

EMPOWERMENT OF THE UMKM COMMUNITY IN UTILIZING PT PLN CSR FUNDS BY BAITULMAAL MUAMALAT REPRESENTATIVE OF WEST JAVA

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Abstract

This study assesses how Baitulmaal Muamalat West Java Representative empowers MSME actors in the community using PT PLN CSR funds. Through a number of efforts, including social mapping, skills development, licensing assistance, and infrastructure development, this program aims to improve community welfare. The purpose of this study is to show that the program can improve the capabilities and independence of MSME actors. However, there are still some problems that need to be resolved, such as the complexity of choosing an ideal location and fluctuations in raw material prices. From a theoretical perspective, this study advances our understanding of social welfare and economic empowerment, while its practical consequences help professional social workers to create more successful empowerment initiatives. This MSME community empowerment program has the potential to be a successful model in using CSR funds for inclusive and sustainable community development in the future with larger initiatives and ongoing collaboration. The research method used in this study is qualitative research, where this study attempts to describe how community empowerment in MSME actors can run through the use of Corporate Social Responsibility (CSR) funds. The researcher conducted this study with the aim of obtaining complete and in-depth knowledge, information, and descriptions. The data collection technique is carried out through observation, interviews, and documentation studies obtained from the results of MSME actors in the community using PT PLN CSR funds. The results of research that has been conducted on the empowerment of MSME actors in the utilization of PT PLN CSR funds by Baitulmaal Muamalat, West Java representative, that the end of this program shows the success of the planning and implementation of programs aimed at improving the local economy and community welfare.

Keywords: *Changing Situations, Conditions, Initiative, Process.*

1. Introduction

In utilizing CSR (Corporate Social Responsibility) funds or Social and Environmental Responsibility (TJSL) by a social institution certainly has its own challenges. The success or failure of a social institution can be seen from how the institution is responsible in carrying out its duties and roles, as a social institution this is certainly an important aspect in increasing access in empowering the community. According to Horton and Hunt, social institutions have two functions. First, there is a manifest function or a function that is actually known or recognized by the entire community. Second, there is a latent function or a secret function that is not recognized, may even be unwanted, and if followed, is considered a generally unexpected

side result. Robert K. Merton (in Nazsir, 2008) also introduced a famous distinction, namely "manifest function" and "latent function".

Social welfare is a shared responsibility of the government, the business world, and society. The government implements various programs to improve the welfare of society. On the other hand, companies as part of the business world also have a responsibility towards the welfare of the surrounding community, which is realized through corporate social responsibility (CSR) programs. In carrying out its business activities, the business world plays a role in encouraging healthy economic growth. This approach includes not only financial records (single bottom line), but also social and environmental aspects (triple bottom line), as stated by John Elkington. This effort is generally known as Corporate Social Responsibility (CSR).

The goal is to encourage higher business ethics, ensuring that business activities do not harm society and the environment. Through this commitment, the business world is expected to be able to contribute sustainably to development, achieve economic benefits, and maintain its existence (R. L. Nurwulan & Nadila, 2023).

The emergence of the concept of Corporate Social Responsibility (CSR) began with the loss of public trust in companies, which is not only limited to Limited Liability Companies (PT), but also includes various business activities, both legal entities and not (Widjaja & Pratama, 2008). The use of the term Corporate Social Responsibility (CSR) began in the 1970s and became increasingly popular, especially after John Elkington published his book entitled *Cannibals with Forks: The Triple Bottom Line in 21st Century Business* (1998). In his book, Elkington developed the concept of Corporate Social Responsibility (CSR) by focusing on three important components of sustainable development: economic growth, environmental protection, and social justice, as proposed by the World Commission on Environment and Development (WCED) in the Brundtland Report (1987).

