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EVALUATION AND STRATEGY FOR DISTRIBUTION OF SUBSIDIZED FERTILIZER IN BIG ACEH DISTRICT

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Abstract

Subsidized fertilizer is fertilizer whose procurement and distribution receive subsidies from the Government for farmers' needs which is carried out on the basis of a Government program. Due to the government's limitations in providing fertilizer subsidies within the framework of government programs, subsidized fertilizer is only intended for agricultural businesses which include food crop farmers, livestock and community plantations. The implementation of the subsidized fertilizer policy is still experiencing obstacles such as various kinds of problems. So the implementation of the policy will not run optimally. This problem will have an impact on society, especially farmers, so that farmers will not get their rights regarding subsidized fertilizer. Problems that arise include a shortage of urea fertilizer at the farmer level due to the hoarding of subsidized urea fertilizer carried out by irresponsible individuals. Determination of the sample using the Cluster Sampling technique with the Two-Stage Cluster Sampling method. The method used is effectiveness analysis,Importance Performance Analysis (IPA) and AnalysisQSPM. The results of this research show that the level of effectiveness of the fertilizer subsidy policy for farmers in Aceh Besar Regency based on six overall success indicators can be categorized as quite effective with an effectiveness value of 69.45% and the evaluation. The strategy for distributing subsidized fertilizer in Aceh Besar Regency is 1) Optimal supervision in the form of a complaint service; 2) Installation of HET price banners and sanctions; 3) Assistance to a team of experts in preparing the RDKK for the redemption process; and 4) Supervision of retail kiosk stock warehouses.

Keywords: ***Subsidized Fertilizer, Effectiveness,Importance Performance Analysis(IPA), QSPM***

1. INTRODUCTION

Subsidized fertilizer is fertilizer whose procurement and distribution receive subsidies from the Government for farmers' needs which is carried out on the basis of a Government program. Due to the Government's limitations in providing fertilizer subsidies within the framework of government programs, subsidized fertilizer is only intended for agricultural businesses which include Food Crop Farmers, Livestock and Community Plantations, as well as guaranteeing procurement and preventing irregularities in the distribution of subsidized fertilizer, determined by a Ministerial Decree, namely through Minister of Trade Decree No. 70/MPP/Kep/2/2003 dated 11 February 2003, concerning Procurement and Distribution of Subsidized Fertilizer for the Agricultural Sector. In order to support efforts to achieve agricultural production targets that continue to increase, the government facilitates various agricultural infrastructure and facilities, including fertilizer subsidies for the agricultural sector. The fertilizer subsidy policy that has been implemented since 2003 until now is intended to help farmers procure and use fertilizer in their farming so that they can apply balanced fertilization, according to location-specific conditions, so as to obtain optimal agricultural results. The implementation of the subsidized fertilizer policy is still experiencing obstacles such as various kinds of problems. So the implementation of the policy will not run optimally. Because this problem will have an impact on society, especially farmers, so that farmers will not get their rights regarding subsidized fertilizer. Problems that arise include a shortage of urea fertilizer at the farmer level due to the hoarding of subsidized urea fertilizer carried

out by irresponsible individuals. Of course, this will affect the process of fertilizer availability at the farmer level. This of course violates the rules because it is in accordance with the policies created, causing delays in the distribution process. This also violates the rules because the unloading, transportation and distribution of subsidized urea fertilizer must take place according to the specified time.

The mechanism and responsibilities for distribution of subsidized fertilizer are regulated in the Regulation of the Minister of Trade of the Republic of Indonesia Number 15/M-DAG/PER/2/2013 PT. The regulation states that producers are responsible for distributing subsidized fertilizer from Line II warehouses to Line III warehouses. Distribution of subsidized fertilizer from Line III to retailers or Line IV is the responsibility of the Distributor, while distribution from Line IV or retailers to farmer groups is the responsibility of the retailer. Other problems caused by the fertilizer subsidy policy are: unfair and untargeted distribution, market dualism, subsidy costs that are greater than the benefits so that the level of evaluation of farmer satisfaction is the government's concern. A very comprehensive subsidy policy and fertilizer distribution system does not guarantee the availability of fertilizer at the farmer level. Problems that arise due to the existence of two fertilizers on the market (subsidized and non-subsidized), include: mixing subsidized and non-subsidized fertilizers, spreading rumors about the scarcity of subsidized fertilizers so that the price is expensive, hoarding and changing the packaging of subsidized fertilizers to unsubsidized fertilizers.

