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## PARTNER MODEL IMPLEMENTATION ANALYSIS IN EMPOWERING VANAME SHRIMP FARMERS (STUDY IN MUARA BATU DISTRICT)

By

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### ABSTRACT

Empowerment of pond farmers is an important effort that must be done in terms of improving the economy of rural communities. Partnership is a mutually beneficial business partnership between pond farmers and partner companies accompanied by guidance and development by partner companies. However, the problem is that the management of shrimp ponds, especially paname shrimp, is not always successful. Many pond farmers experience crop failure. In recent times more crops have failed than succeeded. For this, a local government response is needed to encourage pond farmers to build partners with various business entities in order to realize the resilience of their businesses. This study aims to analyze the application of the Partner Model in Empowering Paname Shrimp Farmers in Muar Batu District. It is hoped that this research can produce solutions in increasing the resilience of Vaname Shrimp Farms (Aspects of Capital, Human Resources, Infrastructure, Production and Marketing Aspects Study). The target of this research will be to contribute in reducing the risk of crop failure and be able to increase the success of the management of the panam shrimp pond business for the pond farming community in Muara Batu District. This study uses a qualitative approach with descriptive analysis research type. Data collection techniques were carried out by observation, interviews and documentation. The data analysis technique uses an interactive model through the stages of data reduction, data display, conclusion drawing and verification. The results show that the business partner model built by pond farmers in Muara Batu District tends to use the Mutualism Partnership model (mutualistic partnership) with partners expected to strengthen each other, and profitably can reduce problems. Several companies that have partnered with pond owners in Muara Batu sub-district include PT. CPP pattern of operational cooperation partnership (KSO), PT. CV Cherry, PT. Surya Windu Pertiwi, PT. Indonesia Evergeen Agriculture, PT. Intraco Agroindustry. The activities of business partners are in the aspect of increasing production in the field of feed, fry. Aspect of HR conducts training and provision of expert technicians. No partners have been built in the procurement of infrastructure and capital aspects

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## 1. INTRODUCTION

Community empowerment is a process in which people, especially those who are poor in resources, women and other neglected groups, are supported so that they are able to improve their welfare independently (Mardikanto & Soebiato, 2017). Community empowerment can be interpreted as a process that has a starting point to empower the community so that they can improve their own standard of living by using and accessing resources as efficiently and effectively as possible. The purpose of empowerment is to improve education, improve accessibility, improve action, improve institutions, improve business, improve income, improve the environment, improve life, improve society (Mardikanto & Soebiato, 2017). Empowering Vaname shrimp pond farmers is also an important thing that must be implemented to increase production at each harvest and reduce the risk of failure.

The Director General of Aquaculture at KKP Slamet Soebjakto stated: Development of sustainable aquaculture areas will be optimized in areas that have high potential and have support from both the community and the local government and he is ready to provide support for the Aceh region in particular and other potential areas in general in order to increase the production of shrimp aquaculture as a whole. sustainable. Slamet also reminded that shrimp pond cultivation activities should not pollute the environment and the shrimp themselves. So that in addition to the high economic value produced and the surrounding environment remains sustainable (KKP, 2020).

Minister of Cooperatives Teten Masduki has explained that to increase the potential of shrimp ponds by continuing to try the community shrimp pond development system, corporatization of farmers, and consolidation and partnerships with large companies continue to be encouraged to increase vaname shrimp production (Adhianty & Sakir, 2021; Rosyida & Santoso, 2021).

Muara Batu is one of the large potential pond areas. The gampongs along the coast all have ponds. The villages that belong to the area along the coast include Bungkaih Village, Kambam, Ulee Madon, Meunasah Aron, Cot Trueng, Dakuta, Meunasah Drang, Meunasah Baro, Meunasah Lhok, Pante Gurah and Gampong Tanoh Anoe. The enthusiasm of the people of Muara Batu sub-district for pond business is very high. We can see this from the results of observations that there are many community lands that are unproductive, they have converted their functions into pond lands. Such as unproductive yards they make for ponds. Most of the ponds in the Muara Batu sub-district are focused on the Vaname shrimp pond business.

