



Implementation of the Community Development and Empowerment Programme PT Ifishdeco, Tbk in Roraya Village, Tinanggea District, South Konawe Regency

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ABSTRACT

This research aims to find out the process of implementing community development and empowerment programs at PT. Ifishdeco, Tbk Roraya Village, Tinanggea District, South Konawe Regency, to find out the factors that affect the implementation of community development and empowerment programs at PT. Ifishdeco, Tbk Roraya Village, Tinanggea District, South Konawe Regency And to find out the impact of the community development and empowerment program at PT. Ifishdeco, Tbk Roraya Village, Tinanggea District, South Konawe Regency This type of research uses a qualitative approach. The research informant is the Site Manager of PT. Ifishdeco, Tbk, Staff PPM PT. Ifishdeco Tbk, Public Relations of PT. Ifishdeco Tbk, an employee of PT. Ifishdeco Tbk, and the Head of Roraya Village, as well as the community. The types and sources of data used in the research are primary data and secondary data. The data collection techniques used are observation, interviews, and documentation. Data analysis techniques use data reduction, data testing, and conclusions. The results of the study show that 1) The process of implementing the development and empowerment of the community of PT. Ifishdeco Tbk consists of three stages, namely the Planning Stage, the Implementation Stage and the Evaluation Stage. 2) factors that affect the implementation of the program, namely communication, resources, brocracy structure and disposition. 3) The impact of community development and empowerment programs is divided into two, namely positive impacts and negative impacts. The positive impact is the availability of social and public facilities, job opportunities and increased income levels. Negative impacts are Land Acquisition, Air Quality Degradation, and Social Conflicts

Keyword: Implementation, Development and Empowerment, Community

INTRODUCTION

Community empowerment is an effort made by companies to improve the standard of living and welfare of the community. In essence, community development emphasizes community participation. (Rahmadani *et al.*, 2019). Community empowerment emphasizes through the exploitation of all abilities possessed. One of the social-based educational activities can help develop human potential. The activity emphasizes the importance of

understanding the needs of the community and how the community can solve problems, taking into account the potential of the community and the environment (Hadiyanti, 2008).

The implementation of empowerment by utilizing companies that enter certain areas to increase the development and empowerment of the surrounding community, one of which is the existence of companies such as mining and others. More and more companies in Indonesia, both private and state-owned, are showing rapid economic growth. The Community Development and Empowerment Program is a group of individual and collective efforts to improve the education, economy, socio-cultural, health and environment of the community around the mine so that the standard of living of the community is better.

According to the Regulation of the Minister of Energy and Mineral Resources Number 41 of 2016, which regulates mining and coal mining activities, every mining company must create and maintain the Master Plan for Community Development and Empowerment. The Community Development and Empowerment Program is one of the government's initiatives to bring corporate social responsibility (CSR) to the mining industry. The eight areas of community development and empowerment are education, health, economic independence, income levels or real jobs, and social and cultural fields. The implementation of programs carried out by every company is inseparable from the factors that affect the implementation process. One of the factors is that the company does not meet the needs of the community (Sari *et al.*, 2022).

PT. Ifishdeco, Tbk is a mining company located in Ngapaaha Village, Tinanggea District with a land area of 2,580 hectares and an Operational/Production Mining Business License of 800 hectares. PT. Ifishdeco, Tbk itself collaborates with the Village government in distributing assistance for the Community Development and Empowerment program, where the Community Development and Empowerment program implemented by PT. Ifishdeco, Tbk has just been implemented in Tinanggea District. Implementation, of course, is inseparable from the shortcomings that hinder the effectiveness of the program. The problem occurs due to the lack of community participation in implementation and other aspects. The obstacles in the implementation of the program are mining areas that result in damage, dust, air and water pollution as well as human resources in terms of education and experience. Based on the description above, this research is about " Implementation of the Community

Development and Empowerment Programme PT Ifishdeco, Tbk in Roraya Village, Tinanggea District, South Konawe Regency ".

