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PARTNERSHIP MANAGEMENT AND POTATO COMPETITIVENESS IN BENER MERIAH DISTRICT, ACEH PROVINCE

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Abstract: The research aims to identify supply chain partnerships and analyze potato competitiveness. The research location is in Bener Meriah Regency, Aceh Province. Supply chain partnership management is studied using qualitative and quantitative descriptive approaches. Potato competitiveness was analyzed using the Policy Analysis Matrix (PAM) approach. The research results show that potato farming is quite profitable for farmers and has competitiveness as a superior product. Potato farming partnerships are carried out by farmers at the level of seed procurement and farming costs with a profit-sharing system or general trading pattern through farming capital loans with the condition that farmers must sell potatoes to traders at below-market prices. Potato farming in Bener Meriah Regency has comparative advantages and competitive advantages. It is worthy of development based on the acquisition of PCR and DRCR, both of which have a value of more than one. Potato farming has good prospects for intensive development to increase the competitiveness of potatoes through synergistic partnership programs with downstream business players, considering the high market demand for potatoes and processed potato products.

Keywords: Partnership, Competitiveness, Potatoes

INTRODUCTION

Potato development is the government's main priority, as a provider of raw materials to support food diversification programs and industrial raw materials (Keijbets, 2008; Asgar et al., 2011). Processed potato products include French fries, potato chips, potato crackers, potato porridge, and other processed products that are high in carbohydrates. There is a tendency to increase potato consumption by up to 46.6%, while production tends to fluctuate due to excessive use of pesticides, especially during the rainy season and inappropriate potato planting patterns (Adiyoga, 2011). On the other hand, the price of potatoes has decreased which has encouraged farmers to switch to other commodities. This has an impact on reducing the supply of potatoes so that national potato needs are met by imports.

It was recorded that during 2015-2019 the harvest area and potato production experienced a decline. The potato harvest area in 2015 was 3,247 ha, decreasing to 2,166 ha (in 2019), which resulted in a decrease in production from 70,047 tons (in 2015) to 26,529 tons (in 2019) (BPS Aceh, 2020). The efficiency of farming institutions is related to productivity, which is characterized by increased quality and quantity, reduced production costs, and increased income of group members. Improving quality can be seen by increasing farmers' capacity to manage their farming (Saepudin, 2017) so that they can increase farmers' income (Irawati et al., 2015).

Supply chain management still finds several problems, including fulfilling raw materials, demand, and use of resources and information (Tatoglu et al., 2016). The existence of agro-industry can make the supply chain structure more effective and efficient (Madani and Rungsrisawat, 2019) and improve product quality (Janaki et al., 2018). In this case, stakeholder support is needed in understanding and managing these problems accurately and in a timely manner (Anis et al., 2019).

Bener Meriah Regency is one of the potato production centres in the Gayo Highlands, Aceh Province, with a productivity of the granola variety of 25,874 tons/ha and the red potato variety of 28,671 tons/ha (Ismadi et al., 2021). When using manure (10 tons/ha0, coffee peel waste (10 tons/ha) and liquid manure, potato production can reach 30 - 35 tons/ha. When using G4 certified seeds, production reaches 26,364 kg/ha/season (Sayaka et al., 2011) and shows the real differences in the costs and income of potato farmers (Ridwan et al., 2010). Potato production can still be increased because it is supported by soil texture and climate that is suitable for the growth of potato plants. The high demand for potatoes and land carrying capacity, potatoes have the opportunity to become a leading export commodity. To reach the export market, farming partnerships and policies to increase potato competitiveness are the main focus for regional governments. The supply chain partnerships need to be developed in the Gayo Highlands to increase the competitiveness of potatoes so that they can contribute to increasing income and developing sustainable potato farming.