**Tabel 1. List of names of pond owners/managers and pond area  
 Each Village in Muara Batu District year 2021**

No.	Village Name	Number of Pond Owners/Managers	Pond Area
1.	Cot Seurani	3 People	10.000 M <sup>2</sup>
2.	Mns. Lhok	1 People	3.000 M <sup>2</sup>
3	Mns. Baro	6 People	16.400 M <sup>2</sup>
4.	Mns. Drang	7 People	19.100 M <sup>2</sup>
5.	Mns. Dakuta	4 People	12.500 M <sup>2</sup>
6.	Mns. Keude Mane	5 People	13.600 M <sup>2</sup>
7.	Mns. Aron	4 People	19.000 M <sup>2</sup>
8.	Mns. Ulee Madon	3 People	9.700 M <sup>2</sup>
9.	Mns. Bungkaih	1 People	1.200 M <sup>2</sup>
	Total	34 People	104.500 M <sup>2</sup>

Sumber : Kantor pendamping Kecamatan

Management of pond land for vanamei shrimp farming in Muara Batu District triggers many problems due to frequent crop failures. These problems tend to be the same as other regions, namely capital problems due to frequent crop failures. infrastructure, disease, environment, application of technology, human resources, group institutions, market demands for quality production, safe for consumption. and business security. All existing problems need a solution through empowerment. Empowerment is needed to create a more conducive business climate for vaname shrimp ponds.

In addition to the problems mentioned above, natural factors also trigger problems for shrimp farming farmers, including the abrasion of the Krueng Mane beach which continues to erode the land of the villages along the coast (Gampong Ulle Madon, Meunasah Aron, Bungkaih), along the breakwater walls were also destroyed by the impact. abrasion. The impact of abrasion was that many community ponds were damaged, some pond farmers were forced to harvest early, so that the yields were minimal and it was detrimental to pond farmers (Compas com: October 19, 2020). From the observation results, the abrasion of the krueng mane beach was not only experienced by the 3 villages mentioned above, other villages along the coast also experienced the same problem. Another problem in the management of vaname shrimp ponds is the prolonged rainy season conditions which are also very vulnerable to the production of vaname shrimp.



With various kinds of problems faced by vannamei shrimp pond farmers, to increase business resilience, encouragement is needed to build business partners with various parties through empowerment in various aspects; including: Capital, Labor (HR), infrastructure, Production and Marketing.

Based on the above background, the formulation of the problem is:

1. How is the model for increasing business partners to empower vaname shrimp farmers in Muara Batu District?
2. Why do many Vaname shrimp farming farmers in Muara Batu Sub-district fail to harvest?

Research focus

1. Model for increasing business partners to empower vannamei shrimp pond farmers in Muara Batu District. the aspects studied focused on access to capital, human resources, infrastructure, production and marketing
2. Causes of vannamei shrimp farming farmers who fail to harvest, this study is focused on shrimp seed factors, natural factors.

## **2. LITERATURE REVIEW**

### **1. Pond Farmers and Vaname Shrimp Cultivation**

Definition of pond farmers; According to the Big Indonesian Dictionary (1990) (Setiawan, 2019), pond farmers are individuals who carry out pond business activities. A pond farmer is also called someone who has a job cultivating pond fish.

The types of ponds include intensive ponds, semi-intensive ponds, traditional ponds and organic ponds. The difference between the three types of ponds is in terms of technical management. The development of intensive ponds in Indonesia has increased since 1990. Shrimp ponds are ponds built to cultivate shrimp, both fresh water, brackish water and salt water.

Shrimp pond is a pond built for cultivating shrimp, both freshwater shrimp, brackish water, and saltwater. Shrimp is one type of filter animal so that water quality will determine crop yields. Intensive pond management requires investment for working capital requirements for 2 harvest cycles. Things that need to be considered in pond management include management of fish (shrimp) populations, system management, selection of fish/shrimp species, feeding, marketing, etc. Pond intensification activities are very feasible to be a strategic program to increase the income and welfare of the pond cultivating community (Akmal et al., 2020; Mustafa et al., 2016).

Vannamei shrimp farming business requires high production costs. Generally, shrimp farmers get a low average yield per ha. Most (57.77%) farmers earn below average income from Vaname shrimp (Arsad, 2019).