METHODS

The location of this research has been carried out at PT. Ifishdeco, Tbk Roraya Village, Tinanggea District, South Konawe Regency. The researcher chose this location with the consideration that it is true that there is a company PT. Ifishdeco, Tbk carries out community development and empowerment programs in Roraya Village, Tinanggea District, South Konawe Regency and is considered representative or representative enough to conduct research on the company and the community. This research uses a qualitative approach. The informants of this research are the Site Manager of PT. Ifishdeco, Tbk, Staff PPM PT. Ifishdeco, Tbk, Public Relations of PT. Ifishdeco, Tbk, Employee of PT. Ifishdeco, Tbk and the Head of Roraya Village, as well as the community. As for the source of the data of this study, first-hand information, or primary data, comes from the original source. Then information collected from secondary sources that are not the first source includes books, scientific searches (online, in magazines, and on websites), research findings related to the implementation of community development and empowerment programs by relevant limited liability companies and information released by relevant organizations, as well as information directly related to the research. This research technique is to collect data through observation, interviews, and documentation. The Miles and Huberman model for data analysis consists of data reduction, data presentation, and conclusion derivation. (verification) (Sugiono, 2016)

RESULTS AND DISCUSSION

Implementation of Community Development and Empowerment Programme of PT Ifishdeco, Tbk

The implementation of PT Ifishdeco's Community Development and Empowerment Programme is a manifestation of the company's social responsibility towards the surrounding community. This programme aims to improve the quality of life of the community through sustainable economic, educational, and infrastructure development. According to Prasetyo and Sudrajat (2021), effective community development and empowerment not only encourages community participation but also strengthens social capital as the basis for building a more independent and competitive community. In addition, Kuncoro (2017) explains that this programme is in line with the empowerment theory approach that emphasises empowerment as a tool to overcome social inequality

1. Planning Stage

At the planning stage, PT. Ifishdeco, Tbk demonstrates its commitment to community development and empowerment through a master plan designed for a 10-year period, from 2017 to 2026. This plan includes strategic steps that involve formal and informal meetings with the government and relevant stakeholders. This approach is in line with the principle of active participation in community development explained by Kapucu (2018) in his book *"Managing Collaboration in Networks"* which emphasizes the importance of involving various parties in the planning process to create more holistic and sustainable solutions.

In addition, PT. Ifishdeco, Tbk has set an annual budget of 2 billion rupiah for PPM activities. This budget is designed in accordance with the Work Plan and Cost Budget (RKAB) approved by the Ministry of Energy and Mineral Resources or related agencies. The determination of this budget is in accordance with the principles of financial management in community development outlined by Suryadi (2019) in his book *"Community Development: Theory and Practice"*, which underlines the importance of allocating sufficient resources to support the implementation of development programs. The programs planned by PT. Ifishdeco, Tbk follows the blueprint guidelines and regulations from the Ministry of Energy and Mineral Resources, affirming the alignment between corporate planning and government regulations.

2. Implementation Stage

The Community Development and Empowerment Program is implemented based on the guidelines of the blueprint of the regulation of the Minister of Energy and Mineral Resources, which includes eight main programs. The implementation process begins with the socialization and observation stage carried out by the work team and public relations team that has been formed by the company. After that, the community is given the opportunity to submit proposals according to their needs. These proposals will then be evaluated and considered for approval by the company.

After submitting the proposal, the Community Development and Empowerment working team will hold a meeting to discuss and consider the implementation schedule of the proposed programs. This process aims to ensure that the programs that will be implemented are in accordance with the needs of the community and can be implemented effectively. Through this approach, it is hoped that the Community Development and Empowerment

program can provide optimal benefits for the surrounding community and support sustainable development in the region.