The price of potatoes at the farm level is based on the type and size of potatoes with the following details: the selling price of rendang size granola potatoes is Rp. 2.500/kg, medium size at a price of Rp. 4.500/kg, large size (super) with a price of Rp. 6.000/kg, jumbo size with a price of Rp. 7,000/kg. Red potatoes are relatively small and uniform in size and are sold at a price of Rp. 6,000/kg at the farm level and the market for Rp. 12,000/kg. Sub-district collectors sell jumbo-size potatoes to wholesalers in the Provinces of North Sumatra and Banda Aceh (Nurmala et al., 2021). The low selling price at the farmer level is an obstacle to increasing food availability. Farmers, as producers, are not interested in producing if low income is earned (Skinner et al., 2016). Even though potatoes have a comparative advantage, production is still limited. The main obstacle is the availability of quality seeds. The research results of Sayaka, et., al (2011) show that potato seeds are of low quality, only producing 15 tonnes per hectare even though the potatoes have the potential to produce up to 30 tonnes per hectare.

Potato supply in the Aceh Province, mostly from Aceh's Gayo Highlands (average 7 tons per week) and the rest from Brastagi City, North Sumatra Province. Although the size of the potato is smaller than the Berastagi potato, potatoes from the Gayo Aceh Highlands are more attractive to consumers. It will also determine the competitiveness of potatoes in Aceh's Gayo Highlands. The high production of the Potatoes in the Gayo Aceh Highlands is able to meet the needs of the local market, especially in the Aceh Province region,

and has the opportunity to become an export commodity

The novelty of the research is the study of the integration of potato farming institutional systems, industry and marketing actors through farming partnerships and supply chains. The effectiveness of the government policy in increasing potato competitiveness was studied using the Policy Analysis Matrix (PAM) approach. It is suspected that the performance of farming institutions and the potato supply chain also determines the competitiveness of potatoes in the Bener Meriah Regency. For this reason, the research focused on partnership management (farming and supply chain) and potato competitiveness in Bener Meriah Regency, Aceh Province.

LITERATURE REVIEW
Farming Partnership

The government's main concern to increase food availability is to increase farmers' income through increasing the selling price of farm output. The low selling price at the farm level is an obstacle to increasing food availability. Farmers, as producers, are not interested in producing if the income earned is low (Skinner et al. (2016), given the high risk of farming, namely production risk and price risk (Amare et al., 2017; Anwar et al., 2015).

Agricultural farming partnerships are expected to be able to provide benefits in the form of increasing skills, knowledge, income, and increasing production yields. The principles of partnership are mutual need, benefit, dependence, and mutual support. The higher farm income achieved by farmers will show the success of the farmers in carrying out their farming economically (Fauzan, 2016). According to Rochmawan (2013), the factors that determine the success of farmer partnerships in running partnerships are business scale, length of business, management and number of workers. In the research of Pasaribu (2014), the implementation of the partnership is that farmers become producers. Then, the harvest is collected and processed by partner institutions, which then become better products to be marketed.

Competitiveness Advantage

Competitiveness advantage is the ability of producers to produce products that meet consumer demand and have low production costs. Low production costs here are assumed if they occur in the international market so that these products or commodities can be produced and marketed by producers so as to maintain the continuity of their production. According to Muslim and Nurasa (2011), commodity competitiveness is determined based on profit generation and economic efficiency. Profits are divided into private profits and social profits. Meanwhile, the level of efficiency is seen from two indicators, namely comparative advantage and competitive advantage.

Commodities that have a comparative advantage can be said that they have achieved economic efficiency. Therefore, comparative advantage is related to economic feasibility. It means that economic feasibility assesses economic activity for the community in general or as a whole, regardless of who is involved in the economic activity. Competitive advantage is a tool to measure the competitiveness of an activity based on the actual economy. Operationally, competitive advantage can be defined as the ability to supply goods and services at the time, place and form desired by consumers, both in domestic and international markets, at the same or better prices than those offered by competitors in order to obtain a profit of at least the cost of use (opportunity). cost) resources (Hermayanti et al., 2013).

METHOD

The research was conducted in Bener Meriah Regency, precisely in Permata District and Bukit District, which are potato production centers (Granola varieties and Merah varieties). Identification of potato farming partnerships was carried out using a qualitative descriptive approach and a quantitative descriptive approach. Supply chain partnership management is carried out by identifying marketing channels and potato marketing margins using snowball sampling techniques.

Analysis of farming income by taking into account the amount of farming costs and revenues. Analysis of farmer household income is the sum of the income from potato farming, other farming and non-farming income obtained by potato farming households. Evaluation of competitiveness based on the competitive and comparative advantages of potatoes using the Policy Analysis Matrix (PAM) (Table 1).

