at least two forms of supervision in the implementation of the Aquaculture Village Program, namely direct supervision and indirect supervision. Direct supervision is a form of supervision carried out directly to the field to see whether the implementation of activities is in accordance with what was planned. In the implementation of the Aquaculture Village Program, direct supervision is carried out by the Service through the Cultivation Division and by Fisheries Extension Officers in the field. The form of supervision carried out is to ensure that the assistance channeled can be utilized properly and ensure that the cultivation

activities carried out by fish farmers are in accordance with the CBIB (Cara Budidaya Ikan yang Baik/Good Fish Cultivation Practices) rules in order to maintain the amount of production and quality of fisheries quality and avoid the risk of failure. Supervision carried out by the Fisheries and Food Service by going directly to the field. This activity is carried out by the Cultivation Division and its staff and the Competitiveness Improvement Division and its staff, but sometimes the Head of Service also reviews the implementation of the program.

Furthermore, indirect supervision is a method of supervision carried out by the leadership without going directly to the field. In general, the implementation of indirect supervision is more synchronized with the reports submitted by each extension agent per region to the Office as a supporting part of the implementation of the Aquaculture Village Program. Extension workers have a role to communicate more interactively to fish business actors. The reports provided are in the form of monthly reports containing activities, the latest fish marketing prices, group names, average group production, group marketing objectives, and others.

The Aquaculture Village Program is a sustainability program so that the implementation of related programs should also have reports that can be used as evaluation material in the development of the program implementation. In the implementation of the Fisheries Village Program, article 14 of KKP Regulation Number 47 of 2021 explains that the Director General and/or Regional Government submits a report on the results of monitoring and evaluation. However, the Fisheries and Food Service Office as the implementer of the Aquaculture Village Program does not make specific reports for the Aquaculture Village Program, considering that this program was initiated by the Ministry of Maritime Affairs and Fisheries with funding sources from the Special Allocation Fund (DAK). So that in this case the Fisheries and Food Service is only appointed as the technical implementer of the Aquaculture Village Program. This is supported by the West Sumatera Provincial Government through the West Sumatera Provincial Maritime Affairs and Fisheries Office, which also does not accept the form of reports from the Pasaman Regency Fisheries and Food Service.

On the other hand, the implementation of the Aquaculture Village Program at the Fisheries and Food Service during the sustainability of the Aquaculture Village Program has not taken corrective action from the implementation of the Aquaculture Village Program. According to William H Newnan, improvements are made by administrators

to take corrective action on previous activities to be applied in the future, so that if there are deficiencies in the implementation of activities, they can be corrected and minimize the recurrence of similar problems. The Fisheries and Food Service as the implementer of the Aquaculture Village Program should be able to take corrective action from the results of program evaluation and monitoring. With the corrective actions taken, it can improve the cycle when there are deviations or discrepancies in actualization with the objectives.

It can be concluded that the supervision carried out by the Pasaman Regency Fisheries and Food Service as the implementer of the Aquaculture Village Program is carried out with a monitoring scheme or direct visits to the field, so that it can monitor that the distribution of materials and equipment is carried out in accordance with the direction of the objectives of the Aquaculture Village program. However, the lack of reports on the implementation of the Aquaculture Village Program affects the absence of evaluation materials and the absence of administrative corrective actions..

CLOSING

Based on the findings and analysis of the Management of the Regency Fisheries and Food Service as the implementation of the Aquaculture Village Program, it is technically quite well implemented, although it is not optimal and there are still shortcomings in several research variables. In the planning variable in program implementation related to program policies / regulations, it is not clearly guided, which should guide the Minister of KKP Regulation number 47 of 2021 as a whole, not just knowing KKP Decree number 64 of 2021 which only contains regional determinations. In the collection of sources, there is a procurement of infrastructure that has not operated massively and (market) marketing that has not developed and tends to stagnate, so that maximization is needed in the management of facilities and infrastructure and studies to develop marketing. Furthermore, in indirect supervision, which has not been carried out administrative corrective action by the Fisheries and Food Service Office as the implementer of the Aquaculture Village Program, it is necessary to have a discussion to correct deficiencies in the implementation of the Aquaculture Village Program. As for the organizing variables and control variables that have been carried out well and clearly.

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