Critically Analysis The Practice Of Directed Community Development Of PT. Pupuk Kalimantan Timur, Bontang Indonesia

Sri Ekowati*, Sudharto Hadi, Dwi Sasongko, Hartuti Purnaweni, and Anggono Wijaya

Abstract. In Tanjung Limau coastal community in Bontang City, some of the people make a living as fishing fishermen who are not environmentally friendly. Their lives depend on the weather at sea and cannot go to sea all day long. In order to sustain their life, they owe money to middlemen and are paid when they go to sea and get fish. The fish they get must be paid to the middlemen who give credit at low prices, so they are in debt to the middlemen. Mr. Ismail, one of the leaders of the Fantasi group from the fishermen of Tanjung Limau, felt that his life was getting tougher, so he tried to cultivate grouper and lobster in the Fixed Net Cages (FxNC) and Floating Net Cages (FNC). His tenacity and patience made his business successful.

PKT has the coastal CSR programs around its company; one of which is in Tanjung Limau forming a Creating Shared Value (CSV) Team to carry out the CSR program for grouper and lobster cultivation at the FNC in Tanjung Limau Bontang. At first, they collaborated with the Fantasi Group, and then it developed with several members of other fishing groups in North Bontang District joining. The capacity of fishermen was increased, assisted from the beginning of the program until the program ends and accompanied by access to export markets for the sale of live grouper fish because the price is more expensive. In addition, the program also involved them in planning so that it was successful and has even been replicated in three locations. The research method used was qualitative with the data collection techniques through interviews, observation and documentation studies as well as the type of narrative. The data source sample was selected purposively and snowball sampling.

The comb typology that emerged was a combination of imposed and self-help led to directed typology. The combination of the two brings the Tanjung Limau fishing community to be environmentally friendly, free from the entanglement of middlemen, empowered, independent and sustainable.
1 Introduction

Bontang City is located in East Kalimantan Province with an area of 158,2276 km², consisting of sea area of 70% and land of 30%. The livelihoods of the residents are varied, i.e.: State Civil Apparatus, soldiers, private employees, and fishermen. Many large industries are located in Bontang City, one of which is PT. Pupuk Kalimantan Timur (PKT) which produces urea and NPK fertilizers located in North Bontang District. PKT is one of the subsidiaries of Pupuk Indonesia Hoding Company (PIHC) which is a State-Owned Enterprise, so it is required to implement the Regulation of the Minister of State-Owned Enterprises Number 5 of 2021 concerning Social and Environmental Responsibility Programs (CSR) of State-Owned Enterprises, in article 3-point c. The CSR program of State-Owned Enterprises aims to foster micro and small businesses to be more resilient and independent for the community around the company.

CSR should be framed in such a way that the entire range of business responsibilities is embraced [1]. Corporate CSR is a comprehensive CSR, which is classified into four levels in the form of a pyramid, including: economics as the basis, law as the second level, ethics as the third level, and philanthropy as the top level. The ones having a significant impact on society are at ethical and philanthropic levels. Companies that wish to achieve corporate sustainability are required to have CSR programs that are oriented towards sustainable development [2]. Community empowerment or community development (Comdev) is the highest and most complex form of CSR that requires careful planning, governance and assistance [3]. The struggle of a society towards a free society (free from adversity and poverty), the active role of the business world is needed in poverty alleviation efforts and community empowerment [4]. Strategic CSR planning will make the CSR program a social investment to empower the community so that they are able to fully support economic and social life independently, gradually and sustainably. The uniqueness of CSR is that this activity is local and indigenous because its implementation must involve local issues and the participation of local communities around the company [4]. In this case, CSR has the opportunity for full community involvement in achieving goals. The problem of poverty in addition to appearing with global characteristics also appears in local forms such as the level of adaptation of local communities to change. To stimulate the growth of CSR, there are three (3) pillars that are able to encourage sustainable economic growth; (a) finding an effective form of CSR to achieve the expected goals by taking into account locality elements, (b) calculating the capacity of human resources and institutions to stimulate the implementation of CSR, (c) regulations and codes of ethics in the business world.
Coastal areas have many functions, but coastal communities are still classified as marginal communities and have low incomes. Coastal communities are defined as a group of people who live in coastal areas and their source of economic life depends directly on the utilization of marine and coastal resources. In an effort to empower coastal communities, there are five approaches used. This approach was carried out by the Ministry of Maritime Affairs and Fisheries as well as other government agencies, local governments, and especially non-governmental organizations (NGOs) in the form of foundations and cooperatives to carry out community empowerment activities. These five approaches are implemented with serious attention to the aspirations, desires, needs, income, and potential of the resources owned by the community, including: (1) creating alternative employment opportunities, (2) bringing people closer to sources of capital, (3) bringing people closer to new sources of technology that are more successful and efficient, (4) bringing the community closer to the market, and (5) building solidarity and collective action in the community.

