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Purpose

Illegal gold mining activities (PETI) are carried out by the community in the Kuantan Singingi Regency. There are found many mining vessels that can carry out illegal mining activities every day without permission from the local government, which causes a lot of environmental and forest damage. This phenomenon must be controlled by the local government effectively and efficiently. Therefore, community welfare could be achieved based on environmental law. Hence, this study aims to determine the implementation of the prevention policy of illegal gold mining in Kuantan Singingi Regency using a multi-sector organizational network model consisting of a contextual assessment approach, mapping the political economy environment of the network, stakeholder analysis, and joint visioning.

Method

This study uses qualitative research approach of research site in kuantan singingi district, research informant using purposive sampling technique, research data collection with in-depth interview, observation and documentation of data analysis in this study was conducted



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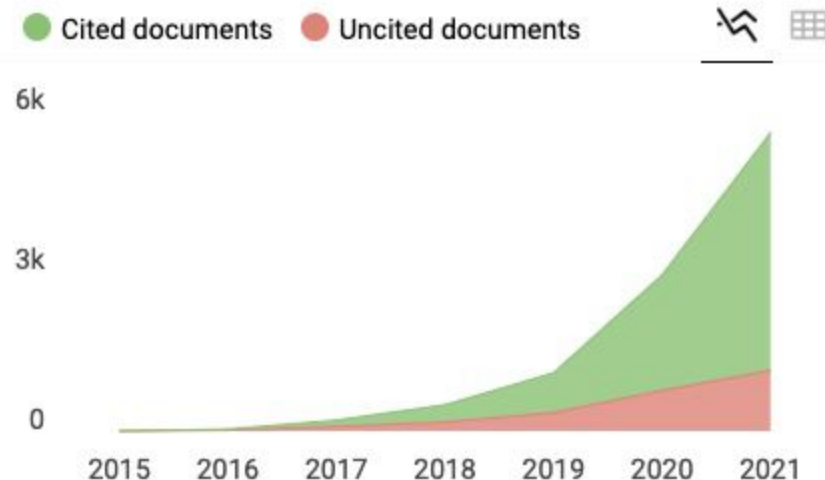
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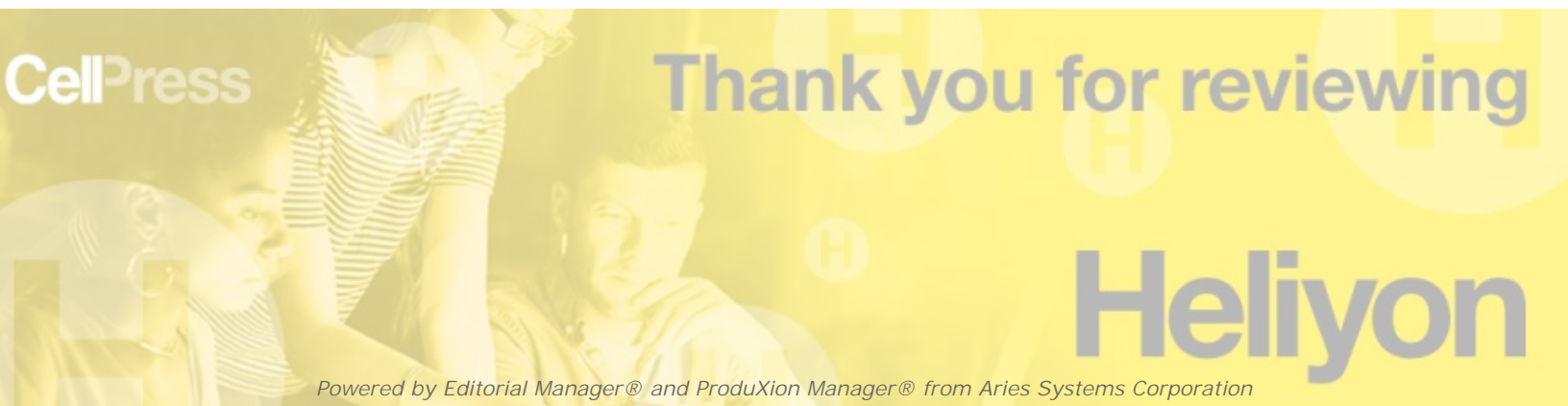
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THE EFFECT OF ECONOMIC DEVELOPMENT ON ILLEGAL GOLD MINING IN
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Manuscript Number:	HELIYON-D-22-21682
Article Type:	Editor Invited Article_50
Section/Category:	Social Sciences
Keywords:	Illegal Mining; Policy Implementation; Stakeholders; Public Economics; National Government
Abstract:	<p>Purpose</p> <p>Illegal gold mining activities (PETI) are carried out by the community in the Kuantan Singingi Regency. There are found many mining vessels that can carry out illegal mining activities every day without permission from the local government, which causes a lot of environmental and forest damage. This phenomenon must be controlled by the local government effectively and efficiently. Therefore, community welfare could be achieved based on environmental law. Therefore, community welfare could be achieved based on environmental law. Hence, this study aims to determine the implementation of the prevention policy of illegal gold mining in Kuantan Singingi Regency using a multi-sector organizational network model consisting of a contextual assessment approach, mapping the political economy environment of the network, stakeholder analysis, and joint visioning.</p> <p>Method</p> <p>This study uses qualitative research approach of research site in kuantan singingi district, research informant using purposive sampling technique, research data collection with in-depth interview, observation and documentation of data analysis in this study was conducted using data analysis design according to interactive model.</p> <p>Findings</p> <p>The results showed that stakeholder involved both from government groups and from community groups did not play an active and synergistic role in efforts to control unlicensed gold mining.</p>