Based on the results of the research conducted, it shows that the implementation of the community development and empowerment program of PT. Ifishcode, Tbk in Roraya Village, Tinanggea District, South Konawe Regency is as follows:

a) Educational Programs

The education program is the main component in Community Development and Empowerment set by the Ministry of Energy and Mineral Resources. PT. Ifishdeco Tbk, as a nickel mining company, has been running this program with a focus on Roraya Village. The implementation of the program includes the provision of scholarships for underprivileged students, the construction of educational facilities such as prayer rooms at SD Negeri 01 Tinanggea District, as well as school fences and gates at SMA Negeri 22 South Konawe. The company also provided educational financial assistance to three underprivileged students from Roraya Village. This initiative is in line with the Regulation of the Minister of Energy and Mineral Resources No. 1824 of 2018, which regulates guidelines for the implementation of PPM in the field of education. The regulation covers aspects such as scholarships, skills training, the provision of educators, the development of educational facilities and infrastructure, as well as efforts to increase community independence. Through this program, PT. Ifishdeco Tbk contributes to improving the quality of education and community empowerment in its operating areas.

b) Social and Cultural Programs

The social and cultural program is one of the programs contained in the decision of the Minister of Energy and Mineral Resources where the program consists of assistance in the construction of facilities and/or infrastructure for worship and religious relations, natural disaster assistance, and participation in the preservation of local culture and wisdom. PT. Ifishdeco, Tbk has implemented social and cultural programs, especially in Roraya Village, namely Mosque Renovation and Honor Assistance for Teachers Reciting in Hamlet 3, Increasing the Construction of the An-Nur Mosque in Hamlet 2, Flood Victim Assistance for Affected Roraya Village Residents, and Supporting Sports Week Activities to Enliven the 78th Indonesian Independence Day Between Hamlets in Roraya Village.

c) Job/Rill Income Level

The real income level or employment program is one of the important aspects in community development and empowerment. This program emphasizes the priority of using labor from the community around the mine in accordance with their competence. PT. Ifishdeco, Tbk has successfully implemented this program, as evidenced by the fact that almost 99% of its employees are from the local community. In total, the company employs 77 people from different villages and regions. Especially for Roraya Village, as many as 26 villagers have received job opportunities at PT. This shows the company's commitment to empowering the local community and having a positive impact on the local economy.

d) Economic Independence Program

PT. Ifishdeco, Tbk has implemented an economic independence program in Roraya Village as a further step in community empowerment efforts. The program includes various forms of support, including building assistance, rehabilitation, provision of equipment and equipment, as well as business capital for two villagers. This initiative is in line with the decision of the Minister of Energy and Mineral Resources regarding the economic independence program. The main focus of the program is to increase the capacity and access of local communities in developing small and medium enterprises, especially for communities around mining areas. In addition, this program also aims to provide opportunities for local communities to actively participate in business development in accordance with their respective skills and professions.

3. Evaluation Stage

PT Ifishdeco, Tbk regularly conducts evaluations to measure the effectiveness of the Community Development and Empowerment programs that have been implemented. This evaluation process includes four main aspects that are the focus of measurement. First, the benefit aspect that assesses the extent to which the program provides benefits to the community. Second, the suitability aspect that examines whether the program is aligned with the needs and conditions of the local community. Third, the sustainability aspect that evaluates the ability of the program to continue to run and develop independently. Finally, the impact aspect that analyzes the significant changes that occur as a result of the implementation of the program. Through this comprehensive evaluation, PT Ifishdeco, Tbk can ensure that its programs make a positive and sustainable contribution to society.

a) Benefits

The benefit aspect in the evaluation of the Community Development and Empowerment program conducted by PT Ifishdeco, Tbk is a crucial element to measure the success of the company's initiatives. This evaluation aims to assess the extent to which the implemented programs provide real benefits for the target community. In the process, the company analyzes various indicators such as increased income, improvement in quality of life, and development of community skills. PT Ifishdeco, Tbk also considers positive changes in social, economic, and environmental aspects as success parameters. By conducting an in-depth assessment of the benefits of the program, the company can ensure that the efforts made really have a positive impact and provide added value for the welfare of the community as a whole.