Table 1. Policy Analysis Matrix (PAM)

Description	Revenue (Rp)	(Cost) (Rp)		(Profit) (Rp)
		(Tradable)	(Domestic)	
Private	A	B	C	D
Social	E	F	G	H
Divergence	I	J	K	L

Information:

A = Individual income, i.e. production multiplied by market price (Rp)

B = Cost of tradable input multiplied by market price (Rp)

C = Cost of domestic factor input multiplied by market price (Rp)

D = Individual income (A-(B+C)) (Rp)

E = Social income is production multiplied by social price (Rp)

F = Tradeable input multiplied by social price (Rp)

G = Domestic factor input multiplied by social price (Rp)

H = Social income (E-(F+G)) (Rp)

Source: Pearson et al. (2005)

The Domestic Resource Cost Ratio (DRCR) is an indicator of the comparative advantage that shows the number of domestic resources that can be saved to generate a unit of foreign exchange. At the same time, the Private Cost Ratio (PCR) is an indicator of private profitability that shows the ability of the commodity system to pay domestic resource costs and remain competitive. A commodity can be said to have a comparative advantage if the DRCR value is less than one and a competitive advantage if the PCR value is less than one.

Government policies on inputs and outputs can be seen in the values of NPCO, NPCI, EPC, and PC (Table 2). If the value of NPCO < 1 indicates, government policies will cause private prices to be smaller than social prices. NPCO = 0 indicates that government policies are neutral, and NPCI > 1 indicates that the government is protecting tradable input producers, but farmers will be disadvantaged due to high input prices.

EPC value < 1 indicates that the government's incentive policy is not effective. The PC value is used to see the effect of policies on the welfare of farmers and consumers, where the PC value > 1 indicates that farmers' profits will be greater than consumer profits if there is government policy intervention. On the other hand, if PC<1, the consumer will benefit more and if PC=0, then the profit will be the same between farmers and consumers. A negative SRP value indicates that government policies can reduce production costs, and vice versa if a positive value means increasing production costs and if the SRP value = 0 indicates that government policies have no impact on farming.

Table 2. Indicators Policy Analysis Matrix (Policy Analysis Matrix Indicators)

Criteria		Formula
Domestic resource cost ratio	DRCR	G(E-F)
Private cost ratio	PCR	C(A-B)
Output transfer	OT	A-E
Input transfer	IT	B-F
Nett transfer	NT	D-H
Nominal protection coefficient on output	NPCO	A/E
Nominal protection coefficient on input	NPCI	B/F
Effective protection coefficient	EPC	(A-b)/(E-F)
Profitability coefficient	PC	D/H
Subsidy ratio to producer	SRP	I/E

RESULTS AND DISCUSSION
Potato Farming Partnership Management

Potatoes are a leading horticultural commodity in Bener Meriah Regency and occupy first position in the Aceh Province region, with a productivity of 18 tons/ha. So far, no potatoes have been grown organically. From planting to harvesting takes 2.5 months to 3.0 months). The high cost of farming and the difficulty of accessing capital at the farm level encourage farmers to form partnerships with seed suppliers, land owners or traders to run potato farming. Farming partnerships are formed on the basis of agreement and trust between farmers and cooperative partners. The majority of farmers do potato farming in rotation with rice plants (paddy – potato – rice). Potatoes were planted with a bed system and the spacing of 40 cm x 40 cm (producing large potatoes) and 25 cm x 25 cm. The need for potato seed per hectare is, on average, 1.2 – 1.5 tons if the seed size is (30-40 g per grain), but it will increase to 2-2.5 tons if seeds larger than 40 g per grain are used (Nurmala et al., 2021).

Government assistance to farmers through farmer groups in the form of fertilizer and seeds (G2 seeds 800 kg – 1,200 kg per farmer group). Farmers can also obtain potato seeds from local traders from potato seed farms in Bandung, and there are also farmers who breed seeds for potato farming. The price of potato seeds varies depending on the variety, namely G0 seeds around Rp. 4,000/piece, while G2 costs Rp. 1,250/piece (1 kg contains 12 pieces at a price of IDR 15,000/kg). The type of seed most widely used by farmers is G2.

