

# Community Development Evaluation for MAMI SERA (Mangunharjo Mandiri Sejahtera) Program Initiated by PT. Pertamina Patra Niaga Aviation Fuel Terminal of Ahmad Yani

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## Abstract

Corporate Social Responsibility (CSR) is an effort undertaken by companies that involves the roles of entrepreneurs, government, and society to demonstrate social responsibility as one form of ethical embodiment in building long-term performance. The CSR initiative of PT Pertamina Patra Niaga Aviation Fuel Terminal of Ahmad Yani has implemented a community empowerment program, one of which is through the MAMI SERA (Mangunharjo Mandiri Sejahtera) program. This study aimed to evaluate the community empowerment program conducted by PT Pertamina Patra Niaga Aviation Fuel Terminal of Ahmad Yani through the MAMI program. The method employed in this study was descriptive qualitative. Data collection techniques included field observations, interviews, and documentation. The results show that the evaluation of the community empowerment program through the MAMI SERA program by PT Pertamina Patra Niaga Aviation Fuel Terminal of Ahmad Yani has successfully improved community welfare through the mentoring and development of the Trengginas Jaya Abadi Cooperative. However, ongoing evaluation is needed throughout the program to identify and address deficiencies. The evaluation also found that the MAMI SERA program requires a production house to market MSME products.

*Keywords:* Corporate Social Responsibility, Community Empowerment Program, Evaluation.

## A. INTRODUCTION

Corporate Social Responsibility (CSR) is an approach from the private sector or companies to minimize negative impacts and maximize positive impacts when their businesses operate, affecting various stakeholders in economic, social, and environmental dimensions, thereby supporting the achievement of sustainable development goals (Rachman, Nurdizal, 2011).

The program of PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani, known as MAMI SERA (Mangunharjo Mandiri Sejahtera), was initiated due to flooding issues in Mangunharjo Village, Tugu District, Semarang City. This area is the estuary of the Beringin River, one of the 18 rivers in the western part of Semarang City and part of the drainage system. Due to flooding, many residents' rice fields have diminished, causing them to lose their primary income source as most Mangunharjo residents are rice farmers. Based on this explanation, the issues in Mangunharjo Village are economically related.

The implementation of the MAMI SERA program through Milkfish Farming has successfully attracted 15 direct beneficiaries as Fish Pond Farmers. There are approximately 100 SMEs in Mangunharjo Village benefiting from processing milkfish products. This economic improvement can mitigate the income uncertainty of SMEs due to low purchasing power and slow consumer transactions, impacting their income. With the ongoing program, an evaluation is necessary to determine the success and shortcomings of the MAMI SERA (Mangunharjo Mandiri Sejahtera) program to identify and appropriately address improvements.

In response, PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani has made various efforts in environmental management. As an agent of change, the private sector is a part of the community. Business entities have a close relationship with the surrounding community because companies and society cannot be separated and need to strengthen their ties. A good relationship is key to the smooth continuity of the company itself (Nurjani & Resnawaty, 2023).

The CSR community empowerment program with the existing potential in Mangunharjo Village requires an evaluation. The concept of program evaluation has three related forms: formative evaluation, summative evaluation, and empowerment evaluation. The differences in evaluation forms will adjust to the designed program, as each program approach categorization depends on the perspective and interests to be achieved, so the evaluation of program success needs to refer to these aspects. Most programs aim to bring about change with a unique framework, allowing for flexibility in their implementation (Prayogo, 2011).

One of the program evaluations often used to assess the success and shortcomings in the implementation of a program is formative evaluation, which tends to be used to improve an activity or program. The application of formative evaluation occurs during the program's implementation, such as by conducting interviews related to the program that has been carried out. PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani, one of the business units of PT Pertamina Patra Niaga, has implemented several CSR programs based on community empowerment, one of which is the MAMI SERA program, which is still ongoing. However, until now, no formative evaluation has been conducted as a basis for improvement. Therefore, this is an opportunity for the MAMI SERA program to enhance the quality of community empowerment.

## **B. METHOD**

The discussion in this article used a qualitative-descriptive approach aimed at explaining social reality accurately (Moleong, 2022). Data collection techniques were carried out through observation (Sugiyono, 2014), which involved field observation. Interviews were conducted using interview guidelines for two-way dialogues. Documentation was done by collecting various types of documentation related to the subject and object of research. Technically, this article was derived from the documentation study possessed by PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani, specifically the MAMI SERA (Mangunharjo Mandiri Sejahtera)

program report journal in the form of Innovations in Milkfish Feed under the Corporate Social Responsibility (CSR) Program. The data validity technique used source triangulation, ensuring that data obtained from one source is consistent with other sources.