### **2. Community Empowerment**

Empowerment is a concept related to power, the ability of individuals to make themselves or other parties do something or what they want. According to Djohani (In Anhas: 2014) empowerment is a process of giving power to those who are weak (power. . less), and reducing power to those who are too powerful, resulting in a balance. He also explained that according to Slamet, the essence of empowerment is how to make people able to develop themselves and improve their own lives.

(Anita, 2018; Rachman, 2018) also explains that the focus on empowerment can be individual and community in nature. Individual empowerment is a process to increase individual knowledge, motivation, skills, experience, so that they have competitiveness to be able to achieve independence. Whereas community empowerment means the process of increasing the ability of a particular community to be able to manage its community independently. the conception of empowerment as stated by Stewart there are 6 (six) dimensions of empowerment which have completeness and adequacy of definitions. These six dimensions of empowerment will be discussed theoretically in order to know their elements and characteristics.

- Dimensions make capable (Enabling), Dimensions facilitate (facilitating)
- Dimension Consulting (Consulting)
- Dimension Cooperating (Collaborating)
- Dimensions of Mentoring (Mentoring)
- Dimensions Support (Supporting)

There are several things that must be considered in the community empowerment program according to Miller in Nopriyono & Suswanta, 2019) are:

- Optimizing the utilization of resources for production activities
- Efficiency of the production system, both technical efficiency and economic efficiency
- Efficiency of the production marketing system
- Business management
- Development of family resources
- Development of economic institutions and social institutions

- Coaching and leadership.

### 3. Partnership Model in Community Empowerment

Partnership is a form of partnership between two or more parties that form a cooperative bond on the basis of agreement and mutual need. Partnership systems in community empowerment are often carried out to collaborate several resources to achieve maximum goals. The community empowerment partnership model was developed with the aim of increasing the capacity and capability of business partners.

Several models of partnership in community empowerment according to (Ahmad & Rahayu, 2018; Damanik & Purba, 2019):

- a. Pseudo partnership (pseudo partnership) which is a collaboration between two or more parties but does not actually carry out a balanced cooperation between one another.
- b. Mutualism Partnership (Mutualistic partnership) is cooperation between two or more parties who are equally aware of the importance of cooperation in providing a better contribution in achieving optimal goals.
- c. Conjunction Partnership, namely Partnership through fusion and development is a partnership that is analogous to the life form of "paramecium" which is to join together to obtain energy and then separate to further divide themselves.

Then there is the partnership model which was developed based on the general principles of organizational life (ie;

- a. The Subordinate Union of Partnership Model is a partnership between two or more parties who have unequal status, ability or power.
- b. Linear Union of partnership model, cooperation that is built on the basis of having a relative similarity in mission objectives, business size, organization, status and legality.
- c. Linear Collaborative of Partners, this partnership model is not based on big differences in business, legality, status and strength of the partners. The main emphasis in this model is the vision and mission that complement each other.

### 3. RESEARCH METHODS

The research location is the place where the researcher conducts research on the object to be studied. The research location in this study is Muara Batu District as one of the sub-districts that has potential for shrimp ponds with 34 pond owners and a pond area of 104,500 m<sup>2</sup>. The location of this shrimp pond is a new development pond area in 8 gampongs along the coast. For this reason, the researchers chose the location of Muara Batu District, North Aceh Regency and this study was entitled "Analysis of the Application of the Partner Model in Empowering Vaname Shrimp Farmers (Study in Muara Batu District).

Parameter is the object of research. What is the focus of a research (Arikunto, 2010). In this study using two parameters, namely:

- a. The parameters obtained from empowerment are the strength of capital, the quality of the workforce (HR), the provision of infrastructure, increased production and marketing breadth.
- b. Parameters obtained from field data cause shrimp pond business to fail to harvest, aspects studied are nurseries (seeds) and environmental aspects (nature).

This study uses qualitative descriptive research methods and types, namely to analyze events, phenomena or conditions in depth. According to (Sugiono, 2014; Sugiyono, 2015a, 2015b) Qualitative descriptive research is used to examine the condition of natural objects, where the researcher is the key instrument and performs, describes a situation in a objective, based on visible facts.. This research was conducted with the intention of digging up more in-depth information about the partner model for empowering vanamei shrimp pond farmers who are able to build business resilience in several aspects both capital and human resources. Production and marketing

According to (Mussardo, 2019; Sugiyono, 2017), when viewed from the source of the data, "data collection can use primary sources and secondary sources.