b) Conformity Aspects

The conformity aspect in the Community Development and Empowerment program implemented by PT Ifishdeco, Tbk showed very satisfactory results. The company has managed to align the assistance provided with the real needs of the local community. This is achieved through a proposal submission mechanism by the community, which allows them to communicate their needs directly. This approach ensures that the resources allocated are on target and effective in addressing the problems faced by the community. By paying attention to local aspirations and conditions, PT Ifishdeco, Tbk not only provides assistance, but also builds constructive relationships with the community. This conformity is an important foundation for the success of the empowerment program, because it creates a sense of ownership and active participation from the community in the implementation of the program.

c) Sustainability Aspects

The sustainability of the development and empowerment of the community of PT. Ifishdeco, Tbk is certainly well done where to evaluate a program, of course, there are 4 aspects that are used in measuring the success of a program, one of which is the sustainability of an empowerment or development carried out both by the government and non-government.

d) Impact Aspects

In this context, the company conducted an in-depth assessment of the relevance of its programs to the actual situation in Roraya Village. This analysis includes an assessment of the

suitability of the construction of social facilities, such as mosques, which have proven to be very beneficial to the local population. In addition, the labor absorption program is also assessed in terms of its suitability for job needs, especially for the young generation of villages. By considering this aspect of conformity, PT. Ifishdeco, Tbk can ensure that the community empowerment efforts carried out really answer real needs and provide optimal benefits for the residents of Roraya Village.

PT. Ifishdeco, Tbk has a great impact on the community, especially the construction of social facilities such as mosques has a very positive impact on the community. Then the absorption of labor also has a great impact on the community, especially for the young people of Roraya Village.

Factors Influencing the Implementation of PT Ifishdeco, Tbk Community Development and Empowerment Programme

The implementation of community development and empowerment programs by PT. Ifishdeco, Tbk is a strategic step in an effort to improve the welfare of the community around the company's operational area. The success of this program is inseparable from various factors that affect it, including the aspect of suitability between the program offered and the needs of the local community. This conformity is an important key in ensuring the effectiveness and sustainability of the empowerment program. By understanding the factors that play a role in the implementation of the program, PT. Ifishdeco, Tbk can design and implement initiatives that are more targeted, responsive to local socio-economic dynamics, and able to have a long-term positive impact on the community. This introduction will further explore the importance of the conformity aspect in the context of community development and empowerment by PT. Ifishdeco, Tbk.

1. Communication

The implementation of community development and empowerment programs is one of the important aspects in the company's efforts to contribute positively to its social environment. In this context, PT. Ifishdeco, Tbk has shown its commitment through various initiatives aimed at improving the welfare of the surrounding community. One of the key factors that affect the success of the implementation of the program is communication. The communication aspect plays a vital role in ensuring that the program can run according to plan and achieve the expected goals.

PT. Ifishdeco, Tbk has realized the importance of effective communication in the implementation of community development and empowerment programs. The company has taken concrete steps by forming a Community Development Program (PPM) team tasked with managing and coordinating various aspects of the program. The formation of this team reflects the company's efforts in building a solid and organized communication structure. Through the Community Development and Empowerment team, PT. Ifishdeco, Tbk can ensure that information flows smoothly between various stakeholders, including the implementing staff, the beneficiary community, and other related parties.

Good communication between the implementing staff is one of the indicators of the success of the communication approach implemented by PT. This allows for effective coordination, productive exchange of ideas, and quick problem solving in the implementation of the program. Thus, the communication factor is not only a catalyst in accelerating the achievement of program goals, but also plays a solid foundation in building a harmonious relationship between the company and the community.

The communication concept implemented by PT. Ifishdeco, Tbk in the implementation of community development and empowerment programs is in line with the theory put forward by Edward III in Wibowo (2014). Edward III emphasized that communication is one of the critical variables in the process of implementing policies or programs. According to this theory, effective communication includes three main aspects: transmission, clarity, and consistency. In the context of PT. Ifishdeco, Tbk, the establishment of the Community Development Program team reflects the company's efforts in ensuring good information transmission. This team serves as a communication channel that allows for the delivery of information in a structured and efficient manner to all parties involved in the implementation of the program. The clarity of information is reflected in good communication between the implementing staff, which allows for a common understanding of the objectives and methods of implementing the program. Consistency in communication can be seen from the company's continuous efforts in managing and coordinating programs through the Community Development and Empowerment team.

Applying communication principles that are in line with Edward III's theory, PT. Ifishdeco, Tbk has created a strong foundation for the successful implementation of community development and empowerment programs. This shows that companies not only

understand the importance of communication, but are also able to apply it effectively in real practice.

2. Resources

The implementation of community development and empowerment programs by PT. Ifishdeco, Tbk is influenced by several factors, including Human Resources and budget fund allocation. Competent Human Resources greatly determine the success of the implementation of the Community Development and Empowerment program, because they are the main actors in the implementation of activities in the field. The competence of the staff in managing this program includes technical, managerial skills, as well as a deep understanding of the needs of the communities served. As stated by Mangkunegara (2017), good Human Resource management can increase the effectiveness of the program, because skilled and knowledgeable staff are able to design and implement relevant and sustainable activities for the community.

In addition, the allocation of budget funds is also an important factor in the success of the Community Development and Empowerment program. Funds of 2 billion rupiah per year that have been allocated through the Work Plan and Cost Budget by PT. Ifishdeco, Tbk reflects the company's commitment to supporting this empowerment program. According to Agustia and Suryani (2018), the success of program implementation often depends on the availability of adequate financial resources, because sufficient funds allow the implementation of various optimally planned activities. However, ineffective budget management can be a major obstacle, because even if funds are available, without proper planning and oversight, program objectives will not be achieved.

Thus, the implementation of the Community Development and Empowerment program of PT. Ifishdeco, Tbk relies on the synergy between competent Human Resources and proper financial management. The combination of these two factors will ensure that the program can be run efficiently and sustainably, as well as provide real benefits to the community.

3. Disposition (Implementing Attitude)

The disposition or attitude of the implementer in the implementation of the program is a crucial factor that affects the effectiveness of the policy, including in the context of community development and empowerment programs. The positive disposition of the

implementers towards the implemented policies is the main driving force in the successful implementation. Implementers who agree with the goals and parts of the policy tend to carry out their duties with great enthusiasm and dedication, which in turn will increase the effectiveness of the program as a whole. On the other hand, when there is a difference of opinion between implementers and policy makers, resistance will arise that can hinder the implementation process. This can be due to a mismatch of values or different interpretations of the implemented policies. Such resistance can lead to half-hearted or even delayed policy implementation, which ultimately affects the achievement of the policy goals themselves (Winter, 2018). In this context, it is important for policymakers to ensure good communication with implementers, as well as provide adequate training or explanations so that implementers have a clear understanding and are in line with the policy goals to be achieved.

In addition, other studies show that the involvement of implementers in the policy-making process can also increase their positive disposition, as they feel they have a contribution and involvement in the process (Pressman & Wildavsky, 2017). Therefore, a successful policy is a policy that is not only well formulated, but also implemented by an implementer who has a positive disposition towards the policy.

4. Bureaucratic Structure

Factors of bureaucratic structure in the implementation of community development and empowerment programs by PT. Ifishdeco, Tbk can be associated with the concept that a good and systematic bureaucratic structure is the key to ensuring effective and efficient coordination. According to Robbins and Coulter (2018), a systematic bureaucratic structure helps organizations in formulating, implementing, and evaluating programs better. This is in line with the view of Mintzberg (2017) who states that a well-structured bureaucracy allows for a clear flow of communication, proper division of tasks, and well-defined responsibilities, so that programs can be implemented effectively. In the context of PT. Ifishdeco, Tbk, an established bureaucratic structure is an important foundation in achieving the goals of the community development and empowerment program, because it ensures that every step in the implementation process is well coordinated and does not experience significant obstacles.