THE EFFECT OF ECONOMIC DEVELOPMENT ON ILLEGAL GOLD MINING IN KUANTAN SINGINGI, INDONESIA

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Abstract

Purpose: Illegal gold mining activities (PETI) are carried out by the community in the Kuantan Singingi Regency. There are found many mining vessels that can carry out illegal mining activities every day without permission from the local government, which causes a lot of environmental and forest damage. This phenomenon must be controlled by the local government effectively and efficiently. Therefore, community welfare could be achieved based on environmental law. Hence, this study aims to determine the implementation of the prevention policy of illegal gold mining in Kuantan Singingi Regency using a multi-sector organizational network model consisting of a contextual assessment approach, mapping the political economy environment of the network, stakeholder analysis, and joint visioning.

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Findings: The results showed that stakeholder involved both from government groups and from community groups did not play an active and synergistic role in efforts to control unlicensed gold mining.

Keywords— Illegal Mining, Policy Implementation, Stakeholders, Public Economics, National Government

Introduction

Mining is one of the environmental utilization activities that support the economy in searching, mining, processing, utilizing, and selling minerals such as gold, coal, crude oil, and gas. Valuable mineral in the form of gold is a mining material that has a high economic value. Gold is usually located in river flows containing mineral deposits in the downstream areas, which are the end of several river flows that carry mineral deposits.

Gold is a precious yellow metal that can be processed into jewelry and other items commonly found in Indonesia, such as Aceh, North Sulawesi, Riau, and Papua.

Riau Province is known for being rich in minerals and mining. Some of the existing potentials are crude oil, coal, and precious metals. B minerals' mining area seems to have become common. In the Government Regulation of the Republic of Indonesia No.27 of 1980 concerning the Management of Minerals, one of which is excavation B, a quarry that can be used to fulfill the livelihood of many people. Group B mining materials include Bauxite, Titan Gold, Copper, Iron, and other types of metals.

Based on data from the Department of Mining, Energy and Mineral Resources in Kuantan Singingi Regency, there is a mining area of 12,413.37 hectares which contains alluvial gold. Due to the considerable potential, coupled with the fact that there are many illegal gold mining activities, the Kuantan Singingi Regency Government has proposed to the central government that the area can be used as a Community Mining Area (CMA), which can be managed simply by the community. Based on the Decree of the Minister of Energy and Mineral Resources of the Republic of Indonesia Number 1095/K/30/MEM/2014 regarding the determination of CMA in Sumatra Island, thus, 24 CMAs in Kuantan Singingi Regency are set. This is under the proposal submitted by the Kuantan Singingi Regency Government.

