

TRANSFORMATION OF POST-PRODUCTION FISHERY REVENUE POLICY: BUREAUCRATIC REFORM AT JAKARTA NIZAM ZACHMAN OCEANIC FISHING PORT

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Abstract. In response to the increasing challenges in managing fishery resources and the need for sustainable funding, the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia (MMAF) has implemented a post-production fishery revenue (PHP) policy, replacing the previous pre-production policy. This policy serves as a crucial instrument to support the sustainability of the fishery sector. This study employs a qualitative approach, utilizing in-depth interviews and document analysis to assess the perspectives of various stakeholders, including representatives from businesses, data collection officers, and port authorities, with a focus on the Jakarta Nizam Zachman Oceanic Fishing Port (JNZOFP) in Jakarta. The research identifies the fulfillment of bureaucratic reform areas in the implementation of post-production PHP policy, and emphasizes principles of good governance. The findings indicate that the post-production PHP policy at JNZOFP meets several indicators of bureaucratic reform and aligns with good governance principles. Furthermore, the study highlights both supporting factors and challenges affecting the implementation of this policy. MMAF is advised to integrate post-production PHP policy into the work plan of JNZOFP as a performance indicator. This integration is expected to enhance oversight and accountability, thereby significantly improving program effectiveness. Additionally, JNZOFP must formulate more effective strategies to address emerging challenges, such as data accuracy during weighing processes, updating the e-PIT system, human resource composition, and the availability of supporting facilities.

Keywords: post-production fishery revenue policy (PHP); bureaucratic reform; good governance; public service; fishing port

I. INTRODUCTION

Indonesia, as an archipelagic nation, possesses diverse natural resource (SDA) potentials, with one of its primary and abundant riches being the marine and fisheries sector. This sector has become a key focus for the government in advancing national economic development. A study on the fish stock conditions in the Fisheries Management Area of the Republic of Indonesia (FMARI) 573 indicates that, as of 2021, major fish commodities in Indonesia's marine environment have shown signs of overexploitation due to increased fishing activities by fishermen (Azizah et al., 2023).

Despite various conditions regarding the status of fish resource exploitation in the Fisheries Management Areas (FMA), Indonesia's capture fishery production has continued to increase from 2013 to 2018, with the exception of a decline observed in 2016 (Ministry of Finance, 2020).

The increasing production of fishery resource stands in stark contrast to the relatively static nominal revenue from PNBP in fisheries, which has seen an average annual increase of only about 2%. This discrepancy impacts state revenue, as the actual realization of PNBP in the fisheries sector from 2013 to 2018 consistently fell short of established targets (Ministry of Finance, 2020). One contributing factor is that PNBP has traditionally been calculated based on the Gross

Tonnage (GT) of fishing vessels, rather than on the actual volume of catch produced. This method may result in potential losses in state revenue due to a revenue calculation formula that does not accurately reflect real catch outcomes (Ministry of Finance, 2020).

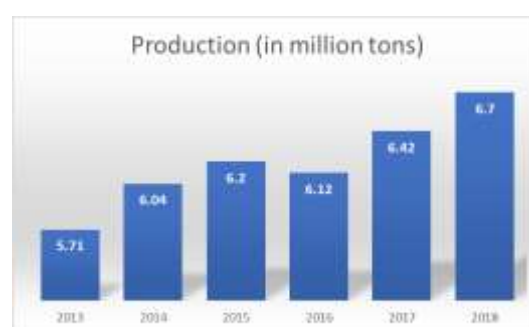


Figure 1. Trend of Fishery Production from 2013 to 2018

Source: Ministry of Finance. (2020). *Report on Non-Tax State Revenue (PNBP) in the Marine and Fisheries Sector Based on Natural Resources*.