The implementation of Corporate Social Responsibility (CSR) can be considered as a step taken to achieve good corporate governance, good corporate citizenship, and good business ethics in a business entity. When a company is involved in Corporate Social Responsibility (CSR) activities, the company does not only concentrate on the interests of capital owners, but also has a focus on meeting the interests of all stakeholders (Marpisangka, 2009). Elkington also in his book entitled "*Cannibals with Forks*" packages it into a "Triple Bottom Line" which contains, first, (Profit) That a good company does not only pursue economic profit. Second, (Planet) but has concern for environmental sustainability and third, (People) Community Welfare. (R. L. Nurwulan, Kurniasih, et al., 2022) In the concept of sustainable development, companies are not only responsible for the Single Bottom Line (SBL), namely the economic value (corporate value) which is reflected in the financial condition (financial) alone. On the other hand, companies prioritize the triple bottom line (TBL) concept which includes economic, social and environmental aspects (Aulia and Kartawijaya, 2011).

United Kingdom Department for International Development (DFID) found five key aspects in livelihoods based on research by Carney et.al (1999). The five aspects include human assets, physical assets, social assets, financial assets, and natural assets. Corporate Social Responsibility (CSR) is not only a form of initiative to show an organization's concern for social and environmental issues, but can also play a role as a supporter of sustainable development by achieving a balance between economic and social development aspects, all supported by environmental protection. In

an effort to respond to change and build trust relationships, organizations today, especially in the business context, are taking steps to design and develop a series of programs aimed at fulfilling social responsibility. In its implementation, Corporate Social Responsibility (CSR) cannot be separated from community empowerment practices which are often referred to as Community Development. This is also reflected in various Corporate Social Responsibility (CSR) programs that have been implemented by various companies. Often, Corporate Social Responsibility (CSR) activities, especially those related to social and economic aspects, are focused on community empowerment efforts. On the other hand, in activities empowering the community itself, often involves Corporate Social Responsibility (CSR).

Companies must be truly dedicated to contributing to the advancement of society so that CSR (Corporate Social Responsibility) initiatives can be successful. This will be a social investment for businesses that will provide long-term benefits to society and the company (Natalia, 2022). Therefore, the purpose of holding Corporate Social Responsibility (CSR) programs is to create a society that has the ability and empowerment. Empowerment itself is a continuous process to increase the capacity and initiative of the community in improving their quality of life. Community empowerment is a component of the concept of economic development that includes social values (Suadnyana et al., 2019). Meanwhile, according to Korten (1984), empowerment refers to increasing community independence by utilizing their internal capacity and strength of human resources, both in the form of material and non-material, through capital redistribution.

Community empowerment is an approach that pays attention to all aspects of community life, with the aim of increasing the independence of all levels of society. This is motivated by efforts to achieve the ability to be independent, so that people can improve their quality of life by referring to the concept of modernization, including changes in the way they think, behave, and interact to achieve progress (R. L. Nurwulan, Huraerah, et al., 2022). The term "empowerment" comes from the root word "daya", which refers to the meaning of "strength". This is a translation of the English word, namely "empowerment". In this context, the concept of empowerment means providing power or strength to groups that are weak and do not yet have enough power or strength to live an independent life. This primarily focuses on meeting basic daily needs, such as food, clothing, shelter, education, and health, to groups in need (Hamid, 2018). Community empowerment aims to improve the ability of the community to achieve independence and overcome helplessness and backwardness. The implementation of the sustainable empowerment program is carried out through a comprehensive mentoring approach, where the focus is not only on the economic aspect, but also involves social and cultural dimensions comprehensive (Yuliana et al., 2022).

In general, community empowerment efforts are targeted at vulnerable and weak community groups, so that after experiencing

empowerment, they will have the strength or skills that enable them to meet their basic needs. These basic needs include clothing, food, and shelter. In addition to the ability to meet basic needs, it is expected that the community can also access productive resources that can increase their income and obtain goods or services of better quality. Thus, the community is expected to be able to actively participate in the development process and decision-making that affects their lives (Suharto, 2010).

Community empowerment activities are in the hands of the community itself, centered on the community, implemented by the community, and providing benefits to the community, or also known as community-based education. This is one strategy to build a sense of ownership and responsibility in designing and developing empowerment programs in the community. This idea is supported by Yunus (2004: 3) who states that there are five basic principles that must be considered in the community empowerment process, including: (1) awareness of problems, needs, and potential/community resources; (2) mutual trust between program organizers and the community as program owners; (3) facilitation by the government to support the smooth running of the community in various activities; (4) participatory, involving all components of institutions or individuals, especially community members, in the activity process; and (5) supporting the role of the community and the results achieved. Community empowerment is closely related to the Development of Micro, Small and Medium Enterprises (MSMEs), forming a symbiotic relationship that strengthens each other. Community empowerment includes a series of efforts to increase the capacity and independence of the community, while MSMEs are an economic sector that plays an important role in local economic growth.