Aceh Besar Regency is one of the regencies in Aceh Province which has potential in the agricultural sector. Therefore, the availability of fertilizer is very influential for farmers to support the successful production and productivity of agricultural products, although the supply of subsidized fertilizer in Aceh Besar Regency is still considered adequate, there is still a shortage of fertilizer, apart from that, another problem is the existence of a conspiracy between interests that prioritize profit. personally, farmers who use fertilizer in excess of the dose, as well as the supply of inputs needed by fertilizer factories which are still constrained (Kautsar et al., 2020). Evaluation of the implementation of the subsidized fertilizer program cannot be carried out partially because subsidized fertilizer is an integral program in distributing subsidized fertilizer to farmers, so a fairly comprehensive assessment is needed from various stakeholder perspectives. Many parties are involved in providing this subsidized fertilizer, starting from regulators, producers, distributors, retailers, farming groups and farmers.

There are several series of situations that cause this fertilizer problem to still occur. So far, supervision of subsidized fertilizer distribution carried out by the Central Level Subsidized Fertilizer Monitoring Team and by the Provincial and Regency/City Level Fertilizer and Pesticide Supervisory Commission (KP3) is considered to be still weak, due to the lack of adequate budget support for supervision by the KPPP team to evaluate implementation. subsidized fertilizer program and assessing the integrity of the subsidized fertilizer program in Aceh Province, especially in Aceh Besar District. The evaluation method developed is by measuring, observing and analyzing according to the 6 (six) correct principles (type, quantity, price, place, time and quality). More specifically, various cases still frequently occur, including shortages of fertilizer supplies which cause actual prices to exceed the HET, and marketing margins are higher than those set by the government. Apart from that, supervision is not yet optimal, the disparity in prices of subsidized and non-subsidized fertilizers is quite large, causing the distribution of subsidized fertilizers to still not be on target. Leaks in the distribution of subsidized fertilizer to targeted farmers are still frequently found, resulting in shortages and fertilizer prices exceeding the HET.

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2.LITERATURE REVIEW

2.1 Public Policies and Government Programs

Public policy is the government's authority to carry out its duties and functions in relation to society and the business world. Basically, government policy in organizing people's lives in various aspects is a policy that is oriented towards the public (society) interest. The community's need to solve Indonesia's problems is the basis of the policies issued. The parties (stakeholders) determine public policy, especially the government's focus on responding to the needs and interests of society. A relationship that allows the achievement of goals or objectives as a result of government action is what we mean when we talk about the implementation of public policy. Once a public policy is implemented, any shortcomings or errors will become apparent. The impact resulting from evaluating the implementation of a policy can show how well it is implemented (Ramdhani and Ramdhani, 2017).

2.2 Public Policy Process

The policy development process takes place as a policy cycle starting from agenda setting by determining or defining public problems to the policy evaluation or assessment process (Ayuningtyas, 2014).

a. Agenda Making

As a response to public problems, the legislative machinery and government bureaucracy can move and be involved in the process of formulating, adopting and implementing policies, including playing a role in overcoming problems that arise during the policy formulation process. The involvement of actors, elites or stakeholders can continue at the policy effectiveness analysis stage, to show deficiencies in formulation and implementation so that new policy agendas can be proposed. Therefore, agenda creation takes first place in the policy development cycle.

b. Policy Formulation

The policy formulation process generally has stages including setting up the policy development process, describing problems, setting targets and objectives, setting priorities, designing policies, describing options, assessing options, "turnaround" for peer review and policy revision, and finally efforts to obtain formal support for policies that are being proposed or drafted.

c. Policy Adoption

The policy formulation process generally has stages including setting up the policy development process, describing problems, setting targets and objectives, setting priorities, designing policies, describing options, assessing options, "turnaround" for peer review and policy revision, and finally efforts to obtain formal support for policies that are being proposed or drafted.