In light of the aforementioned conditions, MMAF has issued a policy on measured fisheries aimed at optimizing the utilization of fishery resources in Indonesia, as outlined in Government Regulation No. 11 of 2023. This policy change affects the PNBP framework in fisheries, transitioning from a pre-production to a post-production system, previously regulated under Government Regulation No. 85 of 2021 concerning the Types and Tariffs of PNBP applicable to MMAF. The objective of this revised revenue system is to conserve fish resources, address overfishing, and enhance PNBP. Efforts to foster good governance are centered around bureaucratic reform (Prasojo & Kurniawan, 2003). The principles of good governance—such as efficiency and effectiveness, transparency, accountability, participation, and responsiveness (UNDP, 1997)—are sought to be achieved by JNZOFP through the implementation of bureaucratic reforms. There are eight areas of bureaucratic reform, which are essential for enhancing the efficiency and effectiveness of public administration. These areas include: change management, regulatory framework reorganization, institutional strengthening, operational procedures enhancement, human resource management system strengthening, oversight system enhancement, performance accountability improvement, and public service quality improvement (Ministry of Administrative and Bureaucratic Reform).

This study aims to analyze the transformation of the post-production PHP policy at the JNZOFP by examining the bureaucratic reforms implemented to achieve good governance. Additionally, it seeks to analyze the factors influencing the implementation of this policy using the rational model proposed by Khandaker & Khan (2016). In the rational model, five variables that can positively impact the process are: clarity of policy goals, targets and objectives, accurate and consistent planning, clear and detailed task assignments, accurate standardisation, and proper monitoring.

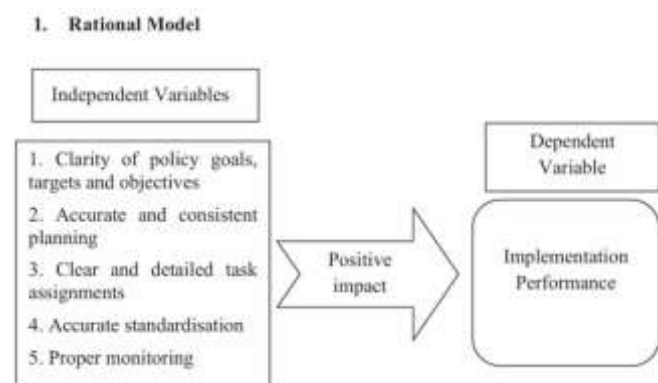


Figure 1. Rational Model: Factors Influencing the Success of Policy Implementation
Source: Khandaker, M. & Khan, M. (2016).

This study also seeks to explore the perceptions of various stakeholders to identify the challenges in implementing post-production PHP policy. The findings of this research are expected to contribute to the development of more effective

policies in fishery management and to provide recommendations for decision-makers in Indonesia's marine and fishery sector.

II. RESEARCH METHOD

The method used in this research is a qualitative method, where primary data is obtained through in-depth interviews and secondary data through document studies. Interviews were conducted with informants who understand the business process of implementing fisheries levies in the JNZOFP environment, which includes the e-pit administrators, data collection officers, and port harbor masters. The interviews also involved representatives of businesses that benefit from the services provided by JNZOFP. The aim is to gain insights from all internal and external parties involved regarding the service of post-production fisheries levies to encourage bureaucratic reform and to understand the implementation of post production PHP policy at the port.

Document studies are one of the data collection techniques carried out by reviewing written materials and documents to obtain secondary data that is considered relevant to the research (Neuman, 2014). The researcher reviews written documents from credible and current reports and journals to dig deeper for analysis, including government regulations, official government reports, research study results, and accredited journals. The goal is to supplement data related to the implementation of post production PHP policy at JNZOFP so that comprehensive research data can be obtained.

In analyzing this research, the model from Miles, Huberman & Saldana (2014) is used. The analysis includes data condensation by selecting and grouping data, presenting data in written form, tables, and figures, and finally drawing conclusions from the research results both from interviews and document studies.