1. Primary data sources are data sources that directly provide data to data collectors, either through observation or interviews. This is done to find out everything related to partnerships and problems in Empowering Vaname Shrimp Farmers in Muara Batu District.
2. Secondary sources are sources that do not directly provide data, for example through other people or through documents. Secondary data was obtained from articles and journals regarding the Empowerment of Vaname Shrimp Farmers Empowerment.

In this study the data collection techniques used are:

1. Observation

Observation is a method or ways of analyzing and carrying out systematic mutilations and direct observation of the object of research. What the researcher observes is the Application of the Vaname Shrimp Farmer Empowerment Partner Model in Muara Batu District.



2. Interview

Researchers collected data by interviewing informants in depth to obtain data related to the Application of the Vaname Shrimp Farmer Empowerment Partner Model in Muara Batu District. which focused on aspects of capital, human resources, infrastructure, production and marketing. In this study the authors used an unstructured interview technique (free interview) where the researcher did not use systematically arranged interview guidelines (Sugiyono, 2017).

3. Dokumentation

Documentation was carried out by tracing literature related to the empowerment of vannamei shrimp farmers in the Muara Batu sub-district, in addition to the documentation data in this study also sourced from books, journals, magazines, newspapers and the internet which are related to the problem.

**Data analysis technique**

In accordance with the nature of the research, namely qualitative research, the next step is to simplify the data and classify, understand and interpret the researcher to find answers to the problems that have been formulated.

According to (A. Huberman & Miles, 2002; M. B. M. ve A. M. Huberman, 1994; Miles, M. B., Huberman, A. M., dan Saldana, 2014), "The interactive model data analysis stage consists of four stages that must be carried out, namely the data collection stage, data reduction, data presentation, and conclusion drawing or verification stage".

1. Data reduction, namely the process of selecting, focusing, paying attention to simplification, abstracting, and transportation of raw data from written records in the field. Data reduction takes place continuously throughout the research. So data reduction is an activity of summarizing, choosing the main things, focusing on the things that are important, looking for themes and patterns, to be presented.
2. Data display/presentation of data is a collection of information that gives the possibility of drawing conclusions and taking action. Presentation of data is given in the form of brief descriptions, sections, relationships between categories. In presenting this data in the form of narrative text.
3. Conclusion and verification.; At this stage, various interpretations of the results of the analysis and interpretation of the data are carried out. Conclusions need to be verified during the research so that they can be accounted for. The meanings that emerge from the data must always be tested for their correctness and suitability so that their validation is guaranteed. The final conclusion is drawn briefly, clearly and straightforwardly for easy understanding. The conclusions of this study will be adjusted to the formulation and research focus.

**4. RESULTS AND DISCUSSION**

**Model for increasing business partners to empower vaname shrimp farmers in Muara Batu District.**

It is important to empower vaname shrimp farming communities in order to increase the self-capacity of the community through providing resources, knowledge, skills and opportunities/opportunities to participate, providing motivation so that they are able to run their businesses with better results and can increase their business productivity. In addition to empowering individual businesses, it is also necessary to strive to strengthen and optimize group empowerment and provide support so that their businesses are successful and their welfare increases. Efforts to strengthen the empowerment of individuals and community groups can be carried out by the government both at the gampong and district/city regional governments and stakeholders through coaching, strengthening capacity and increasing motivation/encouragement to build partners so that their business resilience can increase both the resilience of capital, human resources, facilities infrastructure, production and marketing. The encouragement to build business groups and build business partners needs to be given to pond farmers including vannamei shrimp farmers.

**Capital Resilience**

Efforts to empower the community through the partner model need to be encouraged for pond farmers, including to create capital resilience, so that the business continues and is sustainable. Capital is an important factor for the progress of a business. The vaname shrimp pond business requires a large capital willingness for one cycle, for this it is necessary to do business partners so that capital security is guaranteed.

As explained by the head of the North Aceh Maritime Affairs and Fisheries service as follows:

"In increasing the resilience of capital, we encourage all of them, pond farmers, to build partners with business entities. There is one business entity in the field of capital, namely the BLU from the Ministry of Maritime Affairs and Fisheries which provides low-cost credit; Farmers who need additional capital can apply for capital assistance. Another encouragement is that we give opportunities to farmers to form business entities by arranging permits. Encourage them to form business groups. However, in reality today, pond farmers tend to cultivate individually, not in groups." (interview, 9 November 2012).