Potato farming is carried out with two business patterns, namely independent patterns and profit sharing. In the independent pattern, farming costs are borne by the farmer, while in the profit sharing pattern, farming costs are borne by the land owner and farmer. As an example; If the land owner provides land and capital, then farming profits are divided equally (2:2) between the land owner and the farmer. On the other hand, there are farmers who partner with traders, with the provision that the farmer provides farming capital and sells potatoes to the trader at a price range lower than the market price, a price difference of IDR 200/kg – IDR 300/kg) compared to the market price. In this condition, farmers are disadvantaged because they have to sell potatoes below the market price.

Potato Competitiveness

Generally potato farmers use granola and red potato varieties. Red potatoes are richer in carbohydrates and iron, have low water content, and are relatively resistant to disease. However, there is a tendency for farmers to use the granola variety because it is more popular with consumers.

In the PAM analysis (Table 3), production costs are divided into two groups, namely tradable inputs and domestic factors. The biggest cost structure in potato farming is to buy seeds, reaching 40% at social prices and 38% at private prices. The use of certified G seeds is very beneficial because it shows a significant difference in costs and revenues (Ridwan et al., 2010), so it can increase the income of potato farmers.

On the output side, the price of potato seeds varies depending on the size of the potato. The selling price of rendang size granola potatoes is Rp. 2.500/kg, medium size at a price of Rp. 4.500/kg, large size (super) with a price of Rp. 6.000/kg, jumbo size at a price of Rp. 7,000/kg. Red potatoes are relatively small and uniform in size and are sold at a price of Rp. 6,000/kg at the farm level and the market for Rp. 12,000/kg. Comparisons between private and social costs relate to policy or market imbalances (Kotler and Lee, 2005). Comparative and competitive advantage analysis using PAM is not only to calculate comparative advantage but also to find out government intervention strategies and market failures in the private profits from farming systems and inefficient use of resources. Farming profits are determined by the quality of potatoes in the form of potatoes that are larger, not deformed, and not rotten. The results of the analysis of farming costs and revenues show that potato farming has a higher social price than private prices, indicating that potato farming in Bener Meriah Regency has competitiveness at the actual price level or the actual price received by farmers. If private profits are greater than social benefits, it means that potato farming is profitable when there is government intervention. Analysis of comparative and competitive advantages of potato commodities based on DRCR and PCR values.

Table 3. Policy Analysis Matrix (PAM)

Description	Revenue (Rp)	Cost (Rp)		Profit (Rp)
		Tradable	**Domestic**	
Private	168.000.000	63.452.000	11.300.000	92.248.000
Social	126.000.000	41.532.960	10.020.500	74.446.540
Divergence	42.000.000	21.919.040	1.279.500	17.801.460

Source: Processed Data (2023)

Table 4. Indicators Policy Analysis Matrix (Policy Analysis Matrix Indicators)

Criteria	Formula	
Domestic resource cost ratio	DRCR	0,12
Private cost ratio	PCR	0,11
Output transfer	OT (Rp)	42.000.000
Input transfer	IT (Rp)	21.919.040
Nett transfer	NT (Rp)	17.801.460
Nominal protection coefficient on output	NPCO (%)	1,33
Nominal protection coefficient on input	NPCI (%)	1,53
Effective protection coefficient	EPC (%)	1,24
Profitability coefficient	PC (%)	1,24
Subsidy ratio to producer	SRP (%)	0,14

Table 4 shows that potato farming in Bener Meriah Regency has both comparative and competitive advantages with DRCR and PCR values of less than one. The DRCR value of 0.12 indicates that to produce one unit of production economically, it only requires domestic resources of 12% or to get an added value of Rp. 1.00 a domestic input cost of Rp. 0.12 means that potato farming is more efficient in the use of domestic resources (non-tradable inputs).

The existing PCR values indicate that to produce one unit of production financially requires domestic resources of 11% or to get an added value of Rp. 1.00 requires domestic input costs of Rp. 0.11. The DRCR value, which is greater than the PCR, indicates that there is a government policy to increase the efficiency of the farmers in production. The output transfer value (OT) is IDR 42,000,000, indicating that the government's trade policy benefits farmers so that there is a producer surplus (incentives for farmers). On the other hand, consumers have to pay more because of the difference between private prices and social prices. Farmers get a profit of IDR 42,000,000, which occurs because of the difference in private prices and social prices, which are IDR 8,000/kg and IDR 6,000/kg for medium-sized potatoes, respectively.

