

MEASURING THE MATURITY LEVEL OF COMMUNITY DEVELOPMENT AND EMPOWERMENT PROGRAMS (PPM) IN COAL MINING COMPANIES

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ABSTRACT

The coal industry is a relatively capital-intensive industry and has a relatively high level of social risk. In addition, the coal industry also has limited time because it depends on the amount of coal reserves. One of the social risk mitigations coal companies carry is conducting community development and empowerment programs (PPM). In measuring the level of maturity or independence of PPM programs, an approach is used by measuring scores from six dimensions, namely change, inclusive, organized, cooperation, influential, and sustainability. In this study, companies A and B differ in the maturity level of their flagship programs. The integrated farming program in Cattle Breeding A has the smallest level of maturity score of 5.76. While in Cattle Breeding B, the cattle breeding program has the smallest level of maturity value of 8.46.

Keywords: *development and empowerment programs, community, level of maturity of community*

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INTRODUCTION

Coal mining commodities are one of the strategic commodities in Indonesia. Apart from being needed to fulfill electricity sources in Indonesia, it is also needed for non-oil and gas export commodities. Based on MODI 2022 data (Mineral One Data Indonesia), the contribution to state revenue from the mineral and coal mining sector reached 127.9 trillion. Where around 70-80 percent comes from coal commodities. From a regulatory perspective, coal mining must carry out community development and empowerment programs abbreviated as PPM. This obligation is contained in Ministerial Decree 25 of 2018 concerning Mineral and Coal Mining Business and is reinforced in the technical guidelines in Ministerial Decree 1824 of 2018 concerning Guidelines for Implementing Community Development and Empowerment Programs (Keputusan Menteri ESDM, 2018).

In terms of the business cycle, coal mining starts with a general investigation or exploration of the condition of coal resources and reserves, then exploitation or mining is carried out and ends with mine closure activities (Suparji & Mizi, 2021). So if it is related to the implementation of the PPM program, coal mining companies have challenges related to time. The PPM program implemented by coal mining companies is expected to achieve a level of maturity condition or exit strategy when the mining Cattle Breeding has finished operating or is at the mine closure stage. This philosophy is contained in coal mining regulations in Indonesia (Redi & Marfugah, 2021). Apart from that, coal mining companies also have challenges related to the impacts arising from mining activities. This is confirmed by the results of research conducted by (Fachlevi et al., 2016), coal mining activities cause environmental damage because they carry out extensive land-clearing activities, dig deep holes, and move large amounts of soil. Apart from that, it can also cause local people to suffer health problems

in the form of respiratory problems due to dust. Which in the end will have an impact on the socio-economic life of the community around the mine (Jinurain, 2017).

Therefore, the implementation of the PPM program in mining companies, including coal, is very necessary both to fulfill regulations and also to handle the impacts arising from mining operations (social risk mitigation) (Utari et al., 2022). In terms of fulfilling regulations, mining companies are expected to make a positive contribution to the socio-economic conditions of the surrounding community. So that when Cattle Breeding has entered the mine closure stage, the condition of its PPM program is relatively level of maturity or sustainable (Sari et al., 2022).

The problem that arises in implementing the PPM program in coal mining companies is the readiness for the level of maturity from the PPM program compared to the time available for Cattle Breeding operations. Due to the nature of coal commodities which depend on the amount of coal reserves available. The fewer reserves, the faster the Cattle Breeding's operational period and the higher the risk of failure in achieving the PPM program level of maturity (Hartana, 2016). Because in the context of the level of maturity, several factors must be prepared both in terms of human resources and also in terms of sustainability. The Community Development and Empowerment Program (PPM) represents a form of serious effort to encourage improvements in the economy, education, socio-culture, health, and living environment of communities around the mine, both individually and collectively so that the level of life of the community around the mine becomes better and more level of maturity (Rahayu & Yetniwati, 2021).

Apart from that, problems arise when CDOs (community development officers) or officers implementing PPM programs in companies cannot predict when a PPM program can be declared level of maturity or sustainability (SUTRAWATI, 2022). Coal mining Cattle Breeding management often challenges officers implementing PPM programs in Cattle Breeding regarding the period a program is considered level of maturity. So it is hoped that Cattle Breeding will no longer need to help with financing (Utari et al., 2022).

Therefore, in this research, the author wants to provide a way out for CD officers to be able to answer the challenges that arise from implementing the PPM program. The summary carried out by the author coupled with the novelty carried out in this research means that there are several dimensions and indicators used to assess when a PPM program can be declared level of maturity (Ferlianta & Praditya, 2019). Furthermore, from this assessment, coal mining companies can make improvements to dimensions and indicators whose numbers are relatively low. This improvement agenda can become a work program for the following year and the budget is also planned. Of course, it is hoped that there will be further research so that what the author has done can be perfect.