Mr. Munawir as the sub-district head of Muara Batu explained as follows:

"In terms of empowering to build business resilience for vannamei shrimp pond farmers, for that I certainly encourage them to build business groups and build partners who will also support any capacity building and productivity improvement programs for pond farmers" (interview, 10 November 2022).

Based on the results of interviews with the Kadis and Muara Batu sub-district heads, in terms of empowering vannamei shrimp pond farmers in increasing the business resilience of farmers. He continues to provide encouragement to pond farmers to build business groups and form business partners with interested parties. Also supports every program that can increase the success of the harvest of vannamei shrimp pond farmers.

The same thing was also explained by Mr. Hasbi, one of the pond owners in Gapong Dakuta, Muara Batu District as follows;

"I started my vaname shrimp farming business in 2018, whose management I entrusted to Mr. Nasrul, Ulee Madon village. In Dakuta I have one pond with + 1000 M. The initial capital required to open a shrimp farming business is Rp. 150,000,000,-". In terms of capital there is no government assistance. Source and also not help from other parties (partners). capital is all privately sourced" ( 6 September 2022)

The results of an interview with Pak Adi who is also a pond owner from Dakuta village, he explained that:

"The pond has been operating since 2017 with a pond area of 2500 M, the initial capital required to open a vaname shrimp pond is Rp. 300,000,000, - there is no government assistance. For the provision of initial capital do not partner with other parties. Personal sources of capital" (12 September 2022).

Another pond owner, Mr. Munzir, who owns a pond in Dakuta village, explained that:

"My pond has been operating since 2019 with a total of 100m each and a second pond with an area of 800m. The initial capital that must be prepared in starting a vaname shrimp farming business is 250,000,000,- sourced from personal funds" (13 September 2022)

From the results of interviews with the three pond owners, that to start their initial business in cultivating vaname shrimp, the capital sourced from private funds, there was no government assistance nor did they partner with other parties. The amount of capital required depends on the area of the pond being managed. If their efforts are successful in increasing crop yields, of course, their capital resilience remains strong and can prosper them and the working community. If their business often experiences crop failure, then the vulnerability of capital will be a problem. This requires support and strengthening for farmers, opportunities to access programs that build business resilience for vaname shrimp farmers.

#### **Availability of HR**

Human resources workers are an important factor in the success of a business, by having good human resources, the target for achieving business success is getting better. The knowledge they gain in managing ponds is learning while working with assistance from technicians. Some of the workers used in managing the pond business are from their own families and some also employ the local gampong community. Both as a manager and also as a pool keeper. The number of guards used is in accordance with the size of the shrimp pond being managed,

The results of the interview with Pak Hasbi, who is also the owner of the pond, explained that:

"The workforce used is there as a manager and there is a pool keeper, for the salary of the workforce, 10% of the net profit of the harvest (4 months) is taken. Technicians are placed for the first 4 months to manage the vaname shrimp pond business. Technicians are placed by partners, namely PT. Global Medan (as agent) (interview, 6 September 2022).

Then the results of the interview with the manager of the pond, Mr. Munzir, whose land is located in Dakuta Village, explained that:

"Regarding the workforce used by Mr. Munzir is 1 manager, night guard, and for technicians 1 person is provided by the partner, namely PT. Indonesia Evergreen agriculture (as agent). They have been placed since the start of the vaname shrimp farming business until now they are paid by the agent. As for their workers, they are given a monthly wage/salary of Rp. 1,500,000,- and they are also given other income, that is, every 4 month harvest cycle they are given a salary with a calculation of 7% of the net profit of the business" (interview, 20 September 2022).