The value of the nominal output protection coefficient (NPCO) > 1 is 1.33%, indicating that there is a government policy on output so that the private price is higher than the social price. The government policies can be in the form of policies for determining import duties. The nominal input protection coefficient (NPCI) of 1.53 indicates that the government does not protect producers of tradable inputs, so farmers, as consumers of these tradable inputs, are harmed by the high price of production facilities—the input transfer value (IT) of Rp. 21,919,040 is the transfer value enjoyed by producers of production inputs, especially fertilizers, because the difference in private fertilizer prices is higher than social fertilizer prices. The value

of the effective protection coefficient (EPC) of 1.24 indicates that, in general, the farmers benefit from the intervention that causes the added value of domestic prices to be higher than the added value of the border price. However, the level of government protection against potato farming in Bener Meriah Regency is still low. The net transfer value (NT) shows that farmers get a positive surplus of IDR 17,801,460 with government intervention, while the profit coefficient value of 1.81 indicates that the private benefits received by farmers are greater than the social benefits received by the consumers. The value of the subsidy ratio (SRP) of 0.14 suggests that government policies cause producers to incur lower production costs for the inputs than the offset costs for producing. However, a value close to zero indicates that the government does not provide subsidies directly on the cost of the potato farming in Bener Meriah Regency.

Based on the PCR and DRCR values, it is known that potato farming in Bener Meriah Regency has competitive and comparative advantages and is feasible to develop. Hermayanti et al. (2013) stated that fluctuations in output prices will determine the competitive advantage and comparative advantage of a product. For this reason, the government's role in providing certified potato seeds through a certified seed subsidy program reducing the use of inorganic fertilizers and pesticides is expected to improve the quality of potato production, thereby encouraging an increase in potato selling prices and farmer profitability in potato farming.

IMPLICATIONS

Potato farming in Bener Meriah Regency requires a partnership between farmers and the processed potato agro-industry (plasma core pattern) through the formation of a potato farmer cooperative to guarantee selling prices and quality potatoes at the farm level so as to increase the competitiveness of potatoes. Partnerships are considered appropriate to overcome all farmers' problems, especially in procuring farming capital and marketing. The role of farming institutions, industry players, and marketing needs to be prioritized to increase the competitiveness of potatoes. If this is not done, then export-oriented potato development will be difficult to achieve.

RECOMMENDATIONS

Farmers should reduce the excessive use of pesticides to increase the competitiveness of potatoes and carry out intensive farming from the seed procurement to post-harvest treatment to produce export-oriented potatoes. The government should carry out the nursery program more intensively, considering that potatoes from Bener Meriah Regency are quite competitive and have the opportunity to be exported.

CONCLUSIONS

The structure of the potato agribusiness partnership in Bener Meriah Regency is based on good trust at the farming level through the supply of seeds from seed breeders and a profit-sharing system farming pattern. At the potato marketing level, farmers form partnerships with collecting traders through farming capital assistance with an agreement to market potatoes only to the collecting traders, and the selling price of potatoes is lower than the market price (the difference with the market price is around IDR 200/kg - IDR 300/kg). If potato production is 21 tonnes/ha, farmers experience a loss of around IDR 27,013,460. To achieve profits, production must reach 31.9 tons / ha. Under normal conditions, potato farming is quite profitable, ranging from IDR 42 million to IDR. 95 million per hectare per planting season. Regional governments need to bridge synergistic partnerships with industry players to increase the added value of potatoes and increase farmers' income.

Potatoes have the potential to be exported, considering the high productivity of potatoes, and they have competitive and comparative advantages. The high demand for potatoes in the market (demand within and outside the Bener Meriah Regency area) and potato farming is quite profitable and more efficient in the use of domestic resources (DRCR value =0.12) and supported by the government policy to increase farmers' efficiency in production through assistance with G2 seeds of 800 kg - 1,200 kg per farmer group) or 150 kg to 200 kg per farmer and fertilizer assistance through the farmer groups.

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