

## **IMPLEMENTATION OF THE DEVELOPMENT AND EMPOWERMENT PROGRAM OF PT. PESONA KHATULISTIWA NUSANTARA IN BULUNGAN DISTRICT**

Imam Muazansyah,  
alyacarpet@gmail.com

Department of Public Administration, Faculty of Administrative Science,  
University Kaltara

Irsyad Sudirman

Department of Public Administration, Faculty of Administrative Science,  
University Kaltara

### **ABSTRACT**

Research with a focus on Community Development and Empowerment in Mineral and Coal Mining Business Activities based on the Minister of Energy and Mineral Resources Regulation Number 41 of 2016 formulates 8 (eight) main programs from the PPM Master Plan (Community Development and Empowerment), namely programs in the fields of education, health, income or real work level, economic independence, socio-culture, environment, the formation of community institutions and infrastructure. Thank you to the Ministry of Research, Technology and Higher Education of the Republic of Indonesia for funding this research through the Beginner Lecturer Research Grant (PDP) Contract Number 087/SP2H/LT/DRPM/2020. In the *Keputusan Menteri Energi dan Sumbert Daya Mineral Nomor 1824K/30/MEM/2018*, it explains the main points of the Guidelines for Preparation of Blueprints (Blue Print) and Guidelines for Preparation of the Master Plan for PPM. Minerba mining companies are required to carry out PPM throughout the cycle (exploration to post-mining) and are required to prepare a PPM Master Plan which is consulted and reported on its implementation to the Provincial Government and the Ministry of Energy and Mineral Resources. Provincial governments in areas that have a mining sector are required to prepare a PPM Blueprint and provide instructions to mining companies to prepare a PPM Master Plan. The output expected from this research is: Implement and find out the obstacles faced in the implementation of Community Development and Empowerment at PT Pesona Khatulistiwa Nusantara.

**Keywords:** *Implementation, Community Development, and Empowerment, PT Pesona Khatulistiwa Nusantara*

## A. PRELIMINARY

Policies must show what is done rather than what is proposed by a person, group, or government in a series of activities on a problem and there are opportunities or obstacles to the implementation of the policy proposal to achieve its objectives and there needs to be the same understanding, so that it is expected that in every implementation, supervision and given decision making can be understood thoroughly and following the concept.

Empowerment is an effort to develop independence and welfare by increasing knowledge, attitudes, skills, behavior, abilities, awareness, and utilizing resources through the establishment of policies, programs, activities, and assistance following the essence of the problem and priority needs.

Every actor or government actor in public policy creates competitiveness in the environment or climate of empowerment that is formed by every organization in the country. The crisis experienced in Indonesia and cannot be said to have recovered to this day is due to the mistakes made by its public organizations and the product of public organizations is public policy. When public organizations fail to create superior public policies, that's when these countries are dragged down.

Every mining business entity is required to prepare and have a Master Plan for Community Development and Empowerment (PPM) based on *the Peraturan Menteri ESDM Nomor 41 Tahun 2016* concerning Community Development and Empowerment in Mineral and Coal Mining Business Activities. Coal companies formulate 8 (eight) main programs for the PPM Master Plan, namely programs in the fields of education, health, real income or employment, economic independence, socio-culture, environment, the formation of community institutions, and infrastructure.

The Surat Keputusan Menteri ESDM Nomor 1824K/30/MEM/2018 explains the main points of the Guidelines for the Preparation of Blueprints (Blue Print) and Guidelines for Preparation of the Master Plan for PPM.

Mineral and coal mining companies are required to carry out PPM throughout the cycle (exploration to post-mining) and are required to make a PPM Master Plan which is consulted and reported on its implementation to the provincial government and the Ministry of Energy and Mineral Resources so that the company prepares and implements a measurable, targeted, precise PPM program, effective and right on target.

Provincial governments that have a mining sector in their regions are required to make a PPM Blueprint and provide instructions for mining companies in making a PPM Master Plan, commit to community development properly, until completion of operations, even post-mining because so far many mining companies have less responsible for leaving losses for society (and the environment), with the PPM Blueprint.

Formulation of the problem: 1. How is the Implementation of Community Development and Empowerment at PT Pesona Khatulistiwa Nusantara? 2. What obstacles are faced in the implementation of Community Development and Empowerment at PT Pesona Khatulistiwa Nusantara?

## **B. LITERATURE REVIEW**

### **Concept of Public Policy**

Public policy according to his understanding R. Dye (Nugroho Riant: 130-133) is a public policy concerning every rule of the game in life together, whether it is concerning relations between citizens and between citizens and their country made by government agencies or offices as the main actor or actor, from public policy to be implemented or implemented to regulate public life, not regulate the life of an individual or group based on laws, laws, and regulations; everything related to decisions that mobilize financial and human resources, and are evaluated so that they can be used as a monitoring mechanism for the policy by the policy objectives itself. Siti Kurnia Rahayu (2010) cites the meaning of state policy put forward by Harold D. Lasswell and Abraham Kaplan as a projected program of goals, values and practices. Also as a program to achieve goals, values, and directed practices (Lauddin Marsuni, 2006).

According to Mac Rae and Wilde (1978), a policy is a series of selected actions that have an important meaning in influencing a large number of people. "Public policies according to Anderson are policies developed by state agencies and officials. Easton's thinking about public policy is defined as the allocation of values by force to all members of society."

### **Policy Implementation**

Policy implementation is described as a process for implementing policies to achieve their results or objectives, nothing more or less. The series of policy implementation starts with a mission that determines where to go provides a reference for leaders to formulate a vision by the capacity of the leader to make a mission accomplished through their capacities and advantages. Vision is attached to the leader of the organization where the leader of the organization proclaims a more detailed vision to be achieved in the long term and service life. Strategy or plan is a political decision in public policy. A strategy is only a concept on paper in the absence of political decisions. Operational policies are in the form of programs running parallel which are then detailed on projects and service products and goods as their implementation. Products can be called activities of the implementation of public policies.

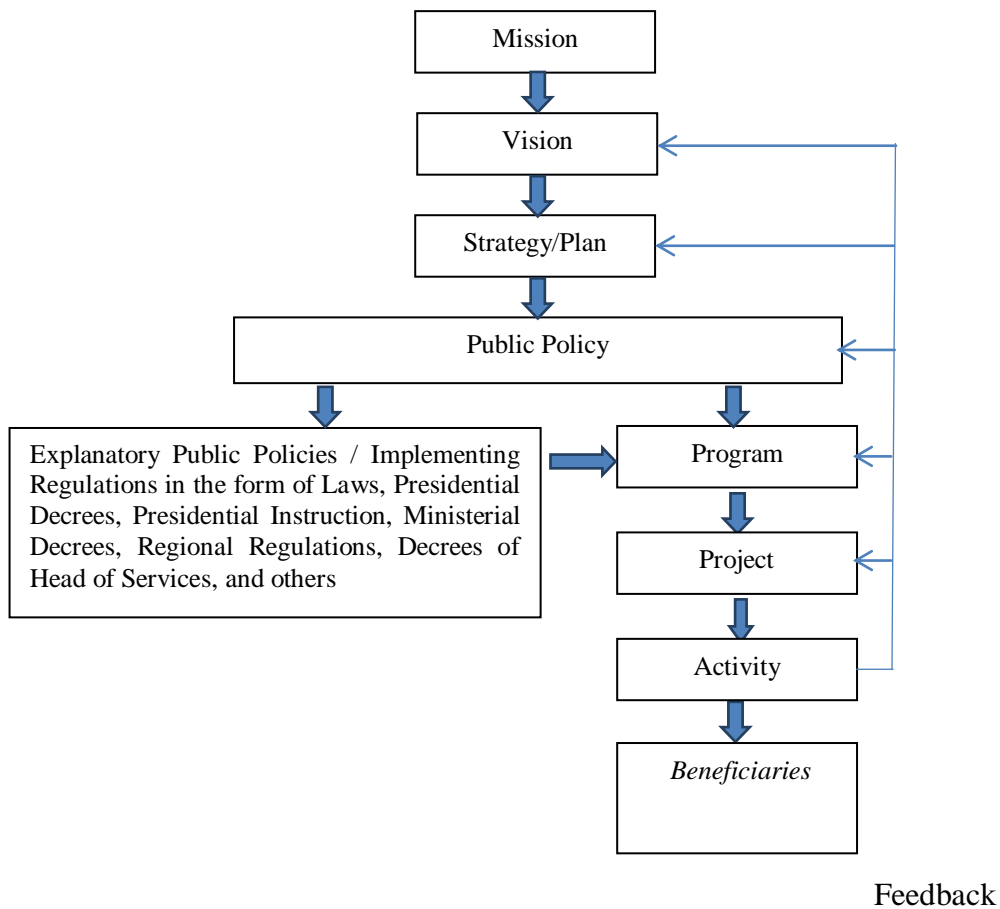


Figure: *Policy Implementation*

Public policy implementation needs to know the determining variables or factors for analysis purposes, depending on the complexity of the policy issues being studied and the objectives and analysis itself. Public policy implementation models, namely: (1) The model introduced by Donald Van Meter with Carl Van Horn (1975), (2) The model introduced by Daniel Mazmanian and Paul A. Sabatier (1983). (3) Brian W Hoogwood and Lewis A. Gun's (1978) model. (4) Grindle model (1980). (5) a model developed by Elmore (1979), Michael Lipsky (1971), and Benny Hjern and David O'porter (1981). (6) Model George C Edward III (1980)

The policy implementation model according to George Edwards III is as follows: George Edwards III (in the article Q. Arman, 2010), emphasizes that the main problem of public administration is the lack of attention to implementation. He said, without effective implementation the decision of policymakers will not be carried out successfully. Edward suggests paying attention to four main contents so that implementation can be effective, namely Communication, Resources, Disposition or Attitudes, and Beureucratic Structures.

According to George C Edwards III (in a Syarir article, 2019), the implementation of public policy is influenced by factors of Communication, Resources, Disposition, and Bureaucratic Structure. Communication factors that affect the effectiveness of policy implementation are transmission, clarity, consistency. Resource factors, there are four components, namely staff/human resources, information, authority, and facilities. The implementing disposition factor is the effect of disposition, staff problems in the bureaucracy, and incentives. Bureaucratic Structure Factors, two sub-variables have a big influence on the bureaucracy, namely Standard Operating Procedures (SOP) and fragmentation.

- a) Communication, concerning a policy communicated to the organization and/or the public, the availability of resources to implement the policy, the attitudes and responses of the parties involved, and how the organizational structure of implementing the policy.
- b) Resources (resources), concerning the availability of supporting resources, especially human resources, financial resources, and space, is related to the ability of public policy implementers to carry out policies effectively.
- c) Disposition, (the attitude of the implementing apparatus), concerning the willingness of the implementers to look out for the public policy, skills alone are not sufficient, without the willingness and commitment to implement the policy.
- d) Bureaucratic Structure, relating to the suitability or alignment of the bureaucratic organization that organizes the implementation of public policies. The challenge is how to prevent bureaucratic fragmentation (creation of a new system) because this structure makes the implementation process far from effective. In Indonesia, there is often ineffectiveness of policy implementation due to a lack of coordination and cooperation among state and/or government agencies.

### **Concept of Community Development and Empowerment**

Community development is an effort to develop a community condition sustainably and actively based on the principles of social justice and mutual respect. Community workers strive to facilitate citizens in the process of creating social justice and mutual respect through broad development programs that connect all components of society. Community development defines the values of openness, equality, responsibility, opportunity, choice, participation, mutual benefit, reciprocity, and continuous learning. The essence of community development is to educate community members so that they can carry out by providing the necessary strength or means and empowering them. Community change is one of the efforts made by community development and empowerment. The conceptualization of empowerment in the view of Speer and Hughey (1995) is a manifestation of social power at the individual, organizational, and community levels. Brodsky and Cattaneo (2013), view empowerment as a concept that is often associated with resilience, in which both concepts take a strength-based approach that recognizes, respects, and promotes local capacities by taking into account the inherent and/or developable resources within individuals and communities. The implementation of empowerment needs to pay attention to the

various constraints of social structures and power relations that cause inequality and injustice, which limit the opportunities for individuals to improve their living conditions in society therefore empowerment is directed at increasing their access to tools of power and influence in society (Jönsson, 2010).

According to Mardikanto and Soebiato (2015), community empowerment is a process in which people, especially those who are resource-poor, women, and other neglected groups are supported so that they can increase the level of welfare independently. The role of NGOs in this process is very much needed as facilitators who assist the community empowerment process. Community empowerment is one of the main focuses of development. Physical development must also be accompanied by non-physical development. This is a big challenge in empowering rural communities who are considered marginal. The basis of his view is that the efforts made must be directed at the root of the problem, namely increasing community capacity. The World Bank in Mardikanto and Soebiato (2015) defines community empowerment as an effort to provide capabilities and opportunities for (poor) community groups to be able and courageous to provide suggestions, ideas, opinions or ideas as well as the ability and courage to choose according to concepts, methods, products, actions, and others) for individuals, families, and communities.

## **C. METHOD**

### **Types and Research Approaches**

This research is in the form of effectiveness evaluation research using a qualitative methodology (more precisely naturalistic inquiry) with post-positivism, a scientific way of obtaining data and information as they are and not as they should be, with specific purposes and uses. This qualitative research approach examines the interactions of human life which are limited in nature, in-depth and holistically, therefore in research, there are no conception choices of symptoms into their exclusive aspects which we know as variables, and expected to be able to uncover and understand something behind the little-known phenomenon.

### **Research focus**

Determining the focus of research according to Moleong (2017) as a limitation of the study, to limit the zone of research observation so that it is not trapped in a very broad or less relevant field. This research limitation/focus is very important for the means to guide and direct the course of the research. The research focus defined refers to problem formulation and research objectives. The research focus includes:

### **Research sites**

The research location was conducted at PT. Enchantment of the Khatulistiwa Nusantara which is on Sengkawit Street, Tanjung Selor Hilir, Tanjung Selor, Bulungan Regency, North Kalimantan. The reason for choosing the location was because PT Pesona Khatulistiwa Nusantara (PKN) was the organizer of Community Development and Empowerment.

### **Data collection technique**

1. The process of entering the research location (Getting in)

Researchers entered the research location by obtaining formal permission from PT Pesona Khatulistiwa Nusantara (PKN) as the organizer of Community Development and Empowerment.

2. When at the research location (Getting Along)
  - a. Researchers build trust with informants so that they obtain accurate and comprehensive information and data.
  - b. Researchers try to establish close personal relationships with research subjects and maintain the objectivity of the data or information.
3. Gathering information (Longing the Information)
 

Based on the type and source of data required, the information collection techniques used include:

  - a. Interview
 

Informants or research subjects who know the ins and outs of problems related to the problem under study can be seen in table 3.1 Categories and Ways to Obtain Research Informants.

**Table: Categories and Ways to Obtain Research Informants**

	<b>Informants Category</b>	<b>How to Get Informants</b>
	Recipient of Community Development and Empowerment, namely the Community and Students	Incidentally acquired
	Iwan Suryatno as Community Development Manager of PT Pesona Khatulistiwa Nusantara (PKN).	Obtained by Key Person.
	Kaltara University and Bulungan Regency Government	Obtained by cluster sampling.
	Community Development and Empowerment Administration, namely PT Pesona Khatulistiwa Nusantara (PKN)	Obtained by snowball sampling

Source: *Created by researcher*

- b. Documentation. This technique is carried out to obtain secondary data or information which is carried out by collecting data or information from archives, documents, and the official website of PT Pesona Khatulistiwa Nusantara (PKN).
- c. A questionnaire or questionnaire is a technique of collecting data through forms containing a series of lists of questions submitted in writing to the Community and Students as Community Development and Empowerment Recipients, to obtain written answers (responses, responses) as needed.

### Data analysis technique

The data analysis technique is the most decisive step in a study because data analysis serves to conclude the research results. Data analysis can be done through the following stages:

1. In-depth interview.
2. Reviewing the results of data collection and information acquisition from document review and interviews.
3. This study uses a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis that compares external factors, namely opportunities, threats, and internal factors, namely strengths, weaknesses. owned by Community Development and Empowerment PT Pesona Khatulistiwa Nusantara (PKN).

**Table: SWOT Matrix (Strengths-Weaknesses-Opportunities-Threats)**

<b>Internal Factor</b>	<b>Strength (S)</b> Determine 5-10 Factors	<b>Weaknesses (W)</b> Determine 5-10 Factors
<b>External Factor</b>	Internal Strength	Internal Weakness
<b>Opportunities (O)</b> Determine 5-10 Factors Internal Weaknesses	<b>S –O Strategy</b> Create a strategy using force to take advantage of opportunities (Use "S" to Utilize "O")	<b>W - O Strategy</b> Create a strategy to take advantage of opportunities to minimize weaknesses (Minimize "W" to Utilize "O")
<b>Threats (T)</b> Determine 5-10 Factors of External Threats	<b>S - T Strategy</b> Create a strategy using force to overcome threats (Use "S" to Avoid "T")	<b>W - T Strategy</b> Create a strategy that avoids threats to minimize weakness. (Minimize the "W" to Avoid the "T")

## D. EXPLANATION

### Research Results and Discussion

An activity program is said to be successful and effective from results if the objectives or ideal conditions of the program can be achieved. Implementation of community development and empowerment at PT Pesona Khatulistiwa Nusantara is by the Surat Keputusan Menteri ESDM Nomor 1824K/30/MEM/2018 concerning Development Implementation Guidelines and Community Empowerment. Implementation of community development and empowerment policies with the ideal 8 (eight) PPM main programs based on the Minister of Energy and Mineral Resources Decree, namely

a) Education Sector:

Scholarships to many students and provision of training by a company as a form of CSR (corporate social responsibility) or Comdev (community development) aim to support the advancement of the world of education, equitable learning opportunities for students who excel, and underachievers but are less able the economy. This assistance is usually in the form of funds to support the costs



incurred by students during their education. However, this scholarship can also take other forms, for example, textbooks, study facilities, monthly allowances, boarding facilities, transportation facilities, and other things that aim to facilitate the recipients of this aid. It is hoped that this assistance is expected to encourage and maintain enthusiasm for learning, and to spur students to achieve good learning achievements. The initial target is the disadvantaged groups of society so that they can still receive a proper education.

The Education and Knowledge Pillar in Community Development and Empowerment (PPM) of PT PKN is an effort to prepare post-mining communities that are independent and have high competitiveness as a substitute for non-renewable natural resources.

Providing scholarships to many high-achieving students, providing dormitories for male/female students in Bulungan district, and also signing the MoU or mutual agreement between PT PKN and the Bulungan Regency Government as well as workshops on improving the quality of education.

The community as many as 984 people gain access to education from elementary, junior high, high school, and tertiary education levels through scholarship cooperation by PKN and related stakeholders, including a. appreciation scholarships for elementary, middle and high school levels, high school / vocational high school achievement scholarships, and tertiary education scholarships, including scholarships for D1 level, D2 level scholarships, D3 level scholarships, and S1 level scholarships.

PT. PKN is satisfied with the results achieved by the scholarship recipient students. The company tries its best to facilitate them, from the initial selection and departure process, as long as they carry out their studies there, to welcome them back home. ComDev PT. PKN establishes a learning park called the science zone located in the village of Bukit Indah, Tanjung Selor to share or share or teach friends or younger siblings who need additional knowledge or subject matter that is unclear by their teachers, and provide computer training to elementary and junior high school teachers, high school/vocational high school students, and students around Tanjung Selor"

b) Health sector,

A scheme of corporate responsibility to the community in the form of assisting communities affected by the Covid-19 pandemic carried out by Energi Nusa Mandiri (ENM) Group and PT Pesona Khatulistiwa Nusantara (PKN)

Energi Nusa Mandiri (ENM) Group represented by the General Manager of PT Pesona Khatulistiwa Nusantara (PKN) Yonie handed over much assistance to handle Covid-19 directly to the Bulungan Regency Government which was received directly by the Regent of Bulungan, Energi Nusa Mandiri (ENM) Group as well, give attention as a form of corporate social responsibility to the community, in which there are four stages of distribution. In the first phase, assistance was provided for the Tanjung Selor Hospital and 3 Public health centers, namely Tanjung Selor, Bumi Rahayu, and Tanjung Palas Utara. The second phase of assistance was handed over to the posts in the village, in the form of soap, disinfectant, and several others that were handed over to the posts in seven existing villages. Then this third stage helps the rapid test of 100 Pcs to the

Bulungan Covid-19 Task Force and the last stage of the fourth stage is the distribution of 750 packages of necessities to be submitted to 7 (seven) existing villages if converted into rupiah, he continued, it is around IDR. 179 million."

c) The level of real income or employment,

During the past 20 years, PKN has made a large contribution by investing in large amounts in building not only the social and economic life of the people around their investment areas but the people of Bulungan Regency in general who are in the capital city of North Kalimantan Province so that the North Kalimantan Provincial Government is all out to supporting investment in the construction of a semi coal factory by PT Pesona Khatulistiwa Nusantara (PKN).

Manpower recruitment and active participation of local entrepreneurs are built to be involved in the business activities of PT. PKN. Starting from upstream in mining activities to downstream in coal loading and shipping activities, local entrepreneurs are allowed to develop with the company so that the community and beneficiaries will experience PT PKN's commitment and consistency in empowering and reviving local entrepreneurs.

d) Economic independence.

Community independence is a condition experienced by the society which is marked by the ability to think, decide, and do something that is deemed appropriate to achieve solutions to problems faced by using their abilities. The abilities referred to are cognitive, conation, psychomotor, and affective abilities as well as other physical/material resources. Community independence can be achieved, of course, requires a learning process. People who follow a good learning process will gradually acquire power, strength, or abilities that are useful in the decision-making process independently. Local governments are encouraged to build economic independence based on local potential and strength so that the economy is no longer dependent on external factors.

The establishment of BUMDESA aims to encourage community independence, the potential to drive economic movement in the village, to encourage village economic growth in line with the vision and mission of PT PKN based on five aspects of BUMDESA independence, including: 1. Organization Sector, including facilitation of BUMDesa management meetings; 2. Capital, including a. Capital facilitation from PT PKN in the form of interest-free loans worth 30 million; b. Capital facilitation from local investors, namely the Ruhui Rahayu community and BUMDesa Silva Rahayu; 3. Administration, including a. Providing guest book form, attendance list, and meeting minutes; b. Assistance for LPJ BUMDesa in 2018 and 2019 and encourage the Management to deliver at the Village Deliberative Forum; 4. Network and Acceptance, including a. Facilitating networking with DPMD Bulungan Regency and North Kalimantan Province; b. Encourage the social contribution of BUMDesa MS to help the activities of sick people who are treated in hospitals and other social activities; 5. Productive business, including a. Assistance for preparing FFB business projections; b. Financial monitoring of BUMDesa Mandiri Sejahtera. c. Fairtrade initiation in the sale and purchase of FFB by setting a profit of Rp. 100/Kg from farmers.; d. Monitoring of BUMDesa PADes payments and 5. Catering.

e) Socio-culture,

Paradigm and awareness of company leaders in providing long-term benefits of community empowerment programs which then become the corporate culture so that what PKN does is not merely normative.

f) Environment

The risk of accidents and occupational diseases is caused by sources of danger resulting from work activities in the workplace. These sources of danger can have an impact on the workforce and the company environment so that workers protection is needed which is a very important company asset in the production process, so it is necessary to make efforts so that the level of workforce safety is always in an optimal state, including the environment.

PT Pesona Khatulistiwa Nusantara as a coal mining company is determined to be a company that is responsible for managing the Mining Safety Environment (LKP) and is committed to implementing the Mining Safety Management System (SMKP) in PT PKN operations and is committed to creating a healthy, safe and comfortable work environment for all employees.

PT Pesona Khatulistiwa Nusantara is committed to implementing an environmental management system to minimize the impact that occurs due to mining operations. Activities that aim to reduce the impact on the environment carried out by PT Pesona Khatulistiwa Nusantara are implementing an Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL) which refers to the Environmental Impact Analysis Document (AMDAL) and Guidelines for the Implementation of Good Mining Engineering Principles. To improve land quality, PT Pesona Khatulistiwa Nusantara also carries out reclamation and revegetation activities as a form of the company's commitment to restoring land that was formerly mining activities, so that the sustainability of the function of natural ecosystems is maintained.

g) Establishment of community institutions.

PT PKN realizes that the entire Community Development and Empowerment (PPM) program/activity that has been running so far still needs improvement, both in quality and quantity. In line with ISO 26000, PT PKN continues to strive to realize seven (all) main subjects within the scope of Corporate Social Responsibility (CSR). For this reason, the working relationship that includes three parties (tripartite) between PT PKN, local government, and all components of the local community, community institutions, and other stakeholders is expected to continue to be built in the form of equality, peace, and mutual benefit, including in terms of community development and empowerment.

h) Infrastructure

Before the Covid-19 pandemic, Indonesia enjoyed economic growth with the export of industrially processed products, as well as the agro-industry, raw mining, and plantation commodities (especially coal, palm oil, rubber). Imports for assembled and processed industrial materials and semi-finished goods for domestic industrial processes. In general, Indonesia has still trapped its independence on foreign technology, expertise, and finance. Thus, it has resulted in a high current account deficit. Reducing dependence on debt and foreign

expertise by increasing the capacity of government together with economic actors, the government creates regulations and provides adequate infrastructure.

The construction of a power plant by PT PKN is evidence and a manifestation of the company's concern and commitment in understanding the needs of the community and supporting the government (stakeholders), not only helping electricity needs but also helping in the implementation of other sector development in this area.

This study uses a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis that compares external factors, namely opportunities, threats, and internal factors, namely strengths, weaknesses. owned by Community Development and Empowerment PT Pesona Khatulistiwa Nusantara (PKN). Below is the table. SWOT Matrix (Strengths-Weaknesses-Opportunities-Threats).

**Table. SWOT Matrix (Strengths-Weaknesses-Opportunities-Threats)**

<b>Internal Factor</b> <b>External Factor</b>	<b>Strengths (S)</b> Internal	<b>Weaknesses (W)</b> Internal
<b>Opportunities (O)</b> External	<p><b>S – O Strategy</b></p> <ol style="list-style-type: none"> <li>1. The community empowerment commitment made by PT Pesona Khatulistiwa Nusantara (PT PKN) in Bulungan Regency should be appreciated and can be an example for other companies investing in the natural resource sector in Bulungan Regency.</li> <li>2. Each activity has guidance in the form of a Decree of the Minister of Energy and Mineral Resources, Standard Operating Procedures (SOP), Work Instructions (IKa), local wisdom, and job evaluation.</li> <li>3. Not only carrying out activities to collect coal for sale but also paying attention to the surrounding communities who are affected by the coal mining activities.</li> <li>4. The purpose of each PKN Comdev activity is for sustainable development (sustainable development), activities carried out to provide long-term benefits to the community as</li> </ol>	<p><b>W – O Strategy</b></p> <p>The quality of BUMDES administration services is not satisfied</p>

	<p>beneficiaries, minimize the impact felt by the local community directly or indirectly and so that the community becomes independent like the community is given fertilizer for the plant according to production.</p> <p>5. Fully committed to the BluePrint by compiling the PPM Master Plan based on the Four Pillars of PT PKN Community Development.</p> <p>6. Community involvement or participation in the PKN Comdev program is greater by 80% compared to the company's 20% participation for the success of the program objectives and the success in the productive business assistance carried out by PT. PKN to the community.</p> <p>7. PT PKN established the Dharma Bhakti Katulistiwa or YDBK Foundation, a foundation that is responsible for implementing Community Development (comdev) programs and activities for communities around PT PKN's mining area, especially those who are less fortunate or helpless and are directly affected by business activities.</p> <p>8. The majority of contributions to community development are carried out through the Dharma Bhakti Khatulistiwa Foundation (YDBK) which is managed by employees of PT Pesona Khatulistiwa Nusantara.</p> <p>9. Tidal owns Ghost Town because the land that has been used up for mining is reused or reused.</p> <p>10. Comdev Funding is not taken from company profits but comes from a predetermined budget plan based on the scope of activities, part of the capital expenditure that is compensated for the company's profit margin plan.</p>	
<p><b>Threats (T)</b> External</p>	<p><b>S – T Strategy</b> The results of coal mining are one of the reliable commodities owned by</p>	<p><b>W– T Strategy</b> Poor people's mindset/point of</p>

	<p>Kaltara, but so far, almost 90 percent of coal products have been brought out of Kaltara. Only a small part is used directly by the people in this area. PT Pesona Khatulistiwa Nusantara (PKN), which has a mining business in Bulungan Regency, Kaltara, could be a pioneer company indirect use of coal. Build downstream or downstream mining industries.</p>	<p>view about PKN comdev. Dependence on PT. Enchantment of the Equator Archipelago.</p>
--	--	---

Source: *Processed by researchers (2020)*

Implementation of Community Development and Empowerment at PT. Pesona Khatulistiwa Nusantara by using George C. Edward III's policy implementation theory with several dimensions to identify obstacles or obstacles in implementation.

- a. Communication: Communication made by Comdev actors, namely PT. Pesona Khatulistiwa Nusantara, government, employees, contractors, communities, social institutions, international institutions, and others have been running well so that community development and empowerment programs can be achieved according to objectives.

The flow of communication in the delivery of information related to how to implement Comdev programs between actors as beneficiaries, government, and beneficiaries in Comdev activities is good, clear, consistent, there is no misunderstanding (miscommunication), not confusing. PT. Pesona Khatulistiwa Nusantara carry out coordination, socialization of comdev programs/policies so that beneficiaries are right on target and their activities are effective

- b. Resources: the resource factor has an important role in implementing comdev policies including human resources, budget resources, and equipment resources, and authority resources. The Comdev program can be implemented optimally due to the support of budget resources that affect the success of policy implementation and the disposition of policy actors is high. Adequacy of staff with the necessary skills and abilities or competent and capable to solve problems in implementing Comdev programs.

The Empowerment Program Financing Post is called an Involving Fund, where there are three forms of schemes. Funds involving Comdev - PKN are developed, namely in the form of assistance, revolving funds, and donations. Help. Funds provided to the community are used to fulfill the basic needs of 4 (four) program pillars. Revolving fund. Funds given to the community through groups and used to finance productive economic business activities on the condition that these funds must be developed can be enjoyed by all group members that have been determined and their use by group members is regulated in certain agreements with a priority scale having an impact on social and environmental life. Donations. Funds are provided to maintain relationships with stakeholders. These funds are not included in the

COMDEV-PKN framework and are more accurately categorized as community/external relations (Comrel) and government relations (Govrel). The determination of the allocation and the mechanism for its provision is the authority of the company management and is not included in the comdev - PKN funding structure."

The Empowerment Program Financing Post is called an Involving Fund, where there are three forms of schemes. Funds involving Comdev - PKN are developed, namely in the form of assistance, revolving funds, and donations. Help. Funds provided to the community are used to fulfill the basic needs of 4 (four) program pillars. Revolving fund. Funds given to the community through groups and used to finance productive economic business activities on the condition that these funds must be developed can be enjoyed by all group members that have been determined and their use by group members is regulated in certain agreements with a priority scale having an impact on social and environmental life. Donations. Funds are provided to maintain relationships with stakeholders. These funds are not included in the COMDEV-PKN framework and are more accurately categorized as community / external relations (Comrel) and government relations (Govrel). The determination of the allocation and the mechanism for its provision is the authority of the company management and is not included in the comdev - PKN funding structure. "

- c. Disposition or Attitudes: Executing character, include 1. Level of commitment and honesty: can be measured by the consistency between the implementers of the activities and the established guidelines. The more it is by the guidelines, the higher the commitment; 2. The level of democracy can be measured by the intensity of the implementer in sharing the process with the target group, finding solutions to the problems faced, and making different discretions from the guidelines to achieve the program goals and objectives. An attitude of strong desire and high commitment in running the program from us as implementers who carry out to be able to achieve the expected goals. The implementation of the Comdev program wants to be successful effectively and efficiently, we as implementers not only know what to do and have the ability to carry out these policies, but also must have the will to implement the Comdev program policies at PT. PKN.
- d. Bureaucratic Structures: Standard operational procedure (SOP) is an outgrowth of internal demands for the certainty of time, resources, and the need for uniformity in a complex and extensive work organization. The availability of easy-to-understand SOPs, standard operating procedures regarding mechanisms, systems and procedures for program implementation, division of main tasks, functions and authorities, and responsibilities among actors, and disharmony relationships between implementing organizations with one another also determine the success of this implementation. . In addition to the SOP in running the Program, it is carried out based on the preparation stage, the implementation stage, and the stage of delivery of assistance or beneficiaries.

## E. CONCLUSION

From the research that has been carried out, several conclusions can be drawn related to the implementation of the community development and development program that:

1. The successful implementation of community development and empowerment at PT Pesona Khatulistiwa Nusantara has been well implemented. The goals and objectives of the development and empowerment program have touched and targeted the community following the 8 (eight) main programs of the PPM Master Plan and the Guidelines for the Preparation of a Blueprint (Blue Print).
2. Constraints faced in the implementation implications of the development and community development program of PT. PKN is based on George C. Edward's view, namely that the economic activities of rural communities are left out, human resources are dependent on activities carried out by PKN, shifting attitudes and views, inequality and jealousy of social status (local communities versus newcomers) including employment and environmental quality degradation,