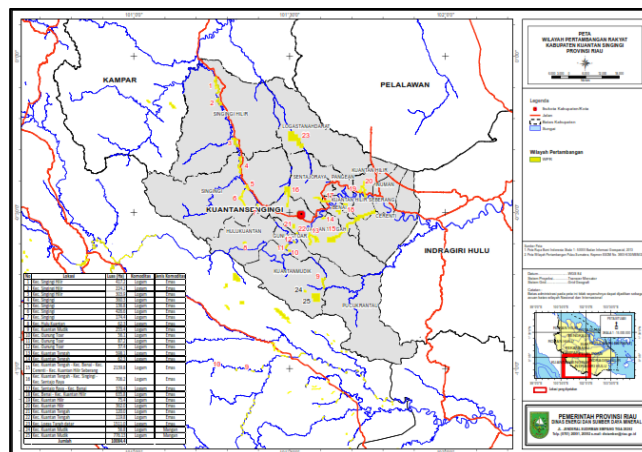


Figure 1. Community Mining Area Map

The problem is that the CMA policy has not answered the most fundamental problem: the ongoing mining activities without permits (illegal mining). This means that the CMA policy does not automatically legalize mining activities in it. State intervention through the CMA policy turned out to be unable to provide a solution to illegal gold mining. Legalizing all illegal gold mining activities in CMA means that the government is taking action against the law.

The next problem is the absence of regulations and policies that are operational in nature regulating the existence of Illegal gold mining, including the implementation of CMA policies. In reality, most of the community's mining activities in the Kuantan Singingi Regency are still illegal mining businesses. Its activities have damaged the environment, disrupted ecosystems, reduced fertile agricultural land, and invited conflicts in society (both vertically and horizontally).

The activity used as a livelihood is known by the local community of Kuantan Singingi as "dompeng," which is an illegal gold mining activity carried out by the

surrounding community and other elements. Illegal Gold Mining is regulated in statutory policy No.4 of 2009 CHAPTER XXIII Article 160. Illegal gold mining is what is commonly referred to as miners who do not get permission from the government and the right to control mining materials.

The vast number of illegal gold mining activities carried out by the community has negatively impacted the form of environmental damage and impacts on the community. The survey result conducted by the researcher shows the direct impact felt by the community around the river were pollution of river water, subsidence of land around the river, reduced water ecosystems resulting in reduced fishing catches, and soil erosion due to excessive excavation.

Illegal gold mining is carried out by the community in the Kuantan Singingi Regency, where many mining vessels have the potential to carry out mining activities every day without permission from the local government, which causes a lot of environmental and forest damage. This must be controlled by the local government effectively and efficiently. Therefore, community welfare is achieved based on environmental law. The Government of Kuantan Singingi Regency is expected to solve the problem of illegal gold mining, which is a big responsibility of the government because it causes much environmental damage and threatens the lives of humans and the ecosystem.

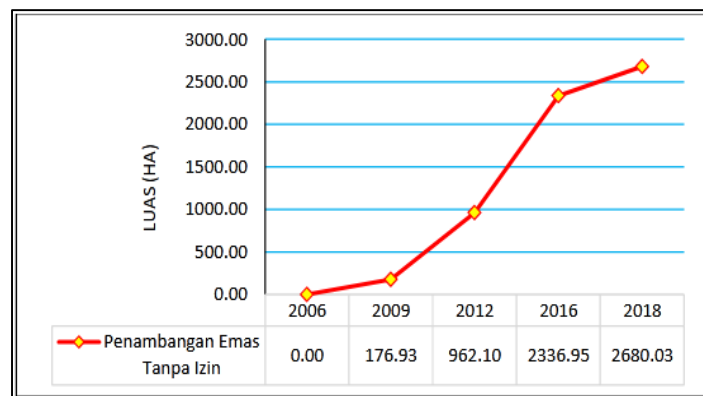


Figure 2. The Development of Illegal Gold Mining Area

In the picture above, from 2006 to 2018, there was an increase in the area of illegal gold mining. This indicates that gold mining is rampant. As a result, from 2009, the area of illegal gold mining was 176 Ha to 2680 Ha in 2018. This problem occurs every year. Thus, efforts to control the environment have become a significant responsibility that the Regional Government must resolve since every year, environmental damage due to illegal gold mining in Kuantan Singingi Regency is getting wider and giving destructive impacts on people.

The efforts made by the government have not achieved maximum results. This is evidenced by the re-occurrence of illegal gold mining, even though there have been controls such as security forces. Efforts were made, starting with counseling to raids. When the authorities carried out the raid, no perpetrator was caught because the information regarding the raids on illegal gold mining had already been leaked to the public. In general, residents of Kuantan Singingi Regency have the following livelihoods:

Table 1.