METHOD

The research approach uses a deductive approach with quantitative methods. The deductive approach is carried out by studying technical literature, namely literature that provides a background of material that compares findings from actual data obtained and has a specific function such as providing a theory and conceptual framework that can be used as a guide (Creswell, 2020). The quantitative method used is a descriptive method that aims to systematically describe the facts or characteristics of a particular population or a particular field factually and accurately.

The research was conducted at 2 coal mining companies, namely PT A and PT B. These companies are located in West Kutai Regency, East Kalimantan Province. Both companies carry out community development and empowerment programs (PPM) in villages around the companies. This research will assess the maturity of the two companies' flagship PPM programs (Zainal Abidin & Mais, 2022). The superior PPM program is a program that is the focus of Cattle Breeding in readiness when Cattle Breeding enters the mine closure period.

The data collection method used was a primary survey which was collected through questionnaires and observation sheets. Respondents to filling out the questionnaire were CD-Officers in each Cattle Breeding. The dimensions measured or assessed are:

1. Change (Change);
2. Inclusive (openness);
3. Organized (group organizing);
4. Cooperation (Contribution and Cooperation of other stakeholders);
5. Influential (Having an impact on sustainable livelihoods);
6. Sustainability (The program can continue to run even if it is no longer supported by Cattle Breeding).

The following is a table of variables and indicators that will be used on the questionnaire sheet and observation sheet as a basis for measuring the maturity of the Leading PPM program.

Table 1. Maturity Level Assessment Attributes (Dimensions, Sub-Dimensions, and Indicators) of the PPM Program Measured in Research

No.	Dimensions	Information	Sub- Dimensions	Indicator
1	Change/ Change	The program can increase knowledge, skills, and confidence to create change	Beneficiaries /	Quality of change to beneficiaries (knowledge, skills, beliefs)
			Beneficiaries	
			Environment	Improved environmental management and preservation (water, land, air)
			–	
			Welfare/ Welfare	Enhancement well-being recipient benefit
2	Inclusive/ Inclusive	Beneficiaries are not dominated by elites, the program provides opportunities for participation by minority & vulnerable groups	Social Problems/ Social Problems	The level of complexity of the problem being addressed (social, economic, environmental)
			Elite/ Elite	Number and identity of targeted elite groups (formal leaders)
			Weight = 10%	
			Moderate/ Medium	Number and identity group intermediate being _ targets (informal leaders/ figures)
3	Organized/ Management Institutional	Program management forms a common consensus between groups and fosters solidarity to create a sustainable life together	Weight = 10%	
			Vulnerable/ Group Susceptible	Number and identity of vulnerable groups as beneficiaries
			Weight = 80%	
			Group/ Group	Number of local institutions (social/economic) formed by the program
			AD ART Rules/ Regulation	- Written regulations (AD/ART) in managing the organization - Institutional legal entity - Member Knowledge
			Cohesion/ Togetherness	- Level of conflict between members - percentage of management attendance at each meeting and activity (formal/informal)

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No.	Dimensions	Information	Sub- Dimensions	Indicator
			Gender Equity/ Gender Equality	- Number of women empowered to become organizational administrators - Position and authority
4	Cooperation/ Cooperation	The program provides opportunities for various parties to participate in the program	Actor/ Actor	Number and identity of groups participating in the program (government elements, private business institutions, community institutions)
			Involvement/ Form Engagement	The form of contribution of actors in supporting programs/activities
			Value/ Conversion Contribution to Rupiah	Rupiah nominal conversion for contributions involving other actors
5	Influential/ Impact	The program has an impact on creating a sustainable life	Human Capital/ HR Capital	Impact of the program in efforts to improve human quality * Human Development Index/HDI: Education, Economy, Health
			Social Capital/ Social Capital	Impact of the program on increase social support
			Natural Capital/ Environmental Capital	The program continues to maintain environmental quality (soil, water, and air)
			Financial Capital/ Financial Capital	Program contribution in increasing local income (absorption of local workers, MSMEs, etc.)
			Physical Capital/ Physical Capital (infrastructure)	Impact of the program on supporting local infrastructure development (Public Facilities)
6	Sustainability -	The program can certainly continue if Cattle Breeding no longer provides support for the program	Facilities / Infrastructure	The number of physical assets that support the program
			Human Capabilities/ HR Capabilities	Beneficiaries have the skills to continue and improve the quality of the program (Soft skills: leadership & managerial, and Skills: related to production activities)
			Material Availability material standard	Availability of raw materials and access to these resources (duration of supplies & substitute goods)
			Market Readiness/ Market readiness	The level of sales or other activities that support increased income
			Financial Performance	Level of expenditure and income from activities

Table 2. Parameters used for each PPM program maturity scale

Dimensions	Remarks	Sub-Dimensions	Indicators	Parameter		
				Low (1-4)	Med (5-8)	High (9-12)
Change/ Change	The program can increase knowledge, skills, and confidence to create change	Beneficiaries/ Beneficiaries	Quality of change to beneficiaries (knowledge, skills, beliefs)	Beneficiaries have not shown significant changes	Beneficiaries are starting to show changes in the local community (Village/District)	Beneficiaries show significant changes and become agents of change at the regional/national level
		Environment	Improved environmental management and preservation (water, land, air)	There has been no contribution to change from the environmental aspect	Contributions to improving environmental quality already exist and are incidental	Contributions to improving environmental quality already exist and are constant
		Welfare/ Welfare	Increasing the welfare of beneficiaries	Increased welfare for beneficiaries 0 - 30%	Increased welfare for beneficiaries 31 - 100%	Increased welfare for beneficiaries > 100%

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Dimensions	Remarks	Sub-Dimensions	Indicators	Parameter		
				Low (1-4)	Med (5-8)	High (9-12)
		Social Problems/Social Problems	The level of complexity of the problem being addressed (social, economic, environmental)	The social problems addressed are not yet optimal	Starting to have a program contribution to the problems that occur (local recognition)	Problem management is recognized at the regional - the national scope
Inclusive/ Inclusive	Beneficiaries are not dominated by elites, the program provides opportunities for participation by minority & vulnerable groups	Elite/ Elite Weight = 10%	Number and identity of targeted elite groups (formal leaders)	The elite group is minimally involved in the program	The elite group is quite involved in the program (20-40%)	Elite groups are highly involved in the program but do not constitute the majority of beneficiaries (<50%)
		Moderate/ Medium Weight = 10%	Number and identity of the middle group being targeted (informal leaders/figures)	The middle group is minimally involved in the program	The middle group is quite involved in the program (20-40%)	The middle group is highly involved in the program but does not constitute the majority of beneficiaries (<50%)
		Vulnerable/ Vulnerable Group Weight = 80%	Number and identity of vulnerable groups as beneficiaries	Vulnerable groups are minimally involved in the program	Vulnerable groups are quite involved in the program as beneficiaries (20-40%)	Vulnerable groups are highly involved and constitute the majority of beneficiaries (>50%)
Organized/ Institutional Management	Program management forms a common consensus between groups and fosters solidarity to create a sustainable life together	Group/Group	Number of local institutions (social/economic) formed by the program	There are no local institutions (social/economic) formed from the program	Have a minimum of 2 local institutions formed from the program	Has > 2 local institutions formed from the program
		AD ART Rules/Regulation	- Written regulations (AD/ART) in managing the organization - Institutional legal entity - Member Knowledge	Does not have written regulations regarding group/organization governance	Has a written draft of regulations but has not yet been socialized to all members	Have written regulations that have been formalized and have been socialized to members
		Cohesion/ Togetherness	- Level of conflict between members - percentage of management attendance at each meeting and activity (formal/informal)	The level of internal group conflict is quite high. The level of group attendance at each activity is quite low (<40% of members attend)	There is internal conflict, but it can still be managed. The level of attendance of group members at each activity is quite high (40-75%)	Conflicts are managed constructively and the level of attendance of group members at each activity is high (>75%)
		Gender Equity/ Gender Equality	- Number of women empowered to become organizational administrators - Position and authority	There are no women who join the board	There are already women who are members of the management (at least 2 people)	At least 3 administrators are women and occupy strategic positions in the organization
Cooperation/ Cooperation	The program provides opportunities for various parties to participate	Actor/ Actor	Number and identity of groups participating in the program (government elements,	Not partnering with other parties in implementing the program	Partner with at least 1 institution (outside the Cattle Breeding), either from government elements, private business institutions, or	Has partnered with 3 elements (government + private business institutions + community institutions) -- 4P Model

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Dimensions	Remarks	Sub-Dimensions	Indicators	Parameter		
				Low (1-4)	Med (5-8)	High (9-12)
Influential/ Impact	in the program		private business institutions, community institutions)		community institutions	
		Involvement/ Forms of Involvement	The form of contribution of actors in supporting programs/activities	There has been no contribution from actors other than the Cattle Breeding. The Cattle Breeding is a single-fighter	There have been contributions from institutions other than companies	Contributions from partners other than Cattle Breeding are very strategic
		Value/ Conversion of Contribution to Rupiah	Rupiah nominal conversion for contributions involving other actors	Contributions converted to Rupiah are equivalent to <5% of the total budget	Contributions converted to Rupiah from institutions other than companies are equivalent to 5 to 20% of the total budget	Contributions converted to Rupiah from institutions other than companies are equivalent to > 20% of the total budget
		Human Capital/ HR Capital	Impact of the program in efforts to improve human quality * Human Development Index/HDI: Education, Economy, Health	The program touches on 1 sector in increasing HDI	The program touches 2 sectors in increasing HDI	The program fully contributes to 3 HDI sectors
		Social Capital/Social Capital	Impact of the program on increase social support	Companies and beneficiaries receive minimal social support if problems occur in the program	Companies and beneficiaries receive sufficient social support if problems arise	Companies and beneficiaries receive a lot of social support in facing obstacles
		Natural Capital/Environmental Capital	The program continues to maintain environmental quality (soil, water, and air)	Companies and beneficiaries do not manage the environmental impacts of their activities	Companies and beneficiaries have started to manage the environmental impacts of activities	Companies and beneficiaries already have standards for managing the environmental impacts of their activities
		Financial Capital/Financial Capital	Program contribution in increasing local income (absorption of local workers, MSMEs, etc.)	The program has minimal contribution to increasing local income. Amount (Rupiah)?	The program has contributed to increasing local income, only incidentally	The program contributes to increasing local income in a sustainable manner
Sustainability	The program can certainly continue if Cattle Breeding no	Physical Capital/Physical Capital (infrastructure)	Impact of the program in supporting local infrastructure development (Public Facilities)	The program has minimal contribution to local infrastructure development	The program has contributed to infrastructure/FASUM development. Buildings are temporary	The program contributes to infrastructure development/FASUM. Buildings are permanent
		Facilities/Infrastructure	The number of physical assets that support the program	Physical infrastructure is inadequate, conditions are not well maintained,	The physical infrastructure is adequate, the condition is quite well-maintained	Physical infrastructure is adequate. Beneficiary groups can meet asset needs independently

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Dimensions	Remarks	Sub-Dimensions	Indicators	Parameter		
				Low (1-4)	Med (5-8)	High (9-12)
	longer provides support for the program			and maintenance costs still depend on the Cattle Breeding		
		Human Capabilities/HR Capabilities	Beneficiaries have the skills to continue and improve the quality of the program (Soft-skills: leadership & managerial, and Hard-skills: related to production activities)	Beneficiaries still do not have the required skills, both soft skills and hard skills	Beneficiaries already have adequate soft & hard skills	Beneficiaries can develop capacity in other groups
		Material Availability/Availability of raw materials	Availability of raw materials and access to these resources (duration of supplies & substitute goods)	Availability of raw materials is limited (< 2 years) and there is no access to these resources	Availability of raw materials is limited (< 2 years), have access to these resources/there are substitute goods	Availability of adequate raw materials (> 2 years), have access to these resources/there are substitute goods
		Market Readiness/Market readiness	The level of sales or other activities that support increased income	Beneficiaries have difficulty finding markets & there is no income for operations	Beneficiaries become Cattle Breeding partners (ITM) as a market for the product. Enter the Cattle Breeding's business cycle (CSV)	Beneficiaries have no difficulty in selling & can meet needs outside the area
		Financial Performance	Level of expenditure and income from activities	Beneficiaries have difficulty meeting operational needs, requiring financial donations from companies/financial institutions	Beneficiaries already have a profit margin, can meet operational needs, and have no bad records from financial institutions (credit)	Beneficiaries have expanded their business, replicated programs, and changed their status from beneficiary to beneficiary (to the community)

RESULTS AND DISCUSSION

From the results of assessing eight superior programs from two coal mining companies (we call them A and B) using the dimensions and indicators used, the following picture is obtained (Redi & Marfungah, 2021). In coal Cattle Breeding A, the three superior programs selected are:

1. Integrated farming system (Integrated Agricultural System)
2. Local orchid preservation and cultivation (Local Orchid Cultivation and Preservation)
3. Swallow nets husbandry (Cultivating Swallow Nests)

It shows that the average value of program level of maturity is 6.21, whereas if you look at the scale of program level of maturity numbers, it is still classified as an early development level. Meanwhile, in Cattle Breeding B which is still in the same district, the superior programs to be analyzed are:

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1. Integrated farming system (Integrated Agricultural System)
2. Cattle Breeders Group (Cattle Farming)
3. Swallow nets cultivation (Swallow Nest Cultivation)
4. Education and Life Skills (Education and Life Skills Program)
5. Fishery (Fisheries)

It shows that the average value of program level of maturity is 8.77, which, if seen from the scale of program level of maturity numbers, is still classified as a middle development level. If we look at the measured dimensions and parameters, the eight programs can be seen in the table below.

Table 3. Results of measuring the level of maturity of the PPM program for Company A and Company B

No	PPM Program	Dimensions of						Average of Programs	Room for Improvement
		Change	Inclusive	Organized	Cooperation	Influential	Sustainability		
1	Integrated Farming System - B Company	8.25	10.00	9.00	9.00	9.40	8.00	8.94	3.06
2	Swallow Nest - B Company	7.75	9.10	8.50	8.33	8.60	9.60	8.65	3.35
3	Cow Breeding - B Company	7.25	9.00	8.25	8.67	8.00	9.60	8.46	3.54
4	Education & Lifeskills - B Company	9.50	10.00	8.00	8.67	9.40	9.00	9.09	2.91
5	Fisheries - B Company	8.25	9.00	8.50	9.00	8.60	8.80	8.69	3.31
6	Orchid Plant Preservation and Cultivation - A Company	9.75	5.30	4.25	5.33	8.80	8.60	7.01	4.99
7	Swallow Nest Cultivation - A Company	6.75	3.00	6.75	2.33	7.20	9.20	5.87	6.13
8	Integrated Farming System - A Company	7.25	7.30	5.50	6.33	2.80	5.40	5.76	6.24
Average of Dimensions		8.09	7.84	7.34	7.21	7.85	8.53	7.81	4.19

Result Scale

Initial Level: 1,00 - 4,00

Develop Level: 4,01 - 10,00

Mature Level: 10,01 - 12,00

As can be seen from Table 3 above, the smallest figure for the maturity level of the Program in Company A is the PPM Integrated Farming System (IFS) program with a maturity value of 5.76. The program maturity figure (5.76) is the cumulative average of the dimensions change (7.25), inclusive (7.30), organized (5.50), cooperation (6.3), influential (2.80), and sustainability (5.40). In Company A, the smallest dimension number is influential, which means that the level of impact or usefulness of the program has not been felt by group members or beneficiaries (Astuti & Simandjuntak, 2018). If it is related to Table 2, which is related to the sub-dimensions and parameter values of the maturity scale, then the influential dimension has sub-dimensions: 1) creation of HR capital, 2) creation of social capital, 3) creation of

environmental capital and 4) financial capital are things that need to be fixed. This is because it has a relatively low value compared to other dimensions (Ardi et al., 2020).

For Company B, it can be seen from Table 3 that the PPM program that still has a low level of maturity for independence is the Cow Breeding Husbandry (Cattle Farming) program with a score of 8.46. Figure 8.46 is the average cumulative figure from the dimensions change (7.25), inclusive (9.00), organized (8.25), cooperation (8.67), influential (8.00), and sustainability (9.60). In Company B, the smallest dimension number is the change dimension, which means that the Swallow Nest program has not had a significant change impact related to increasing knowledge, skills, and confidence to be able to create change for its members. If we look more deeply into the sub-dimensions of the change dimension, we can see that the things that need to be improved in the change sub-dimensions are: 1) the quality of change for the beneficiaries, 2) improving environmental management and preservation, 3) increasing the welfare of beneficiaries and 4) changing abilities in handling social problems.

CONCLUSION

Measuring the level of maturity of social programs such as the Community Development and Empowerment (PPM) program has high challenges because it is full of uncertainty. Therefore, the writing team tries to provide an approach that is expected to be used in measuring and predicting the level of maturity of a program. The approach used is to measure the PPM program from six dimensions, namely: change, inclusive (openness), organized (program organization), cooperation (stakeholder involvement), influential (impact), and sustainability (sustainability).

The results of measurements of two coal companies in West Kutai Regency, East Kalimantan Province which have relatively similar community characteristics, there are differences in the level of maturity values of superior programs. For Company A, which is represented by three superior programs, the program with the lowest level of maturity is the integrated agriculture program with a score of 5.76. Meanwhile, in Company B, which is represented by five superior programs, the program with the lowest level of maturity is cattle farming with a score of 8.46.

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