III. RESULT AND DISCUSSION

Implementation of post-production fishery revenue policy (PHP) at JNZOFP

The JNZOFP port has made changes to the PHP in accordance with the mandate from the Ministry of Marine Affairs and Fisheries (MMAF) as part of the implementation of government regulation number 11 of 2023 concerning sustainable fishing. The revised fishery revenue policy shifted from pre-collection to post-production collection. The pre-production collection for Non-Tax State Revenue (PNBP) from fisheries was paid before going to sea or when arranging fishing permits. The pre-production PHP policy payment was valid for one year, corresponding to the duration of the permit, and was not based on the volume of fish caught.

Post Production PHP policy is one of the policies for managing fishing licenses and serves as a source of PNBP from SDA at JNZOFP. PNBP collection through the management of fishing licenses is revenue obtained by the government from economic activities in the fisheries sector to achieve better and more sustainable fisheries management. PNBP collection is calculated after the fishing vessel has completed its fishing operations or is already on land,

followed by weighing at the port dock on electronic scales, with the PNBP fees applied to every amount of fish caught. In the post-production collection, business actors only pay PNBP on the catch, while for the fishing license, there is no PNBP fee or it is free.

The implementation of post-production PHP policy has several goals, namely to build government trust in business actors by applying self-assessment through the Self-filling Sheet (LPM), extraordinary incentives for ease of doing business since PNBP is only collected after production, creating a more accountable, fair, and controlled governance, producing more complete and accurate data, as well as more intensive supervision, and improving overall fisheries management such as port and base improvements, etc. The transformation of the levy policy from pre-production to post-production is expected to enhance port performance, increase accountability, and improve services to fishermen.

Based on the analysis of various data, documents, interviews, and credible sources, the JNZOFP port has taken strategic measures in implementing post production PHP policy. This includes building facilities and infrastructure to support the success of the post-production business process, preparing a monitoring system, and strengthening the data collection system with an application called e-PIT, as well as providing human resources with the necessary skills for data collection and PNBP calculations. These strategic steps reflect a commitment to achieving the objectives of the policy.

The implementation of the post production PHP policy at the JNZOFP Port started in March 2023, which is the transition year from pre-production to post-production. Based on interview results, during this transition phase, there were still many ships that had pre-production permits from 2022, so they couldn't be subjected to post-production PNBP until new permits were issued. This resulted in the 2023 PNBP target not being optimally achieved, with the realization of PNBP SDA only reaching 161.5 billion, which is about 82% of the PNBP target of 197 billion.

As for 2024, all fishing vessels are now using post production PHP policy. By September 2024, the actual PNBP for post-production had reached 166.4 billion, exceeding the actual PNBP for 2023. This indicates that the implementation of post-production has positively influenced the achievement of PNBP at JNZOFP.

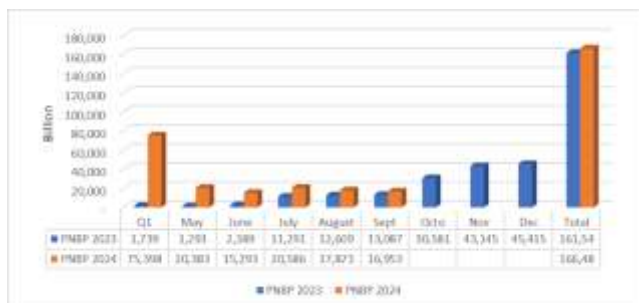


Figure 3.. Comparison of Post-Production PHP Implementation Results in 2023 and 2024
source: JNZOFP Non-tax Revenue Report, 2024

Post-production PHP Policy Supporting Bureaucratic Reform Program

Bureaucratic reform is essential to improve the quality of public services and government efficiency. It emphasizes that a country that does not undertake bureaucratic reform will face failure in executing government products (Prasojo, 2020). Bureaucratic reform serves as a fundamental principle that must be applied in public service to realize a more efficient, transparent, and responsive government to the needs of society. Through this reform, the service processes can be simplified by reducing complicated procedures, enhancing staff quality, and utilizing information technology. This step not only increases public satisfaction as service recipients but also strengthens the government's accountability in managing public resources. Additionally, bureaucratic reform creates a more innovative and adaptive work environment, where public services continuously evolve in line with social and economic changes.