#### **Production Aspect**

For the sustainability of the pond business, it is necessary to encourage increased production continuously (continuously) to create business continuity and independence. Increased production is highly dependent on the availability of quality fry (seeds) and feed. In addition to improving management. Intensive care, natural conditions and availability of good water quality. Despite the fact that the results of the productivity of the vannamei shrimp pond business in 2022, the average yield of crop production is very low and some have failed. To ensure feed and fry are still available. The pond farmers build partners with the company. As the results of the following interviews:



Based on the results of an interview with Pak Razali, one of the pond managers in Muara Batu District, explained that:

"For the smooth production of vannamei shrimp, sufficient feed availability is needed, so that feeding can be given according to schedule. In terms of procuring feed initially at PT, CPP. for now with PT. Maba

"He also explained that in managing the vannamei shrimp business the partnership pattern is also carried out in the procurement of fingerlings (seeds). With CV Cherry. The price of seeds (P1 10) per one seedling is IDR 40. The average number of orders for seeds is around 150,000 seedlings with a total price of IDR 6,000,000" (interview, 25 September 2022).

## 2. Marketing Aspect

Marketing of products is an important aspect for a business and needs immediate treatment to ensure quality. The smoothness of the product marketing process needs serious handling. Because if the production results cannot be immediately marketed, it will become a serious problem, including a decrease in the quality of production results and will have an impact on the fall in the price of a product. If the quality drops, the price of the product falls will have an effect on the profits earned for a business. Especially for shrimp production, a smooth marketing process is needed so that quality is guaranteed. For this reason, it is necessary to develop partners in the marketing of vannamei shrimp production, in this case pond farmers partner with companies in Medan.

According to the results of an interview with Pak Adi, one of the pond owners in Gampong Cot Trueng in Muara Batu District, as follows:

"The harvest is sold to partners (agents) to Medan to PT. Indonesia Evergreen Feed listen to the price according to the size of the shrimp. The average harvest size is 35 shrimp per 1 kg. with local prices sold around Rp. 90,000 (interview, 30 September 2022).

The same thing was also stated by Pak Bukhari, one of the pond owners in Muara Batu District, as follows:

"The vaname shrimp harvest period with a 4-month time cycle can be carried out with a grand harvest. However, to maximize shrimp growth after 2 months and 15 days, the first harvest can be carried out. Shrimp harvests, both for the first and main harvest, are sold to partner agents, PT. Indonesia Evergreen Feed with prices according to the size of the shrimp. If 1 kg of shrimp consists of 40 seeds, the price is around Rp. 88.000,-" (interview, 3 October 2022).

Interview with Pak Nasrol:

"Marketing of the harvest is carried out to partners, namely the company PT. Indonesia Evergreen Feed with prices according to the size of the shrimp. For shrimp size 1 kg, 60 seeds, the price is around Rp. 69,000,-, for 1 kg shrimp size, the price is around Rp. 88,000,- The harvest process takes 4 months from seed distribution to harvest. Shrimp harvesting is done 2 to 3 times to maintain maximum shrimp growth (maintaining good growth to avoid overcrowding), then after the shrimp are 2 months 15 days old, the first harvest can be carried out." (Interview, 4 October 2022).

Based on an interview with Mr. Armia, one of the managers of the vaname shrimp pond in Gampong Meunasah Drang, Muara Batu District:

"The harvested shrimp are sold to local agents to be marketed to Medan and for export with prices based on the size of the shrimp. For shrimp size 40 seeds/kg with prices ranging from Rp. 88,000, - 35 seeds/kg with a price of 93,000, - "but the success rate up to the main harvest in the period 2018 to 2021 is around 40%.

Based on good interviews with owners, managers of vaname shrimp ponds in Muara Batu sub-district that the marketing of vaname shrimp production is marketed to PT. Indonesia Evergreen Feed in Medan (as a partner). With the price according to the size of the shrimp. Shrimp marketing can be carried out in stages according to the stages of harvest, the first harvest can be done after the shrimp is 2 months and 15 days old, while the main harvest is carried out during the general period of shrimp reaching 4 months. On average, when the age of harvest shrimp reaches 4 months, the size of shrimp for 1 kg ranges from 35 to 30 seeds. With a price of 92,000 - Rp. 97,000,-/kg.

Causes Many businesses of Vaname shrimp pond farmers in Muara Batu District fail to harvest?

Success and failure often occur in a business. The vannamei shrimp pond business in Muara Batu District, North Aceh Regency, has an average success rate of no maximum success in the gampong. In a 6-year cycle running from 2017 to 2022, the success rate of vaname shrimp

cultivation is around 40 to 60%. The failure of vaname shrimp cultivation is largely determined by the quality of the fry, in addition to the other causes, viruses or diseases, extreme weather (natural) environmental conditions, poor maintenance, and water quality. The factors that cause the biggest failure in vaname shrimp culture are the quality of the fry and the disease factor. As the results of the interview below.