The research subjects were determined based on the informant selection criteria, which include the head of the MAMI SERA group, members of the MAMI SERA group, and residents of Mangunharjo Village. The research location for this article covered Mangunharjo Village, Tugu District, Semarang City, Central Java Province. The discussion in this article aimed to identify what needs to be improved in the ongoing MAMI SERA program. By using formative evaluation, the results of the program evaluation can be determined.

### **C. RESULT AND DISCUSSION**

The private sector is not only faced with responsibilities that emphasize profit acquisition from business processes but also the urgency to consider its surrounding environment. If a company neglects its surrounding environment to the extent that the community does not perceive any direct contribution of corporate concern or even experiences negative impacts from the company's activities, this condition can trigger community resistance or other social risks, such as conflicts between the community and business actors. The commitment of business actors to participate in building their surrounding environment by considering financial, social, and ecological aspects has become a central issue in the discourse of Corporate Social Responsibility (CSR) (Marthin et al., 2018).

The increasing demands on companies to implement CSR affirm that the existence of companies has a negative impact on the social and environmental aspects of the surrounding community. One of the urgencies related to CSR is the ecological impact of business operations, which is then linked to sustainable development. CSR and the context of sustainable development become a pressing issue when related to ecological issues, as the environment is an essential component of livelihood and a moral commitment regarding how development should be carried out and endeavored to achieve ecological balance. There are three important components emphasized in the discourse of Corporate Social Responsibility, known as the 3Ps, an acronym for people, planet, and profit. In subsequent developments, these three components have become a reference for companies when implementing social responsibility programs, generally known as CSR (Sunaryo, 2015).

PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani has implemented a CSR program in the Mangunharjo subdistrict as a form of social responsibility. This responsibility is manifested through the establishment of MAMI SERA (Mangunharjo Mandiri Sejahtera), which has two programs: the Trengginas Jaya Abadi Cooperative and Fish Farmers. Mangunharjo subdistrict has the potential for milkfish cultivation, with the number of milkfish farmers being equal to that of the general population.

The cultivation of milkfish, which enhances the economy of milkfish farmers in the Mangunharjo subdistrict, is inseparable from the implementation of more affordable and quality fish feed innovations based on the price comparison between market fish feed and milkfish feed. The MAMI SERA (Mangunharjo Mandiri Sejahtera) program aims to improve the economy of fish pond farmers and SMEs in Mangunharjo subdistrict, which has been implemented since 2022.

### **Implementation of MAMI SERA (Mangunharjo Mandiri Sejahtera) Program**

The social responsibility program implemented by PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani is realized in the form of human empowerment. This has been executed through various programs, one of which is the MAMI SERA (Mangunharjo Mandiri Sejahtera) program. This program aims to achieve the vision and mission of the Mangunharjo subdistrict, as stated in its profile: the realization of a religious, self-sufficient, and advanced Mangunharjo community based on strong agriculture and fisheries. This program, which synergizes with the vision and mission of the local subdistrict, is expected to enhance the prominent potential of Mangunharjo.

Mangunharjo is a coastal area in the urban vicinity of the northern coast of Java. It can be considered a remote subdistrict in Semarang, with the majority of its population working as fishermen. This profession has been passed down through generations, and therefore, they lack specific techniques in fish capture. Economically, the welfare level of fishermen in Mangunharjo is relatively low (Marnelly, 2012).

In addition to utilizing marine resources as fishermen, the community also engages in farming. However, the Mangunharjo subdistrict faces two major issues: flooding and tidal waves, which have resulted in the burial of some of the farmlands in Mangunharjo (Baihaqi, 2019).

PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani is committed to preserving the environmental ecosystem, improving the local economy, strengthening social aspects, and enhancing community welfare through the MAMI SERA program with the Trengginas Jaya Abadi Cooperative and Fish Farmers initiatives. This program is developed based on the company's Life Cycle Assessment (LCA) interpretation, indicating that the environmental impact hot spots in the core process are in the Refinery Unit and Oil Extraction and Production processes. The company addresses these conditions by reducing the Global Warming Potential (GWP) through minimizing fuel use and utilizing non-hazardous solid waste within the company environment. Furthermore, the company is committed to reducing GWP through the MAMI SERA Fish Farmers program by cultivating milkfish and planting 7,800 mangrove seedlings in the Mangunharjo subdistrict, which can reduce emissions by 5,760.3 grams of CO<sub>2</sub>.

The MAMI SERA program, provided by PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani to the Mangunharjo community, includes two main initiatives: the Trengginas Jaya Abadi Cooperative and Fish Farmers, as forms of community empowerment. By leveraging the existing potential of fish ponds,

disadvantaged farmers can transition to fish farming. However, fish farmers also face significant challenges, such as the high cost of fish feed at Rp. 17,000 per kilogram, reducing their profits. Through the MAMI SERA program, PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani has innovated by producing higher quality fish feed at a lower cost of Rp. 8,000 per kilogram, thereby increasing profits for fish pond farmers due to the affordable and quality feed. In the cultivation of milkfish, the MAMI SERA program supports the Trengginas Jaya Abadi Cooperative, which comprises several business units including Fish Cultivation, Production, Marketing, Savings and Loan, and Waste Management units.

With 14 members, the Trengginas Jaya Abadi Cooperative enhances collaboration and solidarity among community groups under its umbrella. It increases capacity through aid provision, cooking training, milkfish feed production training, business management, and organizational management capacity building, including bookkeeping and transforming social institutions into economic ones, evidenced by a notarial deed. Additionally, one cooperative member has become independent by starting their business unit.

### **Evaluation of MAMI SERA (Mangunharjo Mandiri Sejahtera) Program**

Program evaluation is an assessment of performance development aimed at improving the program in the subsequent stages. The method in the evaluation process of the empowerment program is specifically designed to determine a “success or failure” assessment of the current state or performance achievements of the program. The MAMI SERA (Mangunharjo Mandiri Sejahtera) program itself began in 2022. The MAMI SERA program has lifted twelve individuals classified as poor from the ranks of fish pond farmers in Mangunharjo since its inception. Based on survey results, the average income of these twelve individuals increased by Rp 1,000,000 to Rp 2,700,000, with an average income increase of 55%, the highest income increase being Rp 2,700,000, and the lowest increase being Rp 1,000,000. According to the Integrated Social Welfare Data of Mangunharjo Village (2022), there are 310 residents of Mangunharjo classified as poor. Therefore, 3.87% of poverty can be eradicated through the Milkfish Cultivation Activities, which is one of the activities of the MAMI SERA program.

In its implementation, the company also involves stakeholders besides PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani, such as the local government and the community of Mangunharjo Village. Therefore, mentoring and development activities to improve the quality of the MAMI SERA (Mangunharjo Mandiri Sejahtera) program in the Trengginas Jaya Abadi Cooperative can be carried out. Thus, several contributions can be made by the MAMI SERA Program from various objects, the first being the Contribution of the Program to the Company’s Bottom Line, where Pertamina is a company focused on oil and natural gas commodities with an integrated business from upstream to downstream, starting from exploration and production, processing, distribution, and marketing. Some of the products produced include fuel oil, LPG, LNG, and petrochemicals. PT Pertamina

Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani is a Commercial and Trading subsidiary that is part of Pertamina's downstream business activities chain for fuel distribution. Milkfish cultivation ensures the stock of milkfish for SMEs, which always use LPG during production. This shows the alignment of activities with the company's business, which can increase company profits. The utilization of LPG gas by SMEs can increase LPG gas purchases. Secondly, the contribution to SDGs, in the form of sustainable development impacting the environment in the MAMI SERA Program, is seen from the Mangrove Planting which can reduce greenhouse gas emissions.

Currently, MAMI SERA is implementing the Trengginas Jaya Abadi Cooperative program according to the designed roadmap. From 2022-2023, the focus will be more on capacity building and mentoring for milkfish farmers and support for SMEs in Mangunharjo Village. Several activities have been conducted within the MAMI SERA program as a means of fostering the success of the Trengginas Jaya Abadi Cooperative program. These activities include:

- a. Training on the Production of Amplang Bandeng, a program focused on ensuring a steady supply of Bandeng fish from Fish Pond Farmers and enhancing the economy of Micro, Small, and Medium Enterprises (MSME) in Mangunharjo Village, which has a high number of impoverished residents totalling 310 individuals. The training aims to introduce new flagship products in Mangunharjo District and boost the MSME economy, which previously averaged around IDR 1,000,000 but has now risen to IDR 3,000,000 due to the potential of Mangunharjo Village in Bandeng fish production, thereby securing both stock and pricing of Bandeng fish.
- b. The Launching of the Trengginas Jaya Abadi Cooperative, marked by a celebratory event and a public bazaar open especially to Mangunharjo Village residents, provides a platform for branding local MSME.



**Figure 1. Launching activities of the Trengginas Jaya Abadi Cooperative**  
Source: PT. Pertamina Patra Niaga Aviation Fuel Terminal of Ahmad Yani CSR Documentation

- c. Visits to Amplang Bandeng training sessions in Semarang, serving as additional educational opportunities for Mangunharjo residents, particularly members of the Trengginas Jaya Abadi Cooperative.
- d. Organizing a cooperative awareness campaign held by CSR PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani, featuring speakers from the Semarang City Cooperative and MSME Office.

Corporate Social Responsibility (CSR) activities, particularly those under the MAMI SERA program by Trengginas Jaya Abadi Cooperative, require continual review to ensure alignment with predefined plans and objectives (Roza, 2014). Various studies emphasize that evaluating CSR implementation serves as a foundation for future development improvements, as well as assessing the level of achievement in social activities that have been implemented (Septianingsih, 2018).

The implementation of the MAMI SERA (Mangunharjo Mandiri Sejahtera) Program undoubtedly necessitates several corrections. According to interviews conducted with stakeholders, a notable challenge faced by the Trengginas Jaya Abadi Cooperative under the MAMI SERA program is the delay in certain activities, such as the construction of a production facility for marketing MSME cooperatives. This setback is primarily due to the absence of available land for the production house. As stated by Ms. Utami, Chairperson of the Trengginas Jaya Abadi Cooperative: *"We are still awaiting land allocation from the village, although Pertamina has committed to assist in building the production facility"*.

Based on this foundation, community members believe that the presence of PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani can significantly aid current issues in Mangunharjo Village. Challenges within each program are not insurmountable and can still be addressed. The activities provided by PT Pertamina can enhance skills among residents, particularly members of the Trengginas Jaya Abadi Cooperative. Each member also manages their own MSME, where increased interest in MSME can bolster cooperative earnings, as highlighted by Ms. Utami.

Regarding the company's contribution to the surrounding community, one interviewee noted that PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani has provided substantial benefits and contributions to Mangunharjo Village. As a supportive element of the MAMI SERA program's success, the company has facilitated the establishment of the Trengginas Jaya Abadi Cooperative, provided capital assistance, offered training to enhance skills, and supplied necessary items as per the cooperative's needs. The establishment and operation of the Trengginas Jaya Abadi Cooperative indirectly benefit villagers by providing livelihoods and employment opportunities in Mangunharjo Village. The cooperative is also open to the public, welcoming new members who meet requirements such as a principal deposit of Rp 50,000 and mandatory savings of Rp 10,000.

Based on community research findings, it is evident that PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani has effectively carried out Community Empowerment CSR initiatives, albeit with some shortcomings such as the delayed establishment of planned facilities, namely the production house for

selling MSME from the Cooperative.

With the MAMI SERA Program, community members express their approval and gratitude for the assistance received, a sentiment also acknowledged by the local government of Mangunharjo Village.

#### **D. CONCLUSION**

PT Pertamina Patra Niaga Aviation Fuel Terminal (AFT) of Ahmad Yani has undertaken various CSR programs as part of its corporate responsibility, including MAMI SERA (Mangunharjo Mandiri Sejahtera), which comprises two initiatives: the Fish Pond Farmers and Trengginas Jaya Abadi Cooperative programs. One executed program is the Trengginas Jaya Abadi Cooperative, which has organized numerous training activities to enhance the skills of Mangunharjo Village residents in utilizing local resources. The implementation of these activities necessitates evaluation, wherein formative evaluation methods can be applied. Interviews with informants or stakeholders involved in the programs serve as a form of evaluation, enabling the gathering of insights regarding the adequacies and inadequacies of executed activities. The Trengginas Jaya Abadi Cooperative program has been successfully carried out, albeit encountering some challenges and deficiencies, such as the unavailability of cooperative needs, particularly the production house.

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