Through community empowerment, MSMEs can be significant beneficiaries. In the Micro, Small and Medium Enterprises (MSMEs) sector, it has been proven that they are able to survive and continue to exist in the face of the economic crisis. Referring to the experience during the economic crisis in Indonesia, it is natural that the focus of economic development in the private sector is focused on growth and development of MSMEs. In general, MSMEs have an important role in the economy as: (1) major players in economic activities, (2) job providers, (3) key actors in developing the local economy and empowering communities, (4) creators of new markets and sources of innovation, and (5) contributors to the balance of payments (Ministry of Cooperatives, 2008).

The progress that occurs in Micro, Small and Medium Enterprises (MSMEs) forms a very positive process in guiding a nation towards prosperity. The development of MSMEs has the potential to create wider employment opportunities and utilize natural resources and human resources, so that it can encourage the

economic growth of a country. Community empowerment has a positive impact on the community, especially in environmental, social, and economic aspects (hijriyati). Social institutions, such as informal institutions, educational institutions, religious institutions, and legal institutions, have a very important role in maintaining community values and morals (Nurmalisa & Adha, 2016). Combining various parties into the development function reflects the synergy between government, companies, social institutions, both NGOs (Non-Governmental Organizations) or HSOs (Humanitarian Service Organizations) and other stakeholders, known as the partnership method. This approach is in line with the coordination principle in Henry Fayol's management theory, which includes Coordination, Integration, Synchronization, and Simplification (Husaini, 2016:487). In simple terms, this principle can be interpreted as the division of labor and optimization of resources to achieve common goals. This concept of division of labor can also be interpreted as a form of mutual coordination between individuals or groups, where coordination is needed to achieve goals (Suryo, 2019).

Program Corporate Social Responsibility (CSR) has the potential to improve the welfare of the surrounding community through empowerment efforts implemented by the company (Fajriana & Priantinah, 2016). Thus, Corporate Social Responsibility (CSR) is an effective solution to maintain positive relationships between companies and the surrounding community, especially in the context of the environment and the welfare of the local community (Sa'adah & Azis, 2019). However, supervision of Corporate Social Responsibility (CSR) is needed so that the program can run regularly and sustainably without stopping at any time. In addition to providing benefits to the community, companies can also obtain a good image through this Corporate Social Responsibility (CSR) program, which aims to form a corporate image (Sandy et al., 2020). This statement is supported by the results of research compiled by F. Octaviani, S. Raharjo, R. Resnawaty (2022) in a journal entitled "Communication Strategy in Corporate Social Responsibility of Companies as an Effort to Empower the Community."

In the study, it is explained that Corporate Social Responsibility (CSR) is the full responsibility of an organization for the impact of its activities on society and the surrounding environment. This approach is carried out through transparent, ethical behavior, and is consistent with sustainable development, as well as prioritizing community welfare by paying attention to the interests of stakeholders in accordance with applicable laws. The study also highlights the benefits of Corporate Social Responsibility (CSR), one of which is improving the company's positive image because activities that are beneficial to many parties can get positive feedback. The implementation of Corporate Social Responsibility (CSR) is also recognized as helping communities improve their welfare. Furthermore, the study emphasizes that the Corporate Social Responsibility (CSR) Program is

intrinsically related to community empowerment, especially those around the company. Community empowerment through Corporate Social Responsibility (CSR) is recognized as requiring an effective communication strategy, including through media and direct communication. A good communication strategy includes attention to the source of the message, the method of implementation, and the role and media used in the Corporate Social Responsibility (CSR) program. In this context, companies can maintain their success by establishing harmonious relationships with surrounding communities, creating mutually beneficial partnerships. CSR (Corporate Social Responsibility) itself has been clearly regulated in Indonesia through its legislation, including Law Number 40 of 2007 concerning Limited Liability Companies, Law Number 25 of 2007 concerning Investment, Regulation of the Minister of State-Owned Enterprises Number Per-5/MBU/2007 which regulates the BUMN Partnership Program with Small Businesses and the Community Development Program, especially for BUMN companies, and Government Regulation of the Republic of Indonesia Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies.