Based on an interview with Mr. Muhammad Isa as the Secretary of the Muara Batu sub-district as follows: "The cause of crop failure in vaname shrimp farming is largely determined by the quality of the fry. Another cause is disease, the success rate of vaname shrimp business in Muara Batu District is around 50%, 50%. If the fry have not been licensed and are not certified, the failure factor is very large. To guarantee the quality of the fry, there must be a special institution to examine the fry that are suitable for use (quality). The system for procuring fries is like an engineering element. Local fry that have not been licensed (given permission) to use company brands that they have licensed (permit) to sell to farmers, can trigger the failure of vaname shrimp farming business. There should be a special team that supervises the quality of the fry. Superior quality (certified) fry the success rate will be high. "(interview November 9, 2022).

Halsenada was also explained by Pak Razali, one of the managers of the vannamei shrimp pond in Mmeunasah Drang village, Muara Batu district as follows:

"In 2022 the vannamei shrimp farming business failed miserably due to the quality of the fry, where the fry that were spread into the pond had reached the age of over 40 days, the size did not grow to the size of a normal shrimp, and the shrimp were fed with food, they did not want to eat, finally over the age of 40 days. On the condition that there are already dead shrimp, and we are trying to handle it with maximum care, the rate of falling (dead) shrimp is increasing, and for that, we, the management, tend to die before all of the shrimps tend to die. The results we get are not enough for operations. This condition continued so that we ran out of capital to buy new seeds and buy feed" (interview, November 8, 2022).

According to Mr. Fahmi, one of the pond farmers in Bungkaih Village, Muara Batu District, he explained as follows:

"That continuous rain can affect the quality of pond water which will have an impact on the growth of vaname shrimp. And it can also cause the shrimp to not want to eat and can make the shrimp get disease, which can cause crop failure" (interview 4 November 2022).

One of the pond farmers in Gampong Bungkaih, Muara Batu District, Mr. Iwan explained that: "That in the management of vaname shrimp ponds, not all of them achieve success, even often they experience crop failure, if the pond business experiences crop failure, the solution to overcome this is by checking the pond, whether there are errors in the management of the shrimp ponds. Good about maintaining water quality, by managing waste material from leftover feed and excrement from shrimp at the bottom of the pond, applying artificial feed absorption to shrimp, so that treatment will be more optimal and check the quality of fry" (interview, 2 November 2022)

## 5. CONCLUSION

1. The application of the business partner model for empowering vaname shrimp farmers in Muara Batu District, namely applying the Mutualism Partnership model (mutualistic partnership) by partnering is expected to strengthen each other, and benefit both parties. Where by partnering can reduce problems for pond farmers. Partnership pattern in the field of feed, fry (seedlings). While the field of marketing for local and outside the region. The marketing process outside the region is carried out by the agent (partner) to be marketed to Medan and exported abroad.
2. Causes of vannamei shrimp farming farmers who fail to harvest, this study focuses on shrimp seed factors, natural factors. The factor of crop failure caused by the quality of the fry (seedlings) with low quality fry resulted in the vulnerable level of survival of the fry in the production process of the harvest. The fry after 40 days no longer want to eat, and do not want to grow and get sick. Then the shrimp die before the first harvest. Meanwhile, natural factors with extreme weather conditions, long dry conditions with a hot temperature of 35°C, then a prolonged rainy season makes the immune quality of the shrimp low (weak) eventually getting disease and the shrimp are threatened with death so that the harvest fails.

## 6. SUGGESTION

1. The government, through the Head of the Fisheries Office, can provide guidance and provide opportunities for vaname shrimp farming communities to be able to access the KKP program managed by the BLU, which is a



program for empowering coastal community businesses and SMEs. The importance of implementing program socialization to the community.

2. The business entity in implementing the model of empowering pond farmers, especially the fry sector which can guarantee the availability of fry with easier access patterns to be accessible when farmers are vulnerable to capital availability, can be paid in stages as applied to the feed sector. Increased HR owners and workers of shrimp ponds.

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