From the eight areas of change within the Bureaucratic Reform framework, the post-production PHP program policy addresses at least three significant areas of bureaucratic reform, namely the arrangement of administrative processes, accountability enhancement, and quality improvement of public services. In the area of administrative arrangement, this policy implements integrated standard operating procedures (SOPs), simplifies the arrival and departure processes of vessels, and utilizes information systems for real-time tracking, resulting in improved operational efficiency. The simplification of the arrival, loading, and departure processes for ships, along with the use of an integrated information system for real-time tracking and monitoring, not only enhances operational efficiency but also ensures transparency and security in the ports. Training for port officials, conducted to ensure a good understanding of the SOPs, is expected to reduce waiting times and enhance service quality. Moreover, the implementation of the Electronic-Based Government System (SPBE) and the digital transformation of the Ministry through the application of e-PIT in post-production fisheries demonstrates a commitment to simplifying service processes. By integrating various services into a single application, business operators no longer need to visit multiple counters for permit processing, thus making service times more efficient and effective. Overall, this supports the creation of a more responsive and accountable bureaucracy.

From the perspective of accountability enhancement, the post-production PHP policy utilizes digital instruments in the form of the e-PIT application, which plays a crucial role in integrating various services in the maritime and fisheries sector. The purpose of using this application is to improve efficiency and strengthen supervision over the implementation of PNBP in the post-production stage through a system based on transparent knowledge and data. Another main focus is the enhancement of the accuracy of calculating the value of Fisheries Capture Results PHP post-production, supported by trained human resources (HR) in data collection. Through the calculations performed by data collectors, it is hoped that the self-assessment process conducted by fishermen through the Self-filling Sheet (LPM) based on the amount of catch landed will become more accountable and accurate. The e-PIT application also ensures that all

transactions and processes of calculation to the deposit of PNPB post-production and the issuance of ship licenses can be monitored in real-time. This guarantees transparency, as the information can be accessed by all stakeholders. Thus, the PHP is capable of enhancing accountability in the management of fisheries resources.

In terms of improving public service quality, based on research obtained from secondary data in the journal written by Cahyarani, A., et al., titled "Perceptions of Fishing Vessel Owners at JNZOFP Regarding the Implementation of Measured Fisheries Policy" (2023) (see Figure 2), more than 50% of respondents expressed support for the implementation of post-production PHP. They consider the system to be fairer, as costs are calculated based on the amount of catch, in contrast to the pre-production PHP system, which charges fees upfront during the permit acquisition process. Furthermore, post-production PHP eliminates costs related to the reduction of SIPI, making the collection more precise and accurate.

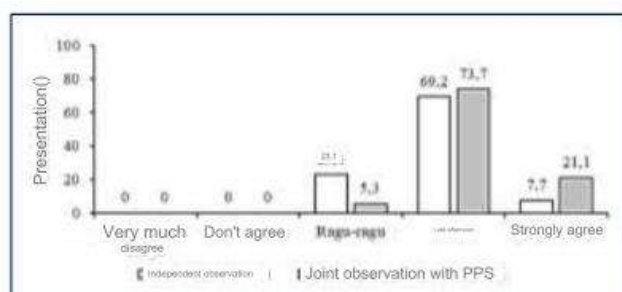


Figure 4. Respondent Perceptions of Post-Production Non-tax Revenue Charges

Source: Cahyarani, A., et al. "Perceptions of Fishing Vessel Owners at PPS Nizam Zachman Jakarta" (2023).

In line with the results of interviews conducted with internal and external parties, including fishery port authorities, data collection officers, and fishery business operators, the aim was to gain a more objective perspective on the PHP. The majority of business operators expressed that the post-production PHP policy, implemented alongside the e-PIT application, facilitates the processing of departure and arrival permits for vessels.

"This new system makes transactions easier; before we paid annually, now it's per trip." (Trisno, KM Sinto Baja 68)

"I hope that in the future, this e-PIT will run smoothly and the system will improve." (Dana, KM Berkah Melimpah 22)

Although the integration of the system in the post-production PHP received positive reactions from stakeholders, there are still technical issues in the field related to the e-PIT application, which often experiences errors and is difficult to access. These issues are caused by the e-PIT application's inability to handle high access loads when users attempt to access it simultaneously. This has the potential to lead to a decrease in system performance and, in turn, disrupt the smooth processing of permits and monitoring as expected.

"With the implementation of post-production, it has become quite easy to manage permits, but it often has errors on Saturdays." (Nanang, KM Alam Sekar)

"If possible, there should be technical improvements to the application so that it doesn't frequently encounter errors." (Anel, PT. MSCP)

As a follow-up to the feedback from business operators, JNZOFP initiated innovation by launching the SUPER E-PIT application as a digital complaint mechanism to address the challenges faced by operators when using the system. Service users can scan a QR barcode, fill in data, and record the issues they encounter, after which the officers will provide feedback and solutions via email. The E-PIT team will also respond and provide solutions to business operators through email. Although this innovation is quite helpful for operators in addressing issues, further development is still needed, particularly regarding the speed of feedback from officers, which currently cannot be provided in real-time.

Fulfillment of Good Governance Principles

The principles of good governance according to UNDP encompass nine aspects: accountability, participation, transparency, efficiency and effectiveness, equity, the rule of law, strategic vision, responsiveness, and consensus orientation (UNDP, 1997). In the implementation of the post-production PHP, several principles of good governance are systematically applied from the planning process to field implementation, including the principles of transparency, participation, efficiency and effectiveness, and responsiveness. Transparency ensures that government processes and decisions are accessible to the public, while accountability emphasizes that public officials must explain and justify their actions. Public participation in decision-making guarantees that policies reflect public needs, while fairness and equity ensure equal access to services for all segments of society. Efficiency and effectiveness serve to optimize the use of resources in providing services quickly and relevantly. Responsiveness reflects the government's sensitivity to public aspirations, and integrity requires officials to perform their duties with high ethics and norms. Openness in communication between the government and the public further strengthens trust and collaboration, creating a better and more reliable public service environment.

The e-PIT policy not only demonstrates progress in the management of licensing in the fisheries sector but also reflects the application of fundamental good governance principles. The integration of various services has significantly simplified processes and service times, creating the necessary efficiencies in fisheries administration. On the other hand, efforts to optimize the accuracy of calculating the value of Post-Production PNPB through self-assessment methods affirm a commitment to participatory principles, as business operators are given an active role in determining relevant values. Additionally, the real-time tracking feature presented in the e-PIT application provides a high level of transparency, allowing all stakeholders to monitor the progress of licensing directly. This, in turn, reinforces the accountability of the system, where each step in the licensing

process can be monitored and clearly justified. Thus, the e-PIT policy not only serves as a tool for licensing administrators but also as an ideal model for the implementation of good governance principles in the public sector.

Factors Influencing the Implementation of post-production PHP Policy

A. Clarity of Policy Goals and Objectives

Clarity regarding goals and targets is crucial as it will determine whether a policy successfully achieves the expectations set beforehand (Anderson, 2003). In analyzing the post-production PHP from the perspective of the rational theory proposed by Khan & Khandaker, the factors influencing the implementation of this policy are vital to understand, especially in the context of improving bureaucratic reforms.

First, the clarity of goals and target objectives is a fundamental element identified within this policy, where its primary focus is to increase PNBP from SDA in the Marine and Fisheries sector, while also prioritizing the principles of sustainability in resource management. Although this policy provides a clear framework, there are challenges in its implementation, including performance indicators, especially concerning the measurement of policy execution that is not fully integrated with existing port performance indicators.

This policy, while governed by the Minister of Marine Affairs and Fisheries Circular (SE MKP) and executed by the Head of the Port has not yet been binding as an official performance indicator for ports. As a result, the role of the fishing port in achieving performance targets tends to be supportive rather than being the main responsible party. This creates a gap between the established goals and on-ground implementation, where the UPT merely functions as a facilitator without a clear attachment to specified targets.

The measurement of achieving the goals and objectives of this policy at the Fish Landing Base in JNZOFP is currently assessed solely based on the achievement of Non-Tax State Revenue from SDA targets (see Graph 3), which shows that the targets and realizations of Non-Tax State Revenue from SDA for 2024 indicate a significant gap between the set targets and the realizations achieved. The PNBP SDA target for 2024 has been set at IDR 440,118,498,349, while the recorded realization has only reached IDR 166,487,710,907. This indicates that the realization is only about 37.8% of the expected target, creating a considerable gap and indicating challenges in the implementation of the policy that supports the achievement of these targets.

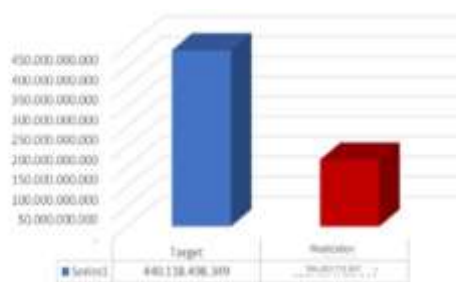


Figure 4. Target and Realization of Non-tax Revenue of JNZOFP in 2024 Source: JNZOFP Non-tax Revenue Report

There are at least two factors contributing to these challenges. From the internal side, the increase in the PNBP target set by the MMAF is higher than the previous year, which directly impacts the increase in the SDA PNBP target at JNZOFP. While the ambition to increase state revenue through the marine and fisheries sector is a positive step, this increase in targets without accompanying improvements in operational capacity and adequate resources can create pressure for managers and fishermen. This has the potential to result in an inability to meet the established targets, both in terms of catch volume and the utilization of existing resources.

Additionally, the capacity of JNZOFP to implement this policy is supportive of achieving MMAF's Key Performance Indicators (KPI) and has not yet become the KPI for the JNZOFP, which can also affect the level of achievement obtained. Therefore, the performance measurement strategy for the PHP also needs to be further considered by the MMAF.

From the external side, a significant factor is the fishing season cycle, which directly affects catch results. Currently, JNZOFP has not entered the optimal fishing season, which usually occurs between October and December. During this period, there is generally a surge in the number of fishing trips and significant catch results. However, before this season begins, catch results tend to be low, contributing to the difficulty in achieving the target of SDA non-tax revenue.

Meanwhile, regarding the impact on the welfare and convenience of fishermen, based on interviews conducted with several ship operators, it shows that they feel facilitated by the transformation of the Post-Production fishing revenue policy and hope for further development in its implementation mechanisms.

"Post-Production fishing revenue through the e-PIT system makes it easier for us, as it is already integrated between two agencies, DGCF and MFRS, so we don't have to handle permits one by one anymore" (Raihan, PT. Renaya Nairil Jaya)

"This new system facilitates transactions; we used to pay annually, now it's per trip" (Trisno, KM Sinto Baja 68)

"Yes, this system change helps us to be more practical and faster in processing permits" (Dana, KM Berkah Melimpah 22)

In general, it can be stated that the Post Production PHP policy has clear, measurable goals and objectives regarding target achievement and the satisfaction level of business actors. However, to enhance the effectiveness of the implementation of this Post Production PHP policy, improvements in the performance measurement system involving the fishing port as an integral part of the process are necessary, as well as the development of more comprehensive indicators that do not only focus on revenue aspects but also on the socio-economic impacts for the fishing community. This will ensure that the established goals can be achieved more effectively and provide greater benefits for the involved communities.