d. Implementation

Implementing policies is a way for policies to achieve their goals. The definition of implementation according to Dunn (2003) is the implementation of controlling policy actions within a certain period of time. There are two alternatives in implementing policies: implementing them in the form of a program or creating derivative policies. Readiness for implementation really determines the effectiveness and success of a policy. Formulating policies based on data or evidence also has a big influence on the success or failure of policy implementation.

e. Policy Evaluation

Policy evaluation is an assessment of all stages in the policy cycle, especially when a policy that has been prepared has been implemented. The aim is to see whether the policy has succeeded in achieving its objectives and assess the extent to which the effectiveness of the policy can be accounted for to interested parties.

2.3 Process and Implementation of the Subsidized Fertilizer Program in Aceh

Fertilizer subsidy policy in Indonesia has historically undergone several changes. In the 1970-1993 period, the subsidy system that was implemented was a price subsidy with the funding source coming from the APBN. The provision of gas subsidies is intended for urea fertilizer, while the price subsidy is for non-urea fertilizer. Meanwhile, in the period from 2006 to the present, the subsidy that applies is the price subsidy, which is calculated using the formula, the difference between HET and Cost of Goods Sold (HPP) and production costs multiplied by production volume which is the subsidy figure borne by the government with the source of the subsidy coming from the APBN . Currently, the authorities in regulating and supervising the subsidized fertilizer distribution system are the Ministry of Agriculture, the Ministry of Trade, and the government (central and district/city). The mechanism for dividing the authority of each ministry and regional government is as follows:

1. The Minister of Trade Regulation regulates the mechanism for procurement and distribution of subsidized fertilizer from Line I to Line IV.
2. The Minister of Agriculture regulates the allocation of subsidized fertilizer per province as well as the Definitive Plan for Farmer Group Needs (RDKK) system.
3. The Governor's Regulation regulates the allocation of subsidized fertilizer per district
4. Regent/Mayor regulations regulate the allocation of subsidized fertilizer to sub-districts

3.IMPLEMENTATION METHOD

3.1 Research Time and Place

This research was conducted in Montasik, Seulimeum and Indrapuri Districts with the consideration that these three Districts are the districts that have the largest land area in Aceh Besar Regency. Calculation of fertilizer requirements is calculated based on land area, fertilizer dosage according to recommendations from the Ministry of Agriculture and the number of planting seasons in each sub-district. This research was carried out in April - June 2023.

3.2 Research Design

The data used in this research is primary data. Primary data is a source of research data obtained directly from the original source in the form of interviews, questionnaires, or questionnaires and traces of opinion from individuals or groups as well as observation results from an object, event or test results (Sugiyono, 2016).

3.3 Determination of Population and Sample

3.3.1 Population Determination

The population of this research are farmers and informants involved in the distribution of subsidized fertilizer in Aceh Besar Regency. The population in this research is rice farmers in Gapoktan/farmer groups in Aceh Besar Regency. Based on data from the Aceh Besar District Agriculture Service, it is known that the number of rice farmers in Aceh Besar District in 2022 will be 44,957 farmers from 23 sub-districts with varying numbers of farmers and land areas.

3.3.2 Sampling

Determining the sample uses the Cluster Sampling technique with the Two-Stage Cluster Sampling method, where sampling is carried out in two stages, namely the first stage, selecting several clusters in the population as samples and the second stage selecting elements from each selected cluster. In the first stage, the population was selected based on the number of areas of rice fields in each sub-district. Three sub-districts with the largest number of farmers and the largest area of rice fields were selected. In the second stage, from the three sub-districts selected based on the largest number of farmers and the largest land area, the number of respondents was determined using Proportionate random sampling.

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Table 1.Research sample in Aceh Besar Regency

No	Subdistrict	Population	Sample
1	Seulimeum	4,373	32
2	Indrapuri	5175	38
3	Montasik	4,030	30
Amount		13,578	100

3.4 Data Analysis Technique

3.4.1 Effectiveness Analysis

Effectiveness analysis is measured based on six appropriate indicators, namely right price, right place, right quantity, right quality, right type and right time.

a. Right price

Price accuracy, percentage of price accuracy is calculated using the formula:

Price accuracy = x 100%$\frac{nh}{N}$

Information :

nh : number of respondents who received fertilizer according to the HET, namely IDR 100/kg (person)

N : number of farmer respondents

b. Right place

Location accuracy, percentage of location accuracy is calculated using the formula:

Location accuracy = x 100%$\frac{nt}{N}$

Information :

nt : number of respondents who receive subsidized organic fertilizer close to their farming land

N : number of farmer respondents

c. Exact amount

The percentage accuracy of the amount is calculated using the formula:

Quantity accuracy = x 100%$\frac{nj}{N}$

Information :

nj : number of respondents who received organic fertilizer in accordance with the dose recommended by the government, namely 500kg/ha (person)

N : number of farmer respondents

d. Exact quality

The percentage of quality accuracy is calculated using the formula:

Quality accuracy = x 100%$\frac{nm}{N}$

Information :

n : number of respondents who think subsidized fertilizer has the SNI logo (people)

N : number of farmer respondents

e. Exactly the kind

The percentage of type accuracy is calculated using the formula:

Type accuracy = x 100%$\frac{nj}{N}$

Information :

nj : number of respondents who think that subsidized fertilizer types are appropriatefarmers' needs

N : number of farmer respondents

f. On time

The percentage of punctuality is calculated using the formula:

Timeliness = x 100%$\frac{nw}{N}$

Information :

*n*w: number of respondents who think that when subsidized fertilizer is distributed according to farmers' needs

N : number of farmer respondents

Table 2. Effectiveness assessment criteria

Evaluation Percentage Interval	Criteria
k ≤ 40%	Very ineffective
40% ≤ k ≤ 60%	Ineffective
60% ≤ k ≤ 80%	Effective enough
80% ≤ k ≤ 90%	Effective
90% ≤ k ≤ 100%	Very effective

(Source: Ni Wayan et. al, 2016)

3.4.2 Evaluation and Strategy Analysis

In this research, the results of the evaluation of the six right indicators, namely right price, right place, right quantity, right quality, right type and right time, will be tested on strategies by looking objectively at internal and external conditions. The analysis used is Importance-performance Analysis (IPA) which was first introduced by Martilla and James (in Ani Piyani 2005). IPA as a simple framework for analyzing product attributes. A set of service attributes related to a specific service is evaluated based on the level of importance of each attribute according to the farmer and how the service is perceived to perform relative to each attribute. This analysis is used to compare farmers' assessments of the importance of service quality (Importance) with the level of service quality (Performance). The service quality dimensions used are the five service quality dimensions developed by Parasuraman et al (Nursya'bani, 2006).

Table1.Attributes of subsidized fertilizer in Aceh Besar Regency in 2023

Components of Satisfaction	Code	
Right Price	A1	Prices are in accordance with the HET set by the government
	A2	Fertilizer prices between retailers are relatively the same
Right Place	A3	Subsidized fertilizer is sold by official retailers according to the RDKK
	A4	Access to retailers is not that difficult
Exact Amount	A5	Use subsidized fertilizer as recommended
	A6	Fertilizer needs are met in sufficient quantities
Right Quality	A7	Subsidized fertilizer has packaging and is SNI certified
Exactly the kind	A8	There are five types of subsidized fertilizer as determined by the government
On time	A9	The availability of subsidized fertilizer is always available from retailers
	A10	Subsidized fertilizer is available on time

Importance-Performance Analysis (IPA), is a tool that helps in analyzing or is used to compare the extent of performance/service that can be felt by service users compared to the desired

level of satisfaction. To measure the level of importance and level of satisfaction/performance with respondents' answers, a 5-level scale (Likert Scale) was used.

4.RESULTS AND DISCUSSION

4.1 Characteristics of Respondents

The characteristics of respondents in this study are by describing the identity of respondents who receive subsidized fertilizer in Aceh Besar Regency based on gender, age, education, land area and farming experience. The total number of respondents was 100 people. The number of men in this study was 78 people with a percentage of 79%. The remainder, women amounted to 21 people with a percentage of 21%, the age characteristics were mostly in the age group 30 - 50 years with a total of 56 people, the number of family dependents was 2 - 4 people totaling 66 with a percentage of 66%, the highest education was high school/high school as many as 48 people, land ownership of around 0.5-1 Ha is 87 people or 88% and the average farmer experience is 31 – 40 years.

4.2 Effectiveness of Subsidized Fertilizer Distribution

The distribution of subsidized fertilizer must fulfill six principles, namely the principles of right price, right quantity, right time, right place, right quality and right type. These six correct principles must be fulfilled for both subsidized fertilizer using a farmer's card and subsidized fertilizer without using a farmer's card. The effectiveness of subsidized fertilizer distribution is based on the six correct principles, namely as follows:

Table 4.Effectiveness of subsidized fertilizer distribution in Aceh Besar District

No	Effectiveness Level Indicator	Appropriate %	Not exactly %
1	Right Price	10.75%	89.25%
2	Right Place	90.00%	10.00%
3	Exact Amount	52.00%	48.00%
4	Right Quality	85.00%	15.00%
5	Exact Type	99.00%	1.00%
6	On time	80.00%	20.00%
	Average	**69.45%**	**30.55%**

The level of effectiveness of the fertilizer subsidy policy for rice farmers in Aceh Besar Regency based on six overall success indicators can be categorized as quite effective with an effectiveness value of 69.45%. This is in accordance with the opinion of Rusydiana and Retnoningsih (2016) where the effectiveness of subsidized fertilizer distribution based on the six appropriate indicators in Pakis Village, Ampeldento District, Malang Regency is classified as effective with a percentage of 76.21%. The effectiveness of fertilizer subsidy policies is closely related to the use of fertilizer by farmers. Based on indicators of the right price and right quantity, if farmers get fertilizer according to the HET then farmers can use fertilizer according to the recommended dose without having to replace or reduce the amount of fertilizer used for each field. Meanwhile, judging from the right place and right time indicators, if fertilizer is always available when needed and can be obtained at official kiosks, it will make it easier for farmers to get fertilizer.

4.3 Evaluation of Subsidized Fertilizer Distribution

To see the evaluation level of subsidized fertilizer distribution, it was analyzed using Importance Performance Analysis by calculating the total score of expectations/importance of subsidized fertilizer and the reality/performance of subsidized fertilizer distribution in Aceh Besar

District. Next, the values for X (average score of expectations/importance) and Y (average score of reality/performance level) are calculated.

Table 5.Evaluation level of subsidized fertilizer distribution in Aceh Besar Regency

Components of Satisfaction	Attribute	Reality (X)	Hope (Y)	Conformity Level %
Right Price	A1	162	403	40.19
	A2	180	408	44.11
Right Place	A3	197	399	49.37
	A4	201	386	42.07
Exact Amount	A5	288	415	69.39
	A6	294	429	68.53
Right Quality	A7	174	426	40.84
Exactly the kind	A8	232	417	55.63
On time	A9	185	419	44.15
	A10	178	417	42.68
	Average			50.69

Based on the calculation of the level of suitability, the decision making score is taken from the average level of suitability itself. Where the decision making score obtained was 50.69. The decision making score value will be compared with the suitability level, if the suitability level value is less than the decision making score value then the attribute needs improvement (Action) and if the suitability level is greater than the decision making score then the attribute needs to be maintained (Hold).

a. If the level of conformity is less than 50.69 then improvements are needed which are marked with the letter A (Action).
b. If the suitability level is greater than 50.69 then the company needs to maintain this attribute which is marked with the letter H (hold).

Table 6.Conformity level and decision making score for subsidized fertilizer distribution in Aceh Besar Regency

Components of Satisfaction	No	Conformity Level %	Decision Score	*Hold And Action*
Right Price	1	40.19	50.69	A
	2	44.11	50.69	A
Right Place	3	49.37	50.69	A
	4	42.07	50.69	A
Exact Amount	5	69.39	50.69	H
	6	68.53	50.69	H
Right Quality	7	40.84	50.69	A
Exactly the kind	8	55.63	50.69	H
On time	9	44.15	50.69	A
	10	42.68	50.69	A

From the results of the mapping carried out on the Cartesian diagram, it can be seen that several attributes need to be improved and the attributes need to be maintained by the government in the distribution of subsidized fertilizer which is divided into quadrants (I, II, III and IV) according to the level of suitability between the level of customer interest and company performance, namely with a suitability level of 50.69.

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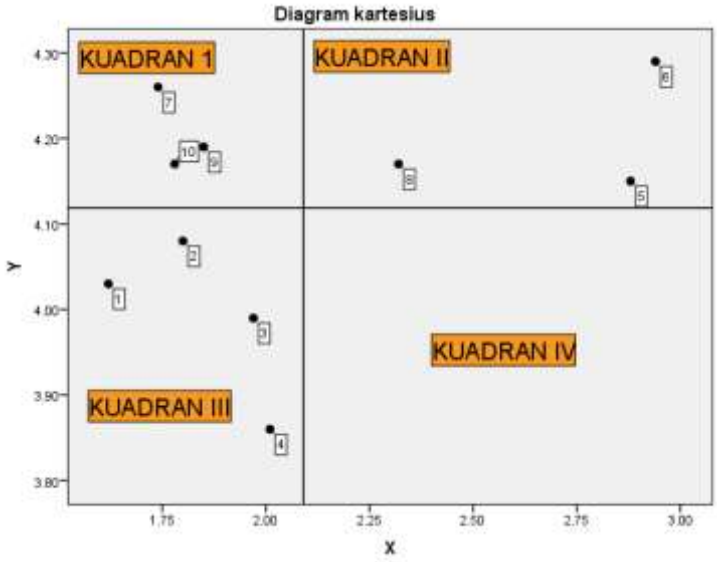

Figure 1.Mapping attributes with the level of suitability between the level of customer interest and company performance

After carrying out calculations using a Cartesian diagram, the results obtained were for the attributes that needed to be improved, where these attributes were deemed unsatisfactory to farmers in the distribution of subsidized fertilizer. The attribute mapping results are as follows:

a) Quadrant I

Quadrant I is an area that contains attributes that are considered important by farmers, but in reality these attributes are still not in line with what farmers expect, or still have a low level of satisfaction, so the distribution of subsidized fertilizer needs to be improved as best as possible to increase farmer satisfaction with the attributes included in quadrant I.

Table 7.Attributes increase farmer satisfaction with the distribution of subsidized fertilizer in quadrant I

Attribute	Statement
7	Subsidized fertilizer has packaging and is SNI certified
9	The availability of subsidized fertilizer is always available from retailers
10	Subsidized fertilizer is available on time

1) The first attribute that was considered unsatisfactory to farmers was the packaging and SNI certification of subsidized fertilizer (score 40.84). The subsidized fertilizer distributed, seen from the packaging label, weight and color do not match the price. Some of the subsidized fertilizer packages received were damaged and even deemed inappropriate in terms of weight and color
2) The second attribute that is considered less satisfactory to farmers is the availability of subsidized fertilizer from retailers (score 44.15). Retailers provide fertilizer during non-planting seasons when less well-off farmers don't need fertilizer, while farmers who have large capital buy the maximum limit and sell it on credit.
3) The third attribute that is considered less satisfactory to farmers is the timely availability of subsidized fertilizer (score 42.68). The fertilizer distribution policy is implemented every month, not according to the planting season. Fertilizer distribution should be carried out according to the needs and planting season of each region.

b) Quadrant II

Quadrant II is an area that contains attributes that are considered important by farmers, and these attributes are considered to be in accordance with the wishes of farmers so that the level of farmer satisfaction is relatively higher, so it is necessary to maintain the distribution of subsidized fertilizer because it can provide services in accordance with wishes. farmers feel satisfied. The attributes included in this quadrant are:

Table 8.Attributes increase improvements in the distribution of subsidized fertilizer in quadrant II

No	Statement
A5	Use subsidized fertilizer as recommended
A6	Fertilizer needs are met in sufficient quantities
A8	There are five types of subsidized fertilizer as determined by the government

1) The first attribute deemed satisfactory to farmers is the use of subsidized fertilizer as recommended (score 69.39). Farmers have used fertilizer according to recommendations socialized by the government through farmer assistance provided by agricultural extension workers in each agricultural extension center area and the government must be able to maintain this.
2) The second attribute that is considered satisfactory to farmers is that fertilizer needs are met in sufficient quantities (score 68.53). Farmers are satisfied with the provision of subsidized fertilizer in sufficient quantities according to their farming needs so that the amount of fertilizer needed does not become an obstacle for farmers in the production process.
3) The third attribute that is considered satisfactory to farmers is subsidized fertilizer consisting of five types as determined by the government (score 55.63). Farmers have used the type of fertilizer determined by the government and according to the needs of their plants. There are five types of fertilizer that receive subsidies from the government, namely Urea fertilizer, NPK (phonska), SP-36, ZA, and organic fertilizer (petroganik).

c) Quadrant III

Quadrant III is a region that contains attributes that are considered less important by farmers and in fact the government's performance in distributing subsidized fertilizer is considered less than satisfactory. However, it does not rule out the possibility that Quadrant III will become an important concern for farmers in the future, so this needs to be taken into consideration when distributing subsidized fertilizer. The attributes included in this quadrant are:

Table 9.Less important attributes in the distribution of subsidized fertilizer in quadrant III

No	Statement
A1	Prices are in accordance with the HET set by the government
A2	Fertilizer prices between retailers are relatively the same
A3	Subsidized fertilizer is sold by official retailers according to the RDKK
A4	Access to retailers is not that difficult

1) The first attribute is the suitability of subsidized fertilizer prices with the HET set by the government (score 40.19). The price discrepancy is caused by the place of purchase of subsidized fertilizer not being the designated official retailer. Apart from that, it is also due to the retail purchase of fertilizer per kilo instead of buying per package. The government needs to pay attention to this in distributing subsidized fertilizer to maintain farmers' comfort and satisfaction in using the subsidized fertilizer policy.
2) The second attribute is that fertilizer prices between retailers are relatively the same (score 44.11). Subsidized fertilizer retailers consist of official retailers and unofficial retailers

with different price levels. The government needs to pay attention to this in evaluating subsidized fertilizer retailers, both those with official and unofficial status, so that price stability at each retailer is maintained so that farmers do not have financial difficulties in purchasing subsidized fertilizer policies.

3) The third attribute is subsidized fertilizer sold by official retailers according to the RDKK (score 49.37). The availability of subsidized fertilizer at retailers outside the RDKK results in cost problems for farmers in terms of the high prices set. There are retailers who sell subsidized fertilizer outside the definitive group needs plan (RDKK) causing scarcity and high prices of subsidized fertilizer. The government needs to pay attention to this when reviewing the regulations for official retailers of subsidized fertilizers which are not sold freely on the market and are only for farmers who are members of farmer groups.
4) The fourth attribute is Access to retailers is not too difficult (score 42.07). Based on the calculation results, the level of suitability is higher than the decision score. Farmers are still constrained by access to retailers in obtaining subsidized fertilizer. The location of the official retailer is far from the farmer's domicile, so farmers choose to buy subsidized fertilizer from unofficial retailers because of the close distance to the farmer's location. The government needs to pay attention to this in determining the location of official retailers and farmers' domiciles so that farmers are not hampered by access to purchasing subsidized fertilizer.

4.4 Strategy Analysis

QSPM analysis uses input from Importance Performance Analysis (IPA). To determine the priority strategy value based on the assessment of expert respondents who are competent in the field of subsidized fertilizer distribution, namely Mr. Syahruddin, S.TP., MP with the position of Head of the Agricultural Facilities, Infrastructure and Agribusiness Section of the Aceh Besar Regency Agricultural Service.

Table 10.Selection of alternative subsidized fertilizer distribution strategies in Aceh Besar Regency

No	Strategy Priority	STAS	Rating
1	Installation of HET price banners and sanctions	14.82	2
2	Optimal supervision in the form of a complaint service	16.00	1
3	Supervision of retail kiosk stock warehouses	12.38	4
4	Assistance to a team of experts in preparing the RDKK for the redemption process	13.87	3

Based on the QSPM analysis, the priority order of subsidized fertilizer distribution strategies in Aceh Besar Regency was obtained.

1. Optimal supervision in the form of a complaint service
   Supervision is carried out optimally by empowering KP3 and PPNS in carrying out their duties and functions through the allocation of sufficient funds, adequate human resources and clear SOPs. More intensive supervision of the physical form of fertilizer and packaging in line III and IV warehouses as well as monitoring of transport trucks at regional borders. Inspection of fertilizer stocks in distributor and retailer warehouses.
2. Installation of HET price banners and sanctions
   Every official kiosk is required to display banners and HET lists according to size. As well as putting up brochures about the rights and obligations of each perpetrator and legal sanctions if anyone violates them. As is known, the rayonization system means that only farmers who live in the same rayon as the retailer can access the subsidized fertilizer sold by the kiosk.

3. Assistance to a team of experts in preparing the RDKK for the redemption process
   Providing technical guidance and training for farmers in farmer groups to ensure farmers and farmer groups and PPL are able to prepare RDKK. Carry out routine and periodic inspections of warehouses in line III and line IV. Assistance to a team of experts and improvement of calculation methods. Calculations determine location-specific balanced fertilizer recommendations, (b) improvement of the farmer database system, especially land ownership, (c) outreach, training and assistance to extension workers and farmers regarding the correct implementation of integrated crop management (PTT) or SRI (System of Rice Intensification). and precise.
4. Supervision of retail kiosk stock warehouses
   Identification of Eligible Retailers who meet the requirements is an important solution in overcoming the problem of subsidized fertilizer retailers. This can involve a rigorous selection process and audit of retailers that ensures quality, transparency and retailer engagement in legitimate business practices. The Aceh Besar government must ensure strict control over subsidized fertilizer stocks in the hands of retailers. This could include limits on the amount of stock they can hold, as well as strict controls on the distribution and delivery of fertilizer to farmers. It is necessary to use technology and information systems to monitor and control the distribution of subsidized fertilizer. This could be a mobile application or an online platform that allows farmers to report fertilizer purchases and monitor stocks at retailers.

5. CONCLUSION AND SUGGESTIONS

5.1. CONCLUSION

Based on the results of calculations and analyzes that have been carried out, it can be concluded that:

1. The level of effectiveness of the fertilizer subsidy policy for farmers in Aceh Besar Regency based on six overall success indicators can be categorized as quite effective with an effectiveness value of 69.45%. Based on indicators of the right price and right quantity, if farmers get fertilizer according to the HET then farmers can use fertilizer according to the recommended dose without having to replace or reduce the amount of fertilizer used for each field. Meanwhile, looking at the right place and right time indicators, if fertilizer is always available when needed and can be obtained at official kiosks, it will make it easier for farmers to get fertilizer.
2. The level of evaluation of the fertilizer subsidy policy for farmers in Aceh Besar Regency is seen from the attributes that need to be improved in the calculation of the level of suitability to farmers' interests which can be seen clearly from the Cartesian diagram, where there are four attributes that need to be improved immediately. These attributes are that the price is in accordance with the HET set by the government and prices between retailers are relatively the same, subsidized fertilizer is sold by official retailers in accordance with the RDKK and access to retailers is not too difficult.
3. The strategy for distributing subsidized fertilizer in Aceh Besar Regency is 1) Optimal supervision in the form of a complaint service; 2) Installation of HET price banners and sanctions; 3) Assistance to a team of experts in preparing the RDKK for the redemption process; and 4) Supervision of retail kiosk stock warehouses.

5.2. SUGGESTIONS

Based on the results of the research, there are things that need to be done further, including:

1. It should be used as evaluation material for the factors or attributes that must be carried out in quadrant three as an improvement for the government as policy maker and subsidized fertilizer distributor as an effort to improve the quality of subsidized fertilizer policies towards farmer satisfaction.

2. To improve the quality of distribution, the government should understand in advance what things will be improved and know which attributes it feels need to be repaired as soon as possible so that there are no corrective errors that might give rise to new complaints. So the subsidized fertilizer policy will be able to provide benefits to farmers.

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