Impact of PT Ifishdeco's Community Development and Empowerment Programme

1. Positive Impact

The Community Development and Empowerment Program run by PT. Ifishdeco, Tbk in Roraya Village, Tinanggea District, South Konawe Regency, has a significant positive impact on the local community. One of the most prominent impacts is the availability of public and social facilities, such as the construction of mosques, the provision of assistance for educational facilities, and scholarships for underprivileged students and outstanding students. In addition, the company also contributes to building rehabilitation, the provision of equipment, and business capital for the community, all of which are in line with the concept of Corporate Social Responsibility (CSR) which emphasizes sustainable development and community welfare (Carroll & Brown, 2018).

In addition, the presence of PT. Ifishdeco, Tbk also creates job opportunities for local communities, which is in line with development economics theory that links industrial investment with increased employment and community income (Todaro & Smith, 2015). Another positive impact that can be observed is the increase in community income, especially with the absorption of labor in the mining sector which is quite high. This phenomenon can be explained through the multiplier effect theory approach in regional economies, where investment in certain sectors can create a chain effect that encourages an increase in local people's income (Armstrong & Taylor, 2016).

In addition, the company also plays a role in supporting small businesses through the provision of capital and the use of local materials for development projects, which ultimately strengthens the local economy and improves the welfare of the community. Thus, the positive impact of PPM shows how the company's involvement in community development can make a real contribution to improving the quality of life and social welfare.

2. Negative Impact

The negative impact of the community development and empowerment program implemented by PT. Ifishdeco, Tbk shows that there are various challenges that must be faced, especially related to mining activities. One of the main issues is land acquisition which often triggers conflicts with local communities. Although the land used is a legal state-owned Land Use Right, the claim from the local community that the land belongs to them is a source of tension. According to Mudakir (2015), land acquisition that is not accompanied by a

participatory approach often causes resistance, especially if there is no compensation that is considered fair by residents.

In addition, mining activities also have a negative impact on the air quality around the operational area. Air pollution due to dust and fine particles from nickel ore mining can endanger public health. Although PT. Ifishdeco, Tbk has adopted measures such as the use of sprinkler trucks to reduce dust, but these efforts have not been effective enough to solve all existing pollution problems. According to research by Suhirman and Maulina (2018), poor air quality in mining areas has a correlation with an increase in respiratory diseases among local residents.

The issue of occupational safety is also a concern, because accidents in the mining sector are often caused by a lack of adequate safety systems. PT. Ifishdeco, Tbk has made efforts to improve this by implementing occupational safety and welfare standards, which is an important step in reducing the risk of accidents. This is in line with the findings of Lubis (2019) which stated that good implementation of K3 can reduce the incidence of work accidents in the mining sector.

Social conflicts, which often arise as a result of community dissatisfaction with the environmental and social impacts of mining activities, are also a concern. Rizki, *et al* (2024) stated that this kind of conflict often occurs when people feel that they do not get fair benefits from mining operations. PT. Ifishdeco, Tbk has tried to resolve this conflict through CSR and Community Development and Empowerment programs, but the sustainability of these programs needs to be monitored to ensure a sustainable positive impact on local communities.

CONCLUSION

Based on the results and discussion above, the conclusion that can be drawn in this study is that the implementation of community development and empowerment programs by PT. Ifishdeco. Tbk in Roraya Village, Tinanggea District, South Konawe Regency, is a complex and multidimensional process. This program is carried out through three main stages: planning, implementation, and evaluation. The success of program implementation is influenced by four key factors, namely communication, resources, bureaucratic structure, and implementation attitude. This program has a significant impact on society, both positive and negative. On the one hand, the program provides public and social facilities, creates job opportunities, and increases people's incomes. However, on the other hand, there are negative

impacts such as land acquisition problems, deterioration of air quality, the risk of work accidents, and potential social conflicts. This shows that although community development and empowerment programs aim to improve community welfare, their implementation needs to be carefully managed to minimize negative impacts and maximize positive benefits for local communities.

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