Regarding the amount of Corporate Social Responsibility (CSR) funds that must be allocated, until now, the amount of Corporate Social Responsibility (CSR) funds has not been determined with certainty, given the ambiguity in the regulations governing the percentage or criteria for determining the amount that must be allocated by companies for Corporate Social Responsibility (CSR) activities. This condition creates a situation where companies may have difficulty in planning and setting an accurate Corporate Social Responsibility (CSR) budget, which can hinder efforts to develop and implement optimal Corporate Social Responsibility (CSR) programs. Since the enactment of Law Number 40/2007, many companies, especially large companies such as multinationals, BUMN, mining companies, and other private companies, have implemented corporate social responsibility programs. Therefore, the contribution of the business sector through Corporate Social Responsibility (CSR) programs in improving social welfare in Indonesia has been significant. This is reflected in the high level of social attention given by the business world to efforts to improve social welfare for those experiencing social welfare problems (R. L. Nurwulan & Nadila, 2023).

Regarding the legal entity of State-Owned Enterprises (BUMN), in 2013, the government once set the percentage of Corporate Social Responsibility (CSR) or the Community Development Partnership Program (PKBL) in the context of BUMN at 2% of net profit. However, the regulation was later revised, and to date, there is no regulation that stipulates the percentage of Corporate Social Responsibility (CSR) or net profit that must be allocated by the company for Corporate Social Responsibility (CSR) (Daelami, 2020). In the DPR (2016) Commission VIII of the DPR (House of

Representatives) stated that to date, the expenditure of the (CSR) budget by a number of companies is generally carried out by allocating funds ranging from 1 to 4 percent of the total profit that has been achieved. This approach reflects the company's commitment to making a positive contribution to society and the surrounding environment, by setting aside part of their profits for activities that are oriented towards social and environmental responsibility. In

West Java itself in the explanation of the West Java Provincial Regulation Number 2 of 2013 concerning Guidelines for Corporate Social and Environmental Responsibility and Partnership and Community Development Program in West Java, generally explained that: "Article 74 of Law Number 40 of 2007 concerning Limited Liability Companies and Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies mandates that companies must implement TJSI by allocating funds that are calculated as company costs. On the other hand, Law Number 19 of 2003 concerning State-Owned Enterprises and its implementing regulations require BUMN to implement PKBL, which is determined based on the decision of the GMS. Furthermore, Article 15 of Law Number 25 of 2007 concerning Investment requires every investor in Indonesia to implement corporate social responsibility, respect the cultural traditions of the community around the location of the investment business activity and comply with all provisions of laws and regulations."

In other words, the West Java Provincial Government has decided to hand over the management of funds for the Corporate Social Responsibility (CSR) program entirely to a Limited Liability Company (PT) or other business. This decision was taken based on the results of the General Meeting of Shareholders (GMS), which gave full authority to the company to manage and implement the Corporate Social Responsibility (CSR) program with the amount of funds that have been determined in the company. In addition, there is also data on the amount of Corporate Social Responsibility (CSR) funds that have been accumulated in the 2017-2021 period. The following is the amount of CSR (Corporate Social Responsibility) Benefit Funds based on the total realization of CSR (Corporate Social Responsibility) Funds in West Java Province during the 2017-2021 period.

When it comes to data, Understanding the extent of social and environmental responsibility in a company is very important when considering data related to CSR (Corporate Social Responsibility). However, behind the data, sometimes there are problems that we can find. Some companies may find it difficult to determine the exact amount of Corporate Social Responsibility (CSR) funds they have, given unclear rules or regulations regarding the percentage or allocation criteria. In other words, although CSR (Corporate Social Responsibility) data can show a company's commitment to society and the environment, the absence of clear regional or national guidelines can make difficult for companies to formulate and

manage their CSR (Corporate Social Responsibility) budgets. If a company bases its basic concept on local conditions, needs, potential, social capital, and community networks from the start, residents will generally accept the company with joy. In addition, Corporate Social Responsibility (CSR) also provides concrete benefits, as explained by Prof. Dr. Mustain Mashud, Professor of the Faculty of Social and Political Sciences (FISIP) UNAIR, that "CSR should be a productive investment that does not just run out." However, the problem is that not all companies adopt these ideal standards. Mustain observed a district with many companies, where most of the CSR (Corporate Social Responsibility) patterns were only in the form of grants or assistance that were immediately used up. (CSR, 2017).

The statement explains the importance of the basic concept used by a company from the start. The concept focuses on local conditions, needs, potential, social capital, and community networks. By basing ourselves on these aspects the company is expected to be well received by local residents. In addition, Corporate Social Responsibility (CSR) is also considered to have concrete benefits. The statement states that ideally Corporate Social Responsibility (CSR) should be a productive investment, not just aid or grants that are immediately used up.

The statement may refer to the view that Corporate Social Responsibility (CSR) should not only be in the form of donations or aid, but also provide long-term positive impacts, such as local economic development, improving the skills of local communities, or projects that support sustainability. However, according to the source, not all companies follow this ideal standard. For example, the source mentioned observations in a district that has many companies. There, the majority of Corporate Social Responsibility (CSR) patterns carried out by these companies are only in the form of grants or aid that are immediately used up. This may reflect a lack of awareness or readiness of some companies to adopt a more sustainable and long-term impactful Corporate Social Responsibility (CSR) approach.

Some companies implement partnership programs by involving third parties, which are usually non-governmental organizations (NGOs). NGOs involved in various partnership programs generally focus on humanitarian services, and they act as an extension of the company in implementing various social service programs using partnership funds provided by the company. This approach is considered effective because assistance from partnership programs can have a positive impact on community welfare (L. Nurwulan & Gunawan, 2023). It is not surprising that most companies may be reluctant to be directly involved in the Corporate Social Responsibility (CSR) program. However, they still ensure that they fulfill their obligations in allocating Corporate Social

Responsibility (CSR) funds by using various approaches, and one of the commonly used strategies is to involve cooperation with social institution. Similar things are applied by one of the BUMN (State-Owned Enterprises), namely PT. PLN (State Electricity Company). PLN (State Electricity Company) itself is a company engaged in the electricity sector with the intent and purpose of providing electricity for the public interest with adequate quantity and quality, as well as achieving profits and fulfilling the tasks set by the Government in the electricity sector with its commitment to implementing the principles of Limited Liability Companies. In Indonesia, the existence of various social institutions provides opportunities for companies, one of which is Baitulmaal Muamalat. Baitulmaal Muamalat is a national zakat institution (LAZNAS), where in LAZNAS, there are eight groups of beneficiaries who are entitled to receive zakat:

1. Fakir Fakir are those who have wealth but only enough for daily food.
2. Poor Almost the same as the poor, but they still have wealth but not enough for daily food.
3. Amil: Amil takes care of zakat from the time it is received until it is distributed to people in need.
4. Convert: A person who has recently converted to Islam is called a convert.
5. Riqab: Slaves, also known as serfs, are Muslims who are victims of human trafficking, held captive by enemies of Islam, or colonized and persecuted.
6. Gharimin: Gharimin are those who owe their living expenses to maintain their souls and izzah.
7. Fi Sabilillah: Those who fight in the way of Allah in the form of da'wah, jihad, and so on are also entitled to receive zakat.
8. Ibn Sabil: They were travelers who ran out of money for their journey in obedience to Allah. (LAZNAS Dewan Dakwah, 2021)

Baitulmaal Muamalat itself was established by the government with its main task being to collect and distribute zakat, infak, alms, and other socio-religious funds, one of which is CSR funds, by collecting and distributing these funds, Baitulmaal Muamalat plays an active role in various community empowerment and social welfare initiatives.

2. Method

The research method used in this study is qualitative research, where this study attempts to describe how community empowerment in MSME actors can run through the use of Corporate Social Responsibility (CSR) funds. The researcher conducted the research This aims to obtain complete and in-depth knowledge, information, and descriptions. This study focuses on how community empowerment of MSME actors can run through the use of CSR funds by Baitulmaal Muamalat.