The company's awareness to grow community independence is getting bigger, in addition to the encouragement from Proper that the highest value of CSR is in the form of comdev. As a start in implementing community development in the context of community empowerment, surely, the needs of the community concerned has to first be understood. Thus, the direction and support from the community are the benchmarks for the development of the program that will be implemented. This needs to be done because the corporate is a way of life for the goods and services industry, while the surrounding community does not necessarily have the same lifestyle. Therefore, all programs that will be implemented will result in social change and also cultural change. To find out the needs of the existing community, social mapping is carried out as a way or strategy to be able to explore the lifestyle of the existing community so as to facilitate what pattern will be applied. The success of Comdev, is determined by the role of facilitators consisting of local community leaders either democratically elected or self-appointed, local residents who have expertise in the fields of improving education, social welfare, agriculture and health which are generally in the form of committees with local communities as committees, and an external professional who is an expert in the Comdev and does not come from the local community and is usually assigned by the government in community empowerment programs. The key to the success of comdev is the understanding on the characteristics of the community and working with them. To understand the characteristics of the community, the planning involves community participation from the beginning of program planning. The general stages of planning that are widely adopted for rural planning in Thailand and Indian tribes in Canada which are popularly referred to as the seven magic steps of planning include: identification of problems, objectives, analysis of conditions, alternative programs, alternative options, and implementation and evaluation in which each stage of the planning is equally important. There are eight (8) levels of community participation in planning which is described in a ladder with eight levels with the level of community involvement in a program classified into three levels of participation, i.e. a. non-participation level consists of the two lowest levels of the ladder on the first level of manipulation and the second level of therapy. At this level, the real aim is not to give the community the opportunity to participate in program planning or implementation but to make the power holders to “educate” or “heal” the community by providing lessons and training. However, the community still does not have the opportunity to provide an opinion. Here, it appears that the power holders actually do not want the community to be involved in the planning and implementation of the program. b. Tokenism level consists of the third level of informing, the fourth level of consultation, and the fifth level of placation, in which the community gets information and has their opinion heard, but the community does not have the power to ensure that their opinions will be considered by those in power. Participation is limited to this level, and there are other levels in which the community is not involved at all.
no follow-up, no discussion, no guarantee of implementation of the community opinion that has been submitted, and the final decision remaining with the holder of power. Here, it appears that the power holders have listened to and accommodated the community’s opinion in planning, but there is no guarantee that the community’s opinion will be implemented in program implementation.

c. citizen power level which is the top rung of the ladder consists of the sixth level of partnership, the seventh level of delegated power and the eighth level of citizen control. At the partnership level, it allows the community to negotiate and engage in the exchange of opinions with power holders, while at the level of delegated power and citizen control, citizens (communities) have great authority over program determination and program implementation.

The three typologies in comdev are: imposed, directed, and self-help [8]. The grouping is implemented based on the different elements and processes that exist in the community. The typology of comdev is presented in Table 1 [8].

<table>
<thead>
<tr>
<th>View of Community</th>
<th>Function - based</th>
<th>Function - based/Associational</th>
<th>Associational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
<td>Structural</td>
<td>Structural/interactional</td>
<td>Interactional</td>
</tr>
<tr>
<td>Principal Stakeholder</td>
<td>Private/ Government</td>
<td>Government / NGO</td>
<td>Residents</td>
</tr>
<tr>
<td>Input</td>
<td>None</td>
<td>Limited</td>
<td>High</td>
</tr>
<tr>
<td>Involvement</td>
<td>None</td>
<td>Limited</td>
<td>High</td>
</tr>
<tr>
<td>Learning outcome</td>
<td>No</td>
<td>Limited</td>
<td>High</td>
</tr>
</tbody>
</table>

Table 1. Typology of Community Development
The weaknesses of the three comdev patterns are:

1. The imposed pattern tends to ignore the democratic process, produces a dependent community, tends to shift society from the decision-making process, requires external intervention, limited long-term and sustainable development, fails to empower people and tend not to grow community.

2. The directed pattern creates dominance on the initiator if input from the local community is not collected carefully. Community development efforts can end without direction. In fact, some plans often need to be revised. There is disorientation that hinders the growth of innovation and failure to empower the community.

3. The self-help pattern has weaknesses including the existence of specific projects that may not be needed. It takes a long time to build capacity. In addition, depending on local volunteers can create frequent turnover, loss of activists which makes the completion of programs/projects long and lasting.

2 Research Methods

The research method applied in this research is qualitative method with narrative type and the data collection is performed through deep interview, observation, and document study [10]. The data source sample was selected purposively and snowball sampling [11].

3 Result

One of PKT's CSR programs in Tanjung Limau was the cultivation of grouper and lobster in floating net cages (FNC). The initial initiative of the grouper and lobster cultivation program was carried out by Mr. Maeng in Tanjung Limau personally because he felt that his fate was uncertain if he had to survive as a capture fisherman which he felt was getting heavier and felt unable to get older. Then, Mr. Maeng tried grouper fish farming by firstly renting FNC from Mr. Ado, a resident of Gusung with the concept of profit sharing with a portion of 65% for Mr. Maeng and Mr. Ado was 35%. With this success, Mr. Maeng personally borrowed money from the PKT Partnership and Community Development Program (PCDP) twice; the first to borrow IDR. 10 million and the second to borrow IDR. 20 million to make fixed net cage (FxNC) and FNC. Mr. Maeng succeeded in running a grouper cultivation business and managed to repay the loan to the PKT PCDP. The grouper cultivation business run by Mr. Maeng paid off, and then he invited 10 of his friends to join in establishing the Fantasi group in 2009. Then, the Fantasi group which was chaired by Mr. Maeng borrowed money from the PKT PCDP in the amount of IDR 50 million rupiahs to be used to make 17 FxNC plots. The FxNC was rented out to other fishermen and to the Fantasi group and was managed with the group. Market access for the sale of live grouper and live lobster was sent to Balikpapan about 250 kilometers from Bontang because the small harvest of less than 1 ton does not meet the minimum quota for live grouper exporters to come to Tanjung Limau, Bontang. Community economic development is a process by which communities can initiate and come up with their own solutions to their common economic problems and thereby build long-term community capacity and promote the integration of economic, social and environmental goals [12].

In 2014 the Department of Food Security, Fisheries and Agriculture (DFSFA) of Bontang provided the aid of 2000 grouper seeds to the Fantasi group and they were successfully raised so that they were harvested within six months. Furthermore, on September 1, 2016, PKT initiated a CSR program for coastal communities living around the company and formed a PKT Creating Shared Value (CSV) Team with a Board of Directors Decree Number: 57/DIR/IX.16 to implement a CSR program for grouper and lobster cultivation on the
Bontang coast. Then, Mr. Rudy Prambudi, PCDP staff, as a member of the CSV Team gave input to the CSV Team Leader to cooperate with Mr. Maeng as the head of the Fantasi group who has experience in cultivating grouper and lobster in the KJA in Tanjung Limau. Since then, from the end of 2016 until the end of 2020, the PKT CSV Team had assisted the fishing communities of Tanjung Limau and its surroundings in carrying out grouper and lobster cultivation as a CSR program for the PKT in collaboration with relevant agencies in Bontang City and out of Bontang City. The assistance provided by PKT was in the form of FNC facilities and infrastructure in Tanjung Limau and its replication in Gusung, Guntung Village and on the coast of Bontang Kuala, Bontang Kuala Village, as well as the development of FNC by Bank Indonesia, Samarinda Branch, on Miang Island, East Kutai Regency.
4 Conclusion

From the results of observations and from the explanation presented earlier, it can be concluded that the typology of comdev that was successfully implemented in the field was the directed typology. The weakness of the imposed typology comdev was corrected so that it rose to the directed level by involving the target community in the initial planning of the program, while the weakness of the self-help typology comdev was corrected with company recognition so that the level dropped to the directed typology comdev. The decline in the level of comdev actually produces better results because the community empowerment program is achieved more quickly.

References


