

Community Driven Development: Community and Company Synergy in Developing Farmer Empowerment Programs in Kranjang Hamlet, Wayame Village, Teluk Ambon District, Ambon City

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Abstract

The farmer empowerment program in Kranjang Hamlet is a community empowerment program that aims to improve farmers' welfare and maximize agricultural potential in Kranjang Hamlet. This program was initiated by PT Pertamina Patra Niaga SH C&T Integrated Terminal Wayame and is a form of implementation of corporate social and environmental responsibility. This program is run using a participatory rural appraisal where the community is the subject and main actor in the empowerment program. In its implementation, this program prioritizes the synergy between the community and the company in accordance with the community driven development. The qualitative results of the farmer empowerment program in Kranjang Hamlet can be seen as an example of a successful program because it involves the community in all stages of program planning, implementation, and evaluation.

Keywords

community empowerment;
farmer empowerment;
community driven development



I. Introduction

Ambon City is located on Ambon Island, a small island in Maluku Province. In the national space, Ambon City is the National Activity Center (PKN) in Maluku Province. The topographical conditions of the Ambon City area include hilly land areas to steep slopes with slopes above 20% in 73% of the area. Meanwhile, other land areas that tend to be flat or sloping have a slope of less than 20% by 17% of the area, and 10% for coastal, coastal and bay areas (Ambon City Government, 2019).

The height of Ambon City is generally 0-50 m and, in some places, it reaches 250 m with a flat to hilly topography that allows for agricultural activities because it is supported by climatic and soil conditions. Most agricultural activities are carried out on land with a slope below 3-4% and a small part in the hills (BPS, 2018). Ambon City is influenced by tropical climates and seasonal climates because it is located in the equator and is surrounded by oceans which allow changes in air pressure (Ambon City Government, 2019). Based on geographical and demographic conditions, Ambon City is located in a hilly area which has great potential for agriculture on sloping land. This potential should make the community able to meet their own food needs.

Wayame Village is one of the villages in Ambon City which has highland agricultural potential. Based on monographic data, Wayame Village has an area of 7.50 km² consisting of residential, industrial, food crop agriculture and horticulture, and fisheries. The agricultural products of Wayame Village include cayenne pepper, curly chili, mustard greens, kale, spinach, green onions, and tomatoes which are superior commodities that are sold to traditional markets and structured modern markets (Hindersah & et al, 2019). Until now Wayame Village is still trying to become the main supplier of vegetable

needs in Ambon City because most of the vegetable supply is still imported from East Java via Surabaya and Manado. Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

The huge potential of natural resources in Wayame Village drives PT Pertamina Patra Niaga Integrated Terminal Wayame to contribute to agriculture as a form of corporate social responsibility. PT Pertamina Patra Niaga Integrated Terminal Wayame took the initiative to help agriculture in one of the hamlets, namely Hamlet Kranjang, through the Kranjang Hamlet Farmer Empowerment Program. The empowerment program is a form of the Corporate Social Responsibility (CSR) program. According to the CSR concept, there are three principal components, namely: Profit, Planet, and People (3P) (Elkington, John, 1998). This concept provides an understanding that a company is said to be good if the company is not only profit-oriented (profit), but also has concern for environmental sustainability (Planet) and community welfare (People).

This farmer empowerment program, which is a form of PT Pertamina Patra Niaga's social and environmental responsibility, is run on the basis of agricultural potential and at the same time wanting to solve the problems of community welfare in Kranjang Hamlet. After carrying out social mapping in accordance with the provisions, PT Pertamina Patra Niaga found out that there is great potential in the agricultural sector and chronic problems such as drought in the dry season which have an impact on low productivity of agricultural land. In addition, there are various supporting problems such as inadequate human resource capacity, limited access to agricultural information, and limited agricultural infrastructure.

PT Pertamina Patra Niaga Integrated Terminal Wayame has provided assistance for 3 years and contributed to maximizing agricultural potential in Kranjang Hamlet. Together with various relevant stakeholders in the agricultural sector, PT Pertamina Integrated Terminal Wayame has provided training related to integrated organic farming, procured agricultural infrastructure, and also maximized the benefits of mentoring by encouraging beneficiaries to share the knowledge gained. The assistance provided by PT Pertamina Patra Niaga Integrated Terminal Wayame will continue to be carried out in the hope of maximizing agricultural potential in Kranjang Hamlet and making Kranjang Hamlet a catalyst for meeting food needs in Ambon City. This article will discuss agricultural assistance in Kranjang Hamlet that has been carried out by PT Pertamina Integrated Terminal Wayame. In addition to explaining the results of the assistance, this article will also describe what methods are used in mentoring and analyze the empowerment program for the Kranjang Hamlet farmer group with a community driven development.

II. Research Method

The Kranjang Hamlet agricultural empowerment program conducted by PT Pertamina Integrated Terminal Wayame uses the *Participatory Rural Appraisal* (PRA) method. The *Participatory Rural Appraisal* (PRA) method is an approach method in the process of empowerment and increasing community participation that emphasizes community involvement in all activities carried out (Lestari, Santoso, & Mulyana, 2020).

Participatory Rural Appraisal (PRA) examines aspects of community life including aspects of the economy, socio-cultural life of the community, education, health, and

politics (Muhsin, Nafisah, & Siswanti, 2018). In principle, the results of the study resulted in three things, as follows.

1. Obtaining information related to living conditions in the area/village
2. Obtaining information related to the needs and problems that are problems/constraints of the community
3. Obtaining information related to local potentials that can be used as a means to develop natural resources and human resources for the surrounding community

Approach using the *Participatory Rural Appraisal* (PRA) method produces village social conditions or village maps that show the potential, problems, opportunities and strengths of the community to be used as a basis for planning problem solving, program plans, achievements and joint monitoring according to potential and capabilities (Muhsin, et al, 2018).

Through the *Participatory Rural Appraisal* (PRA) method, the village community is no longer the object that receives the program from the top (top-down), but is the subject of development who designs development programs from the bottom (bottom-up) by continuing to be active in the planning process, determining priorities. programs, budgeting, implementation, and utilization of development outcomes controlled at the village level (Hudayana & et al, 2019).

In the context of the farmer empowerment program carried out by PT Pertamina Integrated Terminal Wayame, the community is accompanied by a program assistant appointed by the Integrated Terminal Wayame. The assistant serves to assist and transform the knowledge possessed to the community (Muhsin, Nafisah, & Siswanti, 2018). The purpose of having a mentor is for the community to get a transfer of knowledge related to program development.



(Koralagama, Wijeratne, & Silva, 2007)

Figure 1. Key Components in PRA

There are three key components in *Participatory Rural Appraisal* (PRA) according to Figure 1, namely resource institutions, facilitator institutions, and communities or communities. In the farmer empowerment program, the party that becomes the resource institution is the Integrated Terminal Wayame, the facilitating institution is the *Community Development Officer*, and the community or community is the Dusun Kranjang community.

In addition to using PRA as an implementation method, the farmer empowerment program in Kranjang Hamlet also uses a *Community Driven Development* (CDD) approach. The CDD method is an approach in implementing development by increasing community initiatives to play an active role as actors or managers (Dasgupta, 2007). CDD

has a character that fits the purpose of empowerment, which is to actively involve the community in planning, managing, and implementing projects. CDD has an emphasis on decision making and resource management of activities at almost all stages of the program (Resnawaty & Darwis, 2018). There are five main characteristics of CDD projects according to the World Bank (2011):

1. The implementation of CDD seeks to involve community-based organizations or institutions and representatives from the community who are considered to be most aware of the conditions in the community there.
2. CDD activities, through community-based or local organizations, are responsible for designing and planning sub-projects in a participatory manner.
3. The main characteristic of the CDD project is that as an empowerment effort, the CDD program trains the community to be able to access, control and manage resources.
4. The community is directly involved in the implementation of the sub-project. Communities can contribute to sub-projects indirectly in the form of contractor management and supervision or operation and maintenance of infrastructure when completed.
5. The element of community-based monitoring and evaluation has become a characteristic of CDD sub-projects. Most frequently used are social accountability tools such as participatory monitoring, community scorecards and complaint handling systems that enable communities to ensure accountability for CDD implementation.

In the farmer empowerment program in Kranjang Hamlet, the community plays an active role in the entire program development process. This results in independence from the community, because the facilitator only provides assistance.

III. Result and Discussion

The farmer empowerment program in Kranjang Hamlet conducted by Pertamina Patra Niaga Integrated Terminal Wayame has entered its fourth year and has gone through various mentoring processes. The process consists of several stages including the planning stage, implementation stage, monitoring, and also the evaluation stage which will be explained as follows:

3.1 Planning Phase

CSR program planning is one of the important steps that companies must take to be able to implement empowerment programs that are in accordance with community needs. PT Patra Niaga Integrated Terminal Wayame carried out planning using a participatory method by involving the community directly. The community empowerment program planning in Wayame Village consists of a five-year strategic plan which will be revealed in more detail in the annual work plan.

The strategic plan was prepared based on social mapping carried out by a team of experts by mapping the potential and problems in Wayame Village which included aspects of natural resources, human resources, infrastructure, social, and economy. This strategic plan summarizes the program design for five years in accordance with the perspectives of the community, village government, and stakeholders related to the field to be developed. The strategic plan for the development of Wayame Village related to agriculture in Kranjang Hamlet this year is entering its fourth year where assistance will be focused on the efficiency of agricultural production and meeting continuous market needs.

The annual work plan of the Kranjang Hamlet Farmer Empowerment Program is made based on the evaluation and work performance that has been achieved by the

community, especially the beneficiaries. PT Pertamina Patra Niaga Integrated Terminal Wayame held a year-end discussion to evaluate the ongoing work plan. This discussion forum was conducted successively for Subur Farmers Groups, Various Business Farmers Groups, and Farmers Cooperatives which were facilitated by agricultural program facilitators. The discussion resulted in several notes which were then grouped by priority.

The results of discussions with farmer groups assisted by the company do not necessarily become the basis for determining the work plan. However, PT Pertamina Patra Niaga Integrated Terminal Wayame also held discussions with stakeholders relevant to the program such as the village government, local government, and also the local community. The work plan of the Kranjang Hamlet Farmer Empowerment Program as much as possible adjusts to the village and regional development plans with a focus on the relevant field, namely agriculture. The Kranjang Hamlet Farmer Empowerment Program is in direct partnership with the Food Security Service and also the Ambon City Environment Service. The results of discussions with the community, village government, local government, and also the community are then summarized and sorted according to program priorities and then compiled into a draft work plan.

The draft work plan is then reviewed together with the beneficiaries to confirm the annual plan that must be implemented by the community with the assistance of PT Pertamina Patra Niaga Integrated Terminal Wayame. After being agreed by the community and submitted to the annual meeting, the program assistant will present the results of the work plan that has been approved and then discuss the technical implementation. The planning stage of the Kranjang Hamlet Farmer Group Empowerment Program which focuses on the needs of the community in developing the agricultural potential of their area is a form of synergy between the company and the community that makes the community the main subject in mentoring.

3.2 Implementation Phase

a. Initiation

The Kranjang Hamlet Farmer Group Empowerment Program was originally a field school program that became one part of the activities of the Gandaria Reading Park which is also one of the CSR programs of the Integrated Terminal Wayame. Seeing the enthusiasm of farmers in participating in field schools and also the great agricultural potential in Kranjang Hamlet, PT Pertamina Patra Niaga Integrated Terminal Wayame initiated the formation of a farmer group in Kranjang Hamlet. This farmer group consists of fifteen farmers under the name Aneka Usaha Tani Group. The Aneka Usaha Farmer Group is expected to be able to become a progressive farmer group with various business fields related to agriculture.

Over time, the Aneka Usaha Farmer's Group added more memberships, which then opened up new land for farming. For the effectiveness of farmers' performance, another farmer group was formed as a result of the expansion of the Aneka Usaha Farmers Group. This farmer group was named the Subur Farmers Group with the hope that the idle land that had just been developed and cultivated could become fertile in the hands of these farmers.

Not stopping at the initiation and institutional strengthening of farmer groups, PT Pertamina Patra Niaga Integrated Terminal Wayame also initiated the formation of a farmer cooperative. The establishment of a farmer cooperative is intended to assist farmers in distributing agricultural products in Kranjang Hamlet. This farmer's cooperative was formed in 2020 and was named the Duskar Business Partners Cooperative. So far, the Duskar Business Partner Services Cooperative has succeeded in helping the community,

especially farmer groups, to distribute agricultural products in Kranjang Hamlet not only in traditional markets but also in modern markets.

b. Procurement of Supporting Equipment for Activities

Procurement of equipment to support the Kranjang Hamlet Farmer Group Empowerment Program is intended to assist farmers in dealing with problems that hinder farming activities. The first CSR procurement of PT Pertamina Patra Niaga Integrated Terminal Wayame for the Kranjang Hamlet Farmer Group Empowerment Program was the procurement of *hydrants*. This pump is an urgent need for farmers in Kranjang Hamlet considering the availability of clean water for land management on cliffs is very large. For decades, the farmers of Dusun Kranjang have only relied on rainwater to meet the irrigation needs of their land. The procurement of *hydrants* by PT Pertamina Patra Niaga Integrated Terminal Wayame is able to encourage Kranjang Hamlet farmers to increase their land productivity.

After finishing with the main problem, namely the availability of clean water, the focus of the Dusun Kranjang Farmer Group Empowerment Program in 2020 is *organic integrated farming* where agriculture is expected to be integrated with various aspects of community life and economy and be able to produce quality organic products. To support the achievement of this goal, PT Pertamina Patra Niaga Integrated Terminal Wayame helps procure the manufacture of organic fertilizer based on household waste. Composter, eco-enzyme making tools, and equipment for making liquid organic fertilizer are provided so that farmers are able to make natural fertilizers and pesticides based on household waste. Besides being expected to be able to improve the quality of agricultural products, natural fertilizers and pesticides are also expected to be able to reduce the expenditure of fertilizers and pesticides which usually become the routine staple expenditure of farmers.

The uncertain local climate of Ambon City often makes it difficult for farmers to predict how to intervene in crops. Several times the farmers experienced crop failure due to rotting crops under local rain that did not stop for more than two days. To guarantee farmers' income from the harvest, PT Pertamina Patra Niaga Integrated Terminal Wayame provides assistance for hydroponic installations that have a planting and harvesting period that does not depend on the season. This hydroponic installation is able to increase farmers' income because the planting and harvesting periods are also not long.

Assistance to farmer groups does not stop at procuring physical equipment needed by farmers. PT Pertamina Patra Niaga Integrated Terminal Wayame also provides assistance in certifying organic products from Kranjang Hamlet to increase the legacy of the product. The program facilitator together with the Ambon City Food Security Service in 2021 succeeded in seeking the issuance of Prima A3 certificates for 6 agricultural products in Kranjang Hamlet. This certificate is official proof that Dusun Kranjang's agricultural products are products fit for consumption with a safe pesticide threshold.

3.3 Capacity Building of Members

One of the most important factors that support the success and sustainability of the empowerment program is the quality of human resources. In the Kranjang Hamlet Farmer Empowerment Program, the main human resources are the farmers themselves. PT Pertamina Patra Niaga Integrated Terminal Wayame strives to achieve the success of the empowerment program and hopes for the sustainability of the program by increasing the capacity and *skills* of program beneficiaries.

Efforts to increase the capacity of farmers are carried out through various trainings and *workshops* that are relevant to the needs of farmers. PT Pertamina Patra Niaga

Integrated Terminal Wayame together with the Ambon City Agriculture Service conducted training on composting, liquid organic fertilizer, and natural pesticides to provide farmers with various alternative choices of fertilizers and pesticides. Healthy husbandry training is also carried out to increase the productivity of livestock owned by farmers. Not only capacity building in the production chain, farmers are also equipped with distribution capabilities. PT Pertamina Patra Niaga Integrated Terminal Wayame also provides assistance in the distribution chain so that sales of agricultural products in Kranjang Hamlet increase and have a wide reach.

To increase the affordability of program benefits, PT Pertamina Integrated Terminal Wayame encourages fostered farmers to disseminate information to the public as widely as possible. Some farmers have succeeded in providing materials on hydroponic management, the use of eco enzymes for agriculture, and also how to manage goat farms. This training has been carried out to various levels of society, be it the general public, companies, and also in events initiated by the government.

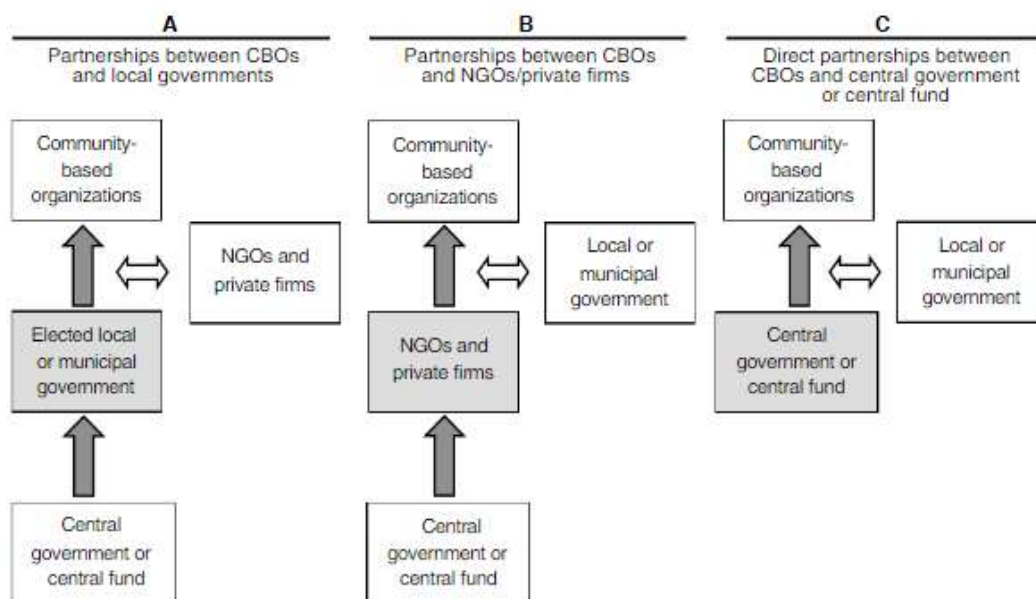
3.4 Program Monitoring and Evaluation Program

Monitoring is carried out every two weeks to ensure that agricultural activities continue to run. This monitoring is carried out by the program assistant which is then reported in writing. Program evaluation is also carried out annually using the Community Satisfaction Index (IKM) assessment and year-end discussions with all group members. In December every year a program evaluation is carried out to see how successful the implementation of the Kranjang Hamlet Farmer Group Empowerment Program has been. Routine evaluations are also carried out by Field Agricultural Extension Officers (PPL) assigned to the Ambon City Agricultural, Fisheries and Forestry Extension Implementation Center. Together with the Dusun Kranjang community and various stakeholders in the agricultural sector, PT Pertamina Patra Niaga Integrated Terminal Wayame continues to monitor and evaluate successful farmer empowerment.

3.5 Discussion

Community Driven Development (CDD) is conceptually an approach that prioritizes the community as a driving force in community empowerment programs (Alkire, Sabina & Bebbington, 2004). This approach views that the community is an asset as well as a partner in sustainable development. This means that the development and empowerment programs carried out prioritize the active involvement of the community. In the context of the Farmer Empowerment Program in Kranjang Hamlet, the most dominant actor in the community empowerment process is the community. The community, especially farmers, are used as subjects in the program from the planning stage, to the implementation stage, to the evaluation stage.

CDD in practice has several types. Based on Figure 2, it can be seen that the Farmer Empowerment Program in Kranjang Hamlet is type B where community groups partner with *private firms*, in this case PT Pertamina Patra Niaga Integrated Terminal Wayame. In practice, this farmer empowerment program is also assisted by the village government, local government, and also non-government organizations. But the main actor in the farmer empowerment program in Kranjang Hamlet is the community, especially the Kranjang Hamlet farmers.



(Alkire, Sabina & Bebbington, 2004)

Figure 2. Example of General Institutional Arrangements on CDD

The company, in this case is PT Pertamina Patra Niaga Integrated Terminal Wayame, through its CSR program has implemented a CDD approach by involving the community as a whole. The company as a *private sector* that runs the company's environmental social responsibility program appoints a companion assigned to accompany the program according to the work plan made directly by the community. The assistant assigned by the company has the capacity in managing human resources to achieve welfare goals as formulated together with the community.

At the stage of preparing the work plan, the community gathers in a forum to make plans accompanied by program assistants sent by the company. Likewise in the implementation and evaluation stages. In the implementation phase, the company, through the facilitator, only provides access to information to execute the empowerment work plan. All programs are directly carried out by the community in the form of providing facilities, capacity building, as well as institutional strengthening and networking with relevant stakeholders.

The implementation of the farmer empowerment program is carried out with the active involvement of farmers. The company's support at this stage is in the form of financial support, mentoring, providing access, and also consulting. Procurement of facilities that support agricultural programs is carried out directly by farmers with them ordering directly or assembling according to needs. If the need for these facilities is not available in Ambon City, for example *hydrants*, program assistants will seek access to service providers and allow farmers to communicate directly with the providers of facilities. The same thing happened with several activities such as the procurement of hydroponic installations. At first, the farmers learned together on a self-taught basis through online channels, then bought the equipment needed and proceeded to independently assemble the hydroponic installation.

Farmers in carrying out empowerment programs also need consultation facilities as legitimacy to strengthen every decision to be taken. The need for this consultation is in practice facilitated by the program facilitator if the nature of the required consultation is still general in nature. But if what is needed is specific consultation related to agricultural

technicalities, the assistant will facilitate by seeking expertise in the related field to provide technical guidance in the agricultural sector. As has been done, namely related to composting activities and also certification of agricultural products. The composter activity is directly assisted by the environmental community who are experts in the field of composting. Likewise with the certification of agricultural products, consultation and assistance are carried out by the Food Security Service. Farmers also have Field Agricultural Instructors assigned by the Ambon City Environment Service who continue to coordinate with farmers and assistants for the mentoring process.

At the monitoring and evaluation stage, the community is asked to directly describe the results of their work in accordance with the work plan and the obstacles they have faced and what needs to be improved. Monitoring and evaluation forums are usually accompanied by assistants and also experts for objective assessment. The results of the monitoring and evaluation will be used as a material for further consideration and discussion by the community regarding programs that will be carried out in the next period. This cycle continues steadily, although with various dynamics by directly involving the community as the subject of development through community empowerment programs.

IV. Conclusion

The farmer empowerment program in Kranjang Hamlet is an empowerment program carried out by PT Pertamina Patra Niaga Integrated Terminal Wayame through a corporate social responsibility (CSR) mechanism with a participatory rural appraisal (PRA) method and using a community driven development. The participatory rural appraisal is shown by the involvement of the community as the subject of the farmer empowerment program in Kranjang Hamlet. Community driven development is also used as an approach in empowerment programs as shown by the synergy formed by companies and farmers in carrying out the program. Participatory rural appraisal and community driven development are both used with the aim of involving the community in empowerment programs so that the agricultural potential in Kranjang Hamlet can be properly maximized. The farmer empowerment program in Kranjang Hamlet, which has entered its fourth year, has proven that community involvement in every stage of the empowerment program is able to increase the capacity of farmers and make farmers empowered.

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