A. Research Design

Qualitative research is a form of research that aims to gain an understanding of the phenomena experienced by research subjects, such as actors, perceptions, motivations, actions, and other aspects as a whole. This research was conducted with a descriptive approach, using words and language to describe the phenomenon in a specific natural context. In addition, qualitative research involves the application of various scientific methods (Moleong, 2013). This research uses a descriptive method, which according to Sugiyono (2016) states that the descriptive method is a research method that is descriptive or describes a research object or a fact and condition carefully, systematically, and accurately. The goal is to provide a more comprehensive picture of a phenomenon.

B. Informant Selection Technique

The subject that become the focus of qualitative research known as informants. The role of informants is crucial in designing research because they are the source of information about the research object being studied. In the context of this research, the researcher chose several informants who could provide insight and information related to "Empowerment of UMKM Actors in the Utilization of CSR Funds of PT PLN by Baitulmaal Muamalat Representative Office of West Java".

There are several criteria that must be met in selecting informants in this study, including the informant who is used as a source of information in this study is the head of Baitulmaal Muamalat Representative Office of West Java, the Head of Baitulmaal Muamalat Representative Office of West Java can be used as an informant in the study because he has extensive knowledge regarding duties, responsibilities, and interactions within and outside the institution. Information provided by the head of the West Java Representative Baitulmaal Muamalat can provide rich and in-depth insights into internal processes, 70 challenges, and potential for improvement or innovation. In addition, the head of the West Java Representative Baitulmaal Muamalat often has responsibility in decision-making and policy implementation. Second, the informant is a housewife who participated in the community empowerment program for MSME actors in RW 6, Kebon Waru Village, Batununggal District. Because the informant lives in the area and understands how housewives participate in the community empowerment program activities for MSME actors, so that they provide accurate and detailed information regarding this study. In using sampling techniques, researchers use

purposive sampling as a technique in determining informants. Purposive sampling itself is a sampling technique that is carried out by considering certain criteria. These criteria include the selection of individuals who are considered to have a relevant understanding of the research objectives, or their presence can make it easier for researchers to examine the social situation or object that is the focus of the research in more depth (Sugiyono, 2020).

C. Data Collection Techniques

The data collection techniques applied in this study involve several techniques to explore information regarding the Empowerment of MSME Actors in the Utilization of CSR Funds from PT PLN by Baitulmaal Muamalat Representative Office of West Java, namely:

1) Observation

Observations were carried out by researchers directly by being involved in the activities of MSME Actors at the research location. In this observation, researchers recorded data through a structured or semi-structured approach by asking a number of questions to informants to obtain the desired information.

2) Interviews

Interviews were conducted directly (face to face) with informants. Researchers conducted interviews through focus group interviews (interviews in certain groups). This type of interview is open and designed to explore the views and opinions of informants.

3) Document Study

Document studies include examining records of events that have occurred. Documents can be in the form of writings, drawings, or monumental works from individuals. Written documents include papers, diaries, letters, and newspapers, while documents in the form of works of art involve art objects, photographs, videos, and others. Document studies are a complement to observation and interview methods in qualitative research (Creswell, 2017:267–270).

3. Result and Discussion

This community empowerment program is a program that focuses on Micro, Small, and Medium Enterprises (MSMEs), in utilizing Corporate Social Responsibility (CSR) funds initiated by PT PLN (State Electricity Company) entitled PLN Peduli with the program name Dapur Sehat where the company trusts the social institution Baitulmaal Muamalat representative of West Java as the second party running the program.

The main objective of this program is to make Kebon Waru sub-district a culinary village, where in the future this sub-district or village is expected to be

known as one of the places or areas of snack centers in the city of Bandung. The steps or stages that have been summarized based on the results during the interview by the researcher, where Muamalat representative of West Java applies its stages in implementing the community empowerment program, including; social mapping and observation, assessment, planning, program implementation, monitoring and evaluation, and termination.

A. Social Mapping and Observation

Social mapping and observation are often used before implementing empowerment because these two methods provide a comprehensive picture of social dynamics, help identify problems, and support more effective empowerment program planning. Social mapping is used by the West Java representative of the Muamalat institution when empowering MSMEs through CSR (Corporate Social Responsibility) funds from PT PLN to ensure that existing interventions are on target and sustainable. In the early stages of the community empowerment process, social mapping is carried out to understand the background, including in terms of structure, relationships, and dynamics of the community or society, etc. This step is then followed by preparing other backgrounds that include the context and problems of the community. In addition, assessment criteria that assess the effectiveness of empowerment are also formulated. With that, social mapping is the first step to ensure that the planned and implemented empowerment will bring real benefits before the institution finally proceeds to the observation stage. Observation is an important step to directly understand the conditions, challenges, and opportunities faced by MSMEs in Kebonwaru.

1) Assessment

The assessment stage in community empowerment is an important stage in examining the progress and impact of the empowerment program carried out using Corporate Social Responsibility (CSR) funds from PT PLN by the Baitulmaal Muamalat institution. In this stage, a comprehensive analysis is carried out on various aspects of the program to ensure that the desired goals are achieved. At this stage, the institution uses one of the instruments in the assessment, namely a proposal to explore problems and explore the potential that exists in the community.

2) Planning

At this stage, the institution plans everything regarding the program that will be implemented, where the planning stage itself in community empowerment is a crucial step before the program implementation finally begins, there are several plans that are worked on starting from the formation of a healthy kitchen program management team, group discussions (routine meetings), as well as healthy kitchen facilities and infrastructure.

3) Program Implementation

At this stage, various concrete steps such as infrastructure development, technical counseling, distribution of capital assistance, and skills training are implemented. Empowerment requires high initiative from the beneficiaries, especially when combined with additional programs or training. This is very important to ensure the success and great impact of the program. For example, initiative is needed so that participants in the MSME skills training program can be actively involved and get the most out of the training. They must be motivated and enthusiastic to learn new things and apply what they have learned to their businesses. Initiative is also needed in capital assistance programs so that beneficiaries can manage and distribute the funds for the growth of their businesses.

4) Monitoring and Evaluation

Based on the progress report of the Healthy Kitchen program, it is stated in detail that on October 3, 2023, a monitoring activity was conducted by the BMM Pusat program team, the West Java PWK team, and several facilitators at the designated Healthy Kitchen location. During this monitoring, various observations were made regarding the current condition of the facilities and infrastructure used in the program. One of the key findings was that several facilities that were previously essential to the program's operation are now no longer in use. For instance, the showcase, which initially played a crucial role in displaying food products, is no longer utilized because the type of products produced has changed from perishable wet food items to non-perishable dry food items. This shift in product type has rendered the showcase redundant and unnecessary for the current production process. Additionally, another significant issue identified during the monitoring visit was the inadequacy of the stove provided in the facility. The stove is too small, which has resulted in several production challenges, particularly when preparing food in larger quantities. Due to its limited capacity, production activities are sometimes delayed, especially when multiple batches need to be prepared within a constrained timeframe. As a result, the overall efficiency of the program is affected, and participants face difficulties in meeting production targets within the expected time limits. These findings highlight the need for program adjustments, including the provision of more suitable equipment to accommodate the evolving needs of the Healthy Kitchen initiative.

5) Termination

At this stage, the Baitulmaal Muamalat institution ends its community empowerment. At this point, the influence and success of the program in improving the capabilities and independence of MSMEs and the economic benefits of the community are assessed comprehensively. The aim of this program is to make Kebonwaru sub-district a culinary center or snack center. To ensure the sustainability of the benefits obtained, further actions are being planned. Reporting the findings to interested parties and providing suggestions for further program development are further steps in the termination

process. Therefore, termination is an important step to ensure the long-term effectiveness of the empowerment program. In this community empowerment, researchers found several obstacles faced by both institutions and beneficiaries.

Institutions must overcome several obstacles to implement the empowerment program, which has an impact on the efficiency and effectiveness of this initiative. One of the main obstacles is the challenge of finding the right location for this program, which is caused by changes in the internal organizational structure. In addition, the incumbents and residents in the area are not aligned, making it difficult to provide the necessary support and cooperation. Institutional alignment and efficiency also influenced by differences in personality and approach between human resource personnel, which hampered communication and coordination. Coordinating the involvement of eight people with different egos and perspectives also posed difficulties, which may have slowed down the work process. Lack of dedication from beneficiaries was another obstacle that made it difficult to achieve the overall program goals.

Despite these challenges when the initiative first started, beneficiaries' awareness and dedication grew over time, eventually yielding satisfactory results. In addition, obstacles also occurred to beneficiaries, where beneficiaries felt several obstacles that they experienced during the program, as conveyed by Mrs. Putri where the beneficiary complained about the unstable price of raw materials. The various obstacles that must be overcome by beneficiaries have an impact on how the Healthy Kitchen program operates. One of them is the unstable price of raw materials, which makes it difficult to determine the appropriate selling price and raises concerns about a decrease in sales. Conflicts involving catering orders also occurred, which impacted how time and resources were allocated. Other barriers stem from individual limitations, such as challenges in time management due to having young children and feeling tired and lethargic after lunch, which impacts enthusiasm and engagement in meetings. Another challenge is the quite high cost of raw materials, which further burdens the company's profitability. Beneficiaries strive to overcome these difficulties and manage the program as best they can despite these challenges.

Various efforts have been made to overcome the problems in the Healthy Kitchen program. One of them is to increase cooperation between beneficiaries and related parties, such as local governments, communities, and affiliated institutions. In addition, real actions are also taken, such as providing financial assistance, skills development programs, and infrastructure that encourage the sustainability of MSME businesses. The goal of all this is to reduce the barriers that prevent MSME actors from developing their businesses and give them independence. If we talk about efforts that can stop price increases, it may not be possible because the price of a material is determined by many things, one of

which is demand and stock, but here the institution and the beneficiaries work together on how they overcome or reduce these obstacles, as the group leader, Mrs. Putri explained that although there is no specific strategy to deal with changes in raw material prices, sales are still influenced by consumer demand and market conditions. The institution also actively participates in helping to market MSME products. They set up booths to attract more customers and use various events and opportunities to sell merchandise. When MSME actors see their merchandise selling well in the market, this increases their enthusiasm and gives them more satisfaction and inspiration. This also increases income.

6) Conclusion

Based on the results of research that has been conducted on the empowerment of MSMEs in the utilization of CSR funds from PT PLN by Baitulmaal Muamalat, West Java representative, the end of this program shows the success of the planning and implementation of the program aimed at improving the local economy and community welfare. The empowerment program focused on MSMEs is carried out through a program called "Dapur Sehat" which aims to make Kebonwaru Village, Bandung City, a culinary village. This program involves training, business grouping, making standard kitchens, marketing, and capitalization. Monitoring and evaluation, and termination. Evaluation of the success of the program is carried out through several indicators, including increased income, marketing success, and increased skills. The beneficiaries showed an increase in their production, sales, and income. Their testimonies also highlighted the importance of skills training and capital assistance in improving their businesses. The program termination process involves a comprehensive assessment of the impact of the program in increasing MSME independence and community economic benefits. The next steps include reporting the results to relevant parties and providing suggestions for further program. Although this program is running well, there are several obstacles faced by both the institution and the beneficiaries. These obstacles include changes in the internal organizational structure, lack of support from stakeholders, and individual limitations. However, various efforts have been made to overcome these obstacles, including by increasing cooperation between various related parties, providing financial assistance, and skills development programs. In addition, in the context of PT PLN's role in initiating CSR programs, it is important to pay attention to how the company's involvement can have a positive impact on empowering local communities. Through programs such as Dapur Sehat, PT PLN and Baitulmaal Muamalat not only strengthen the company's image as a responsible agent of social change, but also make a real contribution to the economic development of the local community.

It is important to note that community empowerment programs like this can also be an example for other companies to develop more effective and sustainable CSR initiatives. By understanding the strategies, constraints, and efforts to overcome emerging problems, companies

can design programs that are more in line with community needs and provide a more significant impact in the long term. In addition, the results of this study also provide valuable insights for academics and practitioners in the fields of community development and CSR. Through an in-depth analysis of the processes, challenges, and impacts of empowerment programs such as Dapur Sehat, they can identify patterns and best practices that can be applied in a wider context.

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