B. Accurate and Consistent Policy Planning

In measuring whether a policy's planning is accurate and consistent, Khan & Khandaker (2016) outline four elements that must be fulfilled by any policy, which are as follows:

1). Assessment of Policy Planning

Planning can be defined as the effort to set goals and objectives to be achieved, accompanied by concrete actions taken to achieve these objectives (Terry & Rue, 2009). Based on secondary data analysis, there is alignment between the policies adopted and the National Medium-Term Development Plan, where the objective of the Minister of Marine Affairs and Fisheries Regulation Number 2 of 2023 supports sustainability in the management of SDA. According to Khan & Khandaker (2016), planning can be considered accurate and consistent if there is a clear and comprehensive link between the plan and the implementation actions (Khandaker & Khan, 2016). The Post-Production fishing revenue policy has established connectivity between objectives and action plans in its implementation, emphasizing the government's trust in business actors, realized through extraordinary incentives to ease the business process, as non-tax revenue will only be imposed after production activities occur. Furthermore, more accountable, fair, and controlled governance is required, with more comprehensive and accurate data collection, coupled with more incentivized supervision. Improvements in the governance of the fisheries sector as a whole, including the management of ports and landing sites, are also part of this effort.

2). Preparation for Policy Implementation

Regarding the preparation for implementing the Post Production PHP Policy, JNZOFP has made efforts to coordinate involving all relevant stakeholders to synergize in optimizing the application of Post-Production Fishing Revenue. This has been conducted through a series of consolidation meetings and focus group discussions at JNZOFP. Additionally, JNZOFP has prepared the necessary facilities and infrastructure, such as fencing at the unloading dock, an application-based vessel monitoring system, CCTV installation, weighing bridges, communication tools, and competent data collection personnel to support the implementation of this policy.

3). Clarity of Mechanisms

Accurate and consistent planning is characterized by having clear objectives to be achieved, as reflected in policy documents, action plans, and roadmaps (Khan & Khandaker, 2016). The mechanism for the Post-Production Fishing Revenue policy has been outlined in the Standard Operating Procedures (SOP) connected with the business process map of the Directorate General of Capture Fishery (DGCF). In the Post Production PHP policy, comprehensive education and socialization processes regarding the PHP System have been conducted, with interview results indicating that these efforts have been effectively communicated to fishermen and business actors in the fisheries sector. This process has also included support or assistance in operating the e-PIT application. Interview results indicate that most stakeholders have understood the applicable mechanisms

and SOPs. This reflects significant progress in the aspects of communication and information delivery, which are key elements in ensuring that the policy can be effectively implemented. However, periodic evaluations are needed to ensure that this understanding is continually applied in the field and to identify areas that may still require further support.

4). Allocation of Resources in Policy Implementation

From interview results, business actors still complain about the need for a system improvement to reduce the frequency of errors. Although supporting facilities such as online scales have been provided, these tools cannot differentiate fish species, leading to manual recording by staff. Additionally, there is only one weighing bridge available for dual inspections, resulting in long queues when many vessels land fish. With 70 data collection personnel and one e-PIT admin, this number is deemed insufficient to serve 1,526 vessels based at JNZOFP, indicating a need for further evaluation concerning the allocation of human resources and other supporting facilities.

C. Clear and Detailed Assignments to Implementing Actors

Khan & Khandaker (2016) emphasize the importance of having clear and detailed tasks for policy implementers and linking them to job specialization related to responsibilities, considering the competencies and capabilities of the implementers. Specialization is implemented to ensure that tasks are completed effectively and efficiently (Schultz, 2004). In Post Production PHP, several actors are involved, including:

- 1). The Fishing Port Authority has 4 members, responsible for issuing departure and arrival permits for fishing vessels and verifying the amount of catch until the billing PNB, which must be paid by business actors, is issued.
- 2). Data Collection Officers, numbering 70, are tasked with counting the catch at the docks and weighing bridges, as well as reporting it to the port authority. Based on interview results, it was found that the composition of data collection officers in the field needs to be adjusted to the number of 1,526 vessels present at JNZOFP, as well as the need for enhanced competency in data collection regarding fish species, considering that currently, separation is still done manually to minimize discrepancies in the calculation of Post-Production PNB values.
- 3). e-PIT Admin, consisting of 1 person, is responsible for verifying the licensing applications of vessels that will be departing and arriving through the e-PIT system. The single e-PIT admin unit is in urgent need of additional personnel, given that the loading and unloading activities of vessels occur daily without holidays.

D. The Existence of Accurate Standardization in Policy Implementation

Accuracy in standardization is a crucial aspect of policy implementation, aimed at ensuring that all actions taken comply with applicable regulations (Khandaker & Khan, 2016). The Post-Production fishing revenue policy indicates that the SOP includes procedures for the arrival and departure of vessels. This SOP is designed to integrate the entire range of services related to these processes. The preparation of this

SOP aims to provide clear and systematic guidance for officers and business actors in carrying out processes related to the arrival and departure of vessels. With standardized SOPs, it is expected to enhance efficiency and effectiveness in policy implementation, reduce the risk of errors, and ensure that all procedures are conducted in accordance with applicable regulations. The socialization of this SOP to business actors is an important aspect so that they understand and can follow the established procedures. With a good understanding of the SOP, business actors will be better prepared to manage the arrival and departure of vessels, which in turn can facilitate operations and support the objectives of the Post Production PHP Policy.

E. Adequate Supervision of the Policy Process

The purpose of supervision over the policy process is to obtain feedback and expectations from the implementation of a policy. This supervision will be beneficial in providing input related to the ongoing process and supporting future improvement efforts (Khajawa, 2013). Supervision conducted by the Directorate of Fisheries Ports, where the Fisheries Port Authority is responsible for daily Monitoring and Evaluation of the implementation of Post-Production fishing revenue at JNZOFP, ensures that all post-production processes comply with established standards. The role of the Port Authority in this daily supervision is crucial for identifying operational constraints in real-time, allowing for immediate corrective actions to improve the quality of fishery results and maintain compliance with regulations in the fisheries sector.

IV. CONCLUSION

Based on the results of the implementation of the post-production fishery levy policy at JNZOFP, it has met the indicators of bureaucratic reform that serve as the grand design in Indonesia through the areas of administrative restructuring, strengthening accountability in non-tax revenue management, and improving the quality of public services. The transformation of the non-tax revenue levy system is also aligned with the principles of good governance, namely transparency and accountability, participation and responsiveness from all stakeholders and port stakeholders, as well as efficiency and effectiveness in creating better port governance. The success of policy implementation is influenced by supporting factors, such as clarity of objectives and targets that support national development goals, accurate planning, clear assignments for implementing actors, established standardization of collection mechanisms understood by stakeholders, and appropriate supervision and monitoring. Although there have been achievements in the changes to the levy system, JNZOFP still needs to formulate more effective strategies to address various constraints such as technical improvements in data accuracy during weighing at the docks and weighing bridges, the number of data collection personnel and e-PIT admins that need to be adjusted to the number of vessels operating at the port, and the enhancement of supporting facilities for the implementation of the Post-Production fishing revenue policy, such as online scales, weighing bridges, and the development of the e-PIT system to ensure that this policy

implementation can run more effectively. The current Post-Production PHP policy is merely an assignment to the JNZOFP. As an effort to improve performance target achievements, the Ministry of Marine Affairs and Fisheries (MMAF) needs to incorporate this program as a performance indicator for the JNZOFP, making it more binding and measurable. The implementation of the post-production levy policy requires efforts to enhance the accuracy of counting fish catches, both in volume and species, as the basis for calculating Post-Production PNB, by optimizing the provision of online weighing facilities that can accommodate field needs and increasing the number of weighing bridge units, especially in locations around the unloading docks. Additionally, it is necessary to increase human resources and enhance the competencies of data collection officers and e-PIT admins, provide a Call Center service for the development of the SUPER e-PIT innovation to ensure faster and more efficient access, and enforce stricter administrative sanctions (fines and revocation of permits) against business actors who do not comply or those who pay Post-Production PNB not in accordance with actual results to improve compliance in the implementation of the Measured Fish Capture program. All hypertext links and section bookmarks will be removed from papers during the processing of papers for publication. If you need to refer to an Internet email address or URL in your paper, you must type out the address or URL fully in Regular font.

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