## REFERENCES

- Aneta, Asna, (2010), *Implementasi Kebijakan Program Penanggulangan Kemiskinan Perkotaan (P2KP) di Kota Gorontalo*, Gorontalo, Jurnal Ilmiah Ilmu Administrasi Publik Jurnal Pemikiran dan Penelitian Administrasi Publik Vol 1 Nomor 1. Universitas Negeri Gorontalo.
- Duncan Jr. Mac Rae and Wilde A. James. (1979), *Policy Analysis For Public Decision*, London: University Press Of America.
- Dunn Willian N., (2018), *Public Policy Analysis: An Integrated Approach Sixth edition*, New York: Routledge.
- Edwards III, George C. (1980), *Implementing Public Policy*. Washington DC: Congressional Quarterly Press.
- Keputusan Menteri Energi Sumber Daya Mineral Nomor 1824K/30/MEM/2018 Tentang Pedoman Pelaksanaan Pengembangan dan Pemberdayaan Masyarakat.
- Mardikanto Totok, Soebiato Poerwoko. (2015), *Pemberdayaan Masyarakat dalam perspektif Kebijakan Publik*. Cetakan ketiga. Bandung: Penerbit Alfabeta.
- Masruri, Imam Muazansyah. (2017), *Analisis Efektifitas Program Nasional Pemberdayaan Masyarakat Mandiri Perkotaan (PNPM-MP)*. Jurnal ilmu Pemerintahan dan Kebijakan Publik Volume 4 Nomor 2. Universitas Muhammdiyah Yogyakarta.
- Mubarak Zaki. (2010), *Evaluasi Pemberdayaan Masyarakat Ditinjau Dari Proses Pengembangan Kapasitas Pada Kegiatan PNPM Mandiri Perkotaan Di Desa Sastrodirjan Kabupaten Pekalongan*. Universitas Diponegoro.
- Nugroho Riant. (2017), *Public Policy*. Edisi Lima. Jakarta: Penerbit PT. Elex Media Komputindo.



- Rangkuti Freddy. (2006), *Teknik Membedah Kasus Bisnis, Analisis SWOT, Cara Perhitungan Bobot, Rating, dan OCAI*. Jakarta: Penerbit PT Gramedia Pustaka Utama.
- Sumaryo Gitosaputro, Kordiyana K. Rangga, *Pengembangan dan Pemberdayaan Masyarakat; Konsep, Teori dan Aplikasinya di Era Otonomi Daerah*. Yogyakarta: Graha Ilmu.
- Sururi Ahmad. (2015), *Pemberdayaan Masyarakat Melalui Program Pembangunan Infrastruktur Perdesaan Dalam Meningkatkan Kesejahteraan Masyarakat Kecamatan Wanasalam Kabupaten Lebak*. Jurnal Sawala Vol. 3 No. 2 (Januari-April 2015).
- Wahydi Aji. (2016), *Implementasi rencana strategis badan pemberdayaan masyarakat dan desa dalam upaya pengembangan badan usaha milik desa di kabupaten kotawaringin barat*. Jurnal Ilmiah Administrasi Publik Volume 2, Nomor 2. Fakultas Ilmu Administrasi: Universitas Brawijaya
- Zubaedi, (2014), *Pengembangan Masyarakat: Wacana dan Praktik*, Jakarta: Penerbit Kencana.
- Jans Wilianto Nasila (2014), *Efektivitas Program Daerah Pemberdayaan Masyarakat (PDPM), Studi Tentang Penanggulangan Kemiskinan Di Kelurahan Mamboro Kecamatan Palu Utara Kota Palu*. Jurnal Academica Volume 6. Nomor 2 Oktober 2014. ISSN 1411- 3341. FISIP Untad
- Nugroho Dimas Alif Budi., M. Saleh Soeaidy, Minto Hadi. (2013), *Implementasi Program Pemberdayaan Masyarakat Melalui Pelatihan Keterampilan Dasar (Studi Di Kecamatan Tambaksari Kota Surabaya)*. Jurnal Administrasi Publik (JAP), Volume 1, Nomor 5, Hal. 862-871.
- Sihite, Brenada Bukti Sahat Pardamean (2018), *Analisis yuridis pengembangan dan pemberdayaan masyarakat pada kegiatan usaha pertambangan berdasarkan Peraturan Menteri Energi Sumber Daya Mineral Nomor 41 Tahun 2016*
- Syahrir. (2019), *Faktor-Faktor yang memengaruhi implementasi Permendikbud No.75 Tahun 2016 di SMK Negeri Banjarmasin*. DIA Jurnal Admnistrasi Publik Vol 17 No. 1.
- Peraturan Energi Sumber Daya Mineral (ESDM) Nomor 41 Tahun 2016 mengenai Pengembangan dan Pemberdayaan Masyarakat pada Kegiatan Usaha Pertambangan Mineral dan Batubara.
- Prawoto Nano. (2012), *Model pengembangan dan pemberdayaan masyarakat berbasis kemandirian untuk mewujudkan ketahanan ekonomi dan ketahanan pangan (strategi pemberdayaan ekonomi pada masyarakat Dieng di Propinsi Jawa Tengah)*. Jurnal Organisasi dan Manajemen Volume 8. Nomor 2.
- Qonitakhumairah Arman, (2010), *Model-model Implementasi Kebijakan Publik*, [https://www.academia.edu/28653761/Model\\_Model\\_Implementasi\\_Kebijakan\\_Publik](https://www.academia.edu/28653761/Model_Model_Implementasi_Kebijakan_Publik) diakses pada hari rabu, 24 Juli 2019, Pukul 16.12 Wita.