Livelihood of the Population of Kuantan Singingi Regency

No	Type of business	Percentage
1	Agriculture	61,95
2	Mining	2,77
3	Industry	1,74
4	Electricity, gas, water	0,10
5	Construction	2,15
6	Commerce	13,85
7	Hotel	0,92
8	Transportation	1,64
9	Finance	0,41
10	Services	13,74
11	Others	0,72
Total		100,00

Source : BPS Kuantan Singingi Regency, 2019

In table 1, it can be seen that the majority of the population of the Kuantan Singi Regency are farmers and traders. This is also a supporting factor for illegal gold mining. Due to a lack of knowledge and income from community agriculture, many of them have switched or tried illegal mining activities. The economic factor is one of the supporting factors that greatly affect the community in gold mining because many people still think that by doing gold mining, they are adding more income than their work as oil palm or rubber farmers whose selling price is not stable.

The implementation process in mitigating the impact of illegal gold mining in the Kuantan Singingi Regency involves various actors such as local governments, youth organizations, police, national army, and datuak/ninik Mamak (chieftain). Policy implementation often uses various models of policy approaches, one of which is the policy network model. This policy network aims to build cooperation between stakeholders as a network in the implementation of the prevention of illegal gold mining. The network approach in public policy has experienced a rapid development with the growth of cluster organization and quasi-autonomous non-governmental organization (quango) due to interactions between the Government, Non-Government, and the community.

The multi-actor collaboration network is expected to have various positive impacts, including increasing the regional and local government's commitment to increase the community's sense of belonging and responsibility in utilizing and maintaining development results, ensuring sustainability, and increasing public and private trust in the government. For a policy implementation to be implemented successfully, joint efforts that combine various resources (economic and political) from various parties are needed. In this case, neither party can solve the problem independently nor force the other party to accept the offer, so the need for network conceptualization arises. The network consists of individuals, focus groups, public organizations, private organizations, non-profits (Schrooder, 2001).

The urgency of this research is the achievement of policies in sustainable environmental development through the implementation of policies for preventing illegal gold mining in Kuantan Singingi Regency in forming a multi-sector-multi-

organizational (government, customary, non-governmental organization) cooperation model by taking into account existing socio-political conditions.

Methodology

Research Design

Qualitative approach is often also called Naturalistic Inquiry in this research qualitative research approach in the perspective of the implementation of illegal mining countermeasures policy categorized as phenomenological research. By paying attention to the context and phenomenon of illegal mining activities, researchers have determined the object and conducted this research in Kuantan Singingi Regency. research informants who meet the criteria with purposive sampling techniques where the selection is done deliberately based on the criteria that have been determined and set based on the purpose of research in the implementation of the study already understand the initial information about the object of research and informant research so that researchers to start conducting interviews or observations.

Participants

The participants of this study were various policy actors, namely the Regent of Kuantan Singingi, Chairman of the DPRD Kuantan Singingi, Head of the Environment Office, Sub-District, Village Head, Police Chief, Koramil, ninik mamak, businessmen in the field of gold, community leaders and communities around the river.

Data Collection Tool

Data collection is conducted in-depth interviews, observations and documentation studies. The selection of in-depth interviews with various policy actors, namely the Regent of Kuantan Singingi, Chairman of the DPRD Kuantan Singingi, Head of the Environment Office, Sub-District, Village Head, Police Chief, Koramil, ninik mamak, businessmen in the field of gold, community leaders and communities around the river. Suspects arrested and processed in illegal mining cases. The implementation of observations is carried out in certain places that are prone to the practice of illegal mining to storage and places where evidence of illegal mining results are found in relation to these activities the author is unlikely to carry out data collection techniques in a participant so that it is carried out on a non-participant basis but supported through direct observation in certain objects. Meanwhile, the use of documentation techniques is done by the author to collect data from sources in the form of documents or archives related to the focus and sub focus of existing research, such as (1) environmental laws, (2) various government regulations and decisions of the minister of forestry related to mining permits (3) statistical data in the field of mining (4) the regent's decision on an integrated team to combat gold mining without permission (5) the issue of the study of illegal mining (6) photos of illegal mining activities (7) various results of illegal mining crackdown by the police task force.

Qualitative data analysis in this study was conducted using data analysis design according to interactive model. Through three sub-processes that take place interactively cycle such as data reduction (data reduction) appearance data (data display), and conclusion or verification (conclusion drawing / verification). determination of the validity of data in qualitative research must be able to meet some of the requirements of such trusts are strongly related to the degree of trust (credibility), transferability, dependability and affirmability that is often used in naturalistic research.

Results

The findings of this study are described based on information provided by informants or resource persons related to problems namely as follows.

Implementation Of Illegal Gold Mining Policy

The findings of this study show how the implementation of the policy of illegal gold mining management in Kuantan. Policy of Tackling Unlicensed Gold Mining in Kuantan Singingi Regency through Regent Decree No. 13 of 2013 concerning the Establishment of Integrated Team for The Control of Unlicensed Gold Mining in Kuantan Singingi Regency. Post-Law 23 Year 2014 on Local Government located in Riau Province. With the issuance of such regulations in the District there are no more agencies that oversee the mining sector, the district is not authorized in the field of mining affairs. However, with the elimination of mining services at the district level, there is still a structured organisasi of natural resources in the regional sector, including in Kuantan Singingi Regency and Riau Province.

People's Mining Permit (IPR) can not be run because until now the government of Riau Province has not ratified the mining permits of the people in kuantan singingi district. So that the community as a small-scale mining, especially gold mining materials still can not get the legality of mining activities. Gold mining activities in Kuantan Singingi regency that has been rampant since 2002 are technically carried out by the community in groups. The results of the interview with Jon Hendri, an employee of the Environment Office of Kuantan Singingi Regency, stated:

“Actually, if the community does mining traditionally the government still allows ahead of WPR in Kuantan Singingi Regency is authorized by the province, but the community is too obsessed with the big profits by using large capacity machines that have an impact on environmental damage and at the same time WPR which will later become an official mining area has been widely worked out and has been exhausted due to the current PETI activities. As for the forms of environmental damage caused such as river shallowing, high level of turbidity of river water, Damage to land surface, River water can not be used anymore for clean water sources because it has been polluted with mercury substances (Hg), There is abrasion of river cliffs. In addition, the reduction of biota (land and river), and the formation of large holes in rivers and land due to peti" activity”. (Interview on February 29, 2021).



Figure 3. Gold Mining Without Permits Conducted By The Community Using Dompeng Machines

1
2 Justification of some illegal gold mining activities in Kuantan Singingi Regency,
3 which has been seemingly untouched by the law, thus making the perpetrator feel safe
4 to gnaw the natural wealth of Kuantan Singingi Regency and not be a public secret
5 anymore there are third parties playing behind the scenes. Based on the observations
6 found by the author, there is a deposit of the perpetrators in the people who are mining
7 this illegal, which is quite large value. Even people who play behind this screen, some
8 have boxes and tools to dredge the gold, so that gold miners illegally free to operate as
9 they belong. Based on the research that has been carried out there are several efforts
10 made by the local government of Kuantan Singingi Regency in tackling environmental
11 crimes committed by unlicensed Gold miners (PETI). According to the results of the
12 interview with Jon Hendri, an employee of the Environment Office of Kuantan Singingi
13 Regency obtained information that:

14
15 "Kuansing District Government has tried to provide solutions by creating a
16 People's Mining Area (WPR) but until now it has not been ratified because it is
17 still waiting for the revision of the Regional Spatial Plan (RTRW) of Riau
18 Province which includes Kuansing district. Furthermore, we have also tried to
19 make RANPERDA about people's mining permits but with the issuance of Law
20 No. 23 of 2014 on regional autonomy where the authority of EDSM is delegated
21 to the Province makes us unable to continue the process of all that, We hope the
22 next province will continue so that the case of peti can be handled properly."
23 (Interview on February 29, 2021)

24 Countermeasures made by the local government through socialization, warnings
25 in the form of a circular of the Regent about the prohibition of gold mining, oral
26 warnings, all such efforts have been made but no change from the habits of people who
27 do gold mining without permission. Based on the results of an interview with Jon Henri,
28 SE (Kuantan Singingi District Environment Office)

29 "Kuantan Singingi District Government repeatedly gave socialization, urging
30 through electronic media not to conduct PETI activities, giving warnings in the
31 form of warning letters, Regent Circular Letter about the prohibition of mining
32 and several times verbal reprimands, installation of posters, banners and baleho
33 about the prohibition of mining has even been conducted raids with police
34 officers but not heeded by the miners and still carry out its activities." (Interview
35 on February 29, 2021)

36 According to the results of the interview with Kompol H. Jasmadi, SH Central Kuantan
37 Police Chief is known that:

38 "Actually we from the authorities have taken many actions but do not continue
39 to bring results because of the number of certain people supporting PETI, even
40 though there have been many efforts by the government and officials to
41 eradicate its illegal gold mines and still conduct raids." (Interview on March 15,
42 2021)

43 While the results of the interview with AKP Eddy Renhar Kuantan Mudik Police Chief
44 obtained as follows:

45 "Like socialization, meetings with the community such as events in the camat
46 office are always reminded for this PETI problem." (Interview on March 15,
47 2021)



Figure 4. Socialization of Impact PETI

Thus, the author can conclude that the efforts to combat crimes committed by the government in the form of forming a peti control team, socializing the dangers of PETI activities, giving circulars banning, conducting verbal reprimands.

Implementation Model of Illegal Gold Mining Policy

The implementation of the prevention policy for illegal gold mining in the Kuantan Singingi Regency in 2013 focused on the regent's decree concerning the formation of an integrated team for controlling illegal mining, which is tasked with controlling and supervising gold mining actors and activities throughout the Kuantan Singingi Regency.. network model in policy implementation requires a new methodology or approach in policy implementation because, without this method or working method, the success of a program is difficult to achieve. The control of unlicensed gold mining in kuantan singingi district does not run with the model offered. In the contextual assessment section in identifying stakeholders it was found that all stakeholder involved both from government groups and from community groups did not play an active and synergistic role in the efforts to control gold mining without permission. Illegal gold mining activity itself is estimated to have been carried out since 2006.

Tabel 2.

The Distribution of Illegal Gold Minings in Kuantan Singingi Regency

No	District	Village	Location	Information
1	Pucuk Rantau	1. Sitiang	1 (Sungai Peranap)	Active
2	Hulu Kuantan	1. Lubuk Ambacang	1 (Sungai Kuantan)	Active
		2. Mudik Ulo	1 (Sungai Ulo)	Inactive
		3. Serosa	2 (Community Garden)	Active
3	Kuantan Mudik	1. Pantai	1 (PT. TBS)	Inactive
4	Gunung Toar	1. Toar	3 (Sungai Kuantan)	Active
		2. Gunung	1 (Sungai Kuantan)	Active
		3. Koto Gunung	1 (Sungai Kuantan)	Active
		4. Pulau Mungkur	1 (Sungai Kuantan)	Active
		5. Teluk Beringin	1 (Sungai Kuantan)	Active
		6. Petapahan	3 (Sungai Kuantan Daratan)	Active
5	Benai	1. Siberakun Benai	1 (Sungai Kuantan)	Inactive
		2. UjungTanjung Benai	1 (Sungai Kuantan)	Inactive
6	Sentajo Raya	1. Muaro Sentajo	2 (Land)	Inactive
		2. Pulau Komang	2 (Sungai Kuantan Daratan)	Active
7	Cerenti	1. Kampur BaruCerenti	1 (Sungai Kuantan)	Active
		2. Sikakak	1 (Sungai Kuantan)	Active
8	Inuman	1. Ketapang Jaya	1(Community Garden)	Active
9	Kuantan Hilir Seberang	1. Rawang Oguang	1 (Sungai Siparohan) 1 (Sungai Intan) 4(Plantation Area of PT.Cerenti Subur)	Active
10	Kuantan Hilir	No Illegal Gold Mining Activity		
11	Pangean	1. Sako	1 (Land)	Inactive
		2. Tanah Bekali	1 (Sungai Kuantan)	Active
		3. Pulau Deras	1 (Sungai Kuantan)	Active
12	Logas Tanah Darat	1. Giri Sako	1 (Daratan)	Inactive
		2. Sako Margosari	1 (Daratan)	Inactive

13	Kuantan Tengah	1. Koto Tuo Kopah 2. Seberang Hilir 3. Pulau Aro 4. Seberang Betung 5. Pulau Kedundung Jake	1 (Perkebunan Masyarakat) 1 (Sungai Kuantan) 1 (Sungai Kuantan) 1 (Sungai Kuantan) 2 (Area Perkebunan Sawit PT. ASMJ)	Active Inactive Active Inactive Active
14	Singingi	1. Logas 2. Muara Lembu 3. Pulau Padang	1 (Land) 1 (Sungai Lembu) 1 (Community Garden)	Active Inactive Active
15	Singingi Hilir	1. Petai 2. Tanjung Pauh	4 (Community Garden) 2 (Areal HTI PT.RAPP) 1 (Sungai Singingi)	Active Inactive Active

Source : Environmental Service, 2018

Based on the findings of this study also revealed the economic environment in unlicensed gold mining in kuantan singingi districts related to natural resources that support the network. It is undeniable that economic factors such as the need for the availability of jobs and businesses for the community are very important factors, as is the case with the community in Kuantan Singingi Regency. Implementation of unlicensed gold mining countermeasures has many actors in its implementation.

Kuantan Singingi Regency government actually has a political will in an effort to eradicate illegal gold mining activities, or at least try to reduce the activities of PETI in Kuantan Singingi Regency by forming an integrated team consisting of almost all elements of government both vertical, namely the central government and local government. However, more efforts to eradicate PETI are carried out using legal and security approaches, while the administrative and persuasive approach is still very lacking.

Discussion

Discussion of the results of the implementation of illegal gold mining management in Kuantan, is a process of discussion and analysis of field findings conducted by researchers associated with various literature studies or theories from various sources related to the research conducted. After that, a conclusion is obtained that will answer the problems that have been formulated in the research questions as follows.

Implementation Of Illegal Gold Mining Policy

The Community Mining License (IPR) cannot be implemented because the Riau Province government has not legalized the Community Mining License in Kuantan Singi Regency. So that the community as small-scale mining, especially gold mining materials, still cannot get the legality of mining activities. Therefore, the role of government is very decisive in policy-making. This is also supported by Ferry (2013) research that 'good governance' at the local and regional levels can promote more robust economic growth and development.

Policy implementation is a crucial stage in the public policy process and crucial for the effectiveness of policy programs. During the implementation stage, it is vital to pay attention to who is actually implementing the policy (Si 2020). A policy program must

be implemented in order to have an impact or to achieve the desired goals. An implementation study is a study of policy that leads to the implementation process of a policy. Based on literature from the sociology of profession and policy implementation, it has identified three role conflicts that are considered very important when implementing public policy. Those are policy professional role conflicts, policy client role conflicts, and organizational, professional role conflicts (Tummers et al. 2012). Policy conflicts are originated from the implementation process with different views on policy objectives and/or means of achieving them (Veronesi and Keasey 2015). Understanding the Challenges of Policy Implementation in implementing public policy is the role of leadership. Leaders are essential because they focus their attention on three areas: (1) initiating the participatory development of a vision for public sector reform; (2) motivating and releasing the best staff; and (3) Encouraging more direct involvement of stakeholders in the implementation of reforms and thereby encouraging more excellent responsiveness and accountability of public servants for the needs and concerns of citizens and clients in society (Rahman, Naz, and Nand 2013). Seeing the general challenges of the relatively significant role of the willingness to implement policies, it is necessary to understand the conflicts and challenges of roles when studying policy implementation (Tummers et al. 2012).

One solution is to wait for the decision of the Riau Provincial government to ratify the IPR and designate the areas cultivated by illegal miners as official mining areas. For the future, data collection and at the same time coaching peti actors who want to receive input from the government. With the contribution of the government in maintaining the selling price of rubber of course, the community will no longer repeat actions that violate the provisions, because the source of livelihood from gardening is sufficient. This is hoped to increase public awareness of the dangers that threaten life and the environment (Saifullah, Kari, & Ali 2017). For that, it needs serious attention from the government to improve the community's welfare in general.

Implementation Model of Illegal Gold Mining Policy

The network model in the implementation of the prevention policy of illegal gold mining in the Kuantan Singingi Regency is not yet following the Multi-Organizational Multi-Sector Model. The policy of establishing an integrated team to control unlicensed gold mining in kuantan singingi district does not run with the model offered. According to Schrooder (2001), the mechanistic implementation model or the organic implementation model that has been in use should be abandoned immediately. This model is no longer relevant to current conditions because actors implementing policies are unable to solve problems on their own without the support of other actors. Kisby (2007) suggests that Marsh and Smith advance a sophisticated policy network analysis model. Marsh and Smith emphasize the importance of structural and deliberate explanations of policy-making in their analysis of continuity and policy change. Policy networks play a role in explaining how policies are developed and implemented. The term 'policy network' is understood as a general label that includes various relationships between state actors and private actors in making policies (Kriesi, Adam, and Jochum 2007). Networks of organizations involved in public policy implementation require strong interaction, joint action, and a high level of collaboration to be effective. Collaboration intensity can also determine the organization's involvement in the network. The nature of funding (public/private) and the authority of organizational activities were found to determine the influence and importance of social policy

networks (Biosca and Galaso 2020). The network also examines relationships between actors, how actors are positioned within the network, and how relationships are structured into overall network patterns (Ghorbani and Moradi 2013). Policy networks are formed at every stage of policy formulation. Howlett and M. Ramesh (1995) view policy formulation as a process consisting of a series of stages, which are: (1) alternative proposal stage, (2) alternative selection, (3) alternative assessment, (4) alternative selection. The formulation of policies or the preparation of policy alternatives is also a planning process. The policy network will be contained in the organization. This organization is often called the policy subsystem. The policy subsystem in policy formulation is formed when all parties, the leaders and those who are led, various political groups, the public, and the private sector participation, and there is an interaction between participants or actors. The interplay between actors will form a relatively stable parameter (Parsons, 1997).

The rapid growth of the network model occurs in line with several advantages offered by this model to both the private sector and the government (Zhao, Peng, and Jiao 2020). Second, the network model will create innovation in the organization. By exploring a series of alternatives involving various providers, the network model allows for the experimentation that is so important in the innovation process (Sujianto et al. 2020). Service delivery systems through the network model, if properly laid out, will generate other opportunities for innovation. Democratic governance produces high-quality public services, and the context for innovation lies in the responsiveness of the bureaucracy and government to the public. Third, the network model puts forward the context of speed and flexibility (Hernimawati et al. 2018). Flexibility boosts the speed of the government's response to the environment. The underlying capacity influences the success of a network strategy. Network implementation capacity is the network's ability to implement policies and achieve desired policy outcomes. Capacity provides "added value," which comes in the form of management expertise and practice in implementing network strategy, as well as increasing access to resources (finance, technology, human resources), other networks, and decision-makers (Wang, Chen, and Berman 2016). From the various explanations above, it can be concluded that the network model in policy implementation requires a new methodology or approach in policy implementation because, without this method or working method, the success of a program is difficult to achieve. For more details, the network model with a new approach is explained below:

Contextual assessment understands the environmental context, identifies stakeholders in policy implementation.

A policy network is a multi-actor, multi-sector system that operates on intertwined changes and maximizes influence and resources; or in other words, building an implementation network is like building a political economy (Schrooder, 2001). Next, what will be discussed is the analysis of stakeholders and stakeholder management. The concept of stakeholder analysis suggests an increase in public participation and consideration, in addition to institutions being increasingly required to implement a more legitimate public participation process outside of traditional understandings and standard hearings as well as valid and important normative/ethical components. Stakeholders who are responsible for the implementation according to their mission and role are also very important (Lajas and Macário 2020). Stakeholder analysis, stakeholder management, and stakeholder theory are concepts born from a set of

literature that has a broad impact on business and social literature. Stakeholder analysis and management methods have been recognized as a necessity in the project manager's toolbox (Boutilier and Zdziarski 2017).

Building good relationships and interacting with each other can develop relevant liaison processes with stakeholders, including building trust and maintenance, and support a slow and sometimes complex process of reaching an agreement on policy-making (Lutz-Ley et al. 2020). Therefore, building good communication should not be underestimated because communication plays a key role in mobilizing resources, and disseminating strategic information (Singhal, Jha, and Gairola 2014).

Joint Visioning in Policy Implementation

Network facilitators need various forms of strategic planning to define the mission, goals, and approaches of a new virtual organization. The purpose of joint visioning is to formulate a shared vision among stakeholders about the implementation network's task and how the implementation network will function. The method needed by joint visioning is a shared understanding of how to develop the network and its activities. Combined, it will take stakeholders to go through what is often termed the "strategic planning process".

The joint visioning process in implementing the prevention policy of illegal gold mining in the Kuantan Singingi Regency involves all relevant stakeholders, not only from the government but also from community groups. Community participation has a significant role. In addition to the level of community participation, another obstacle to the implementation of the policy. As a network facilitator, the local government has not fully supervised the implementation of the policy before and after the policy was implemented. Supervision is carried out by the local government directly to the target group. When there are symptoms that arise in the community/target group or when they encounter obstacles or problems in implementing the policy, the local government can immediately coordinate to find a good solution. This means that the local government has not been proactive in implementing the prevention policy of illegal gold mining.

Conclusion and Recommendations

From the findings of the study, it can be concluded that the network model in the implementation of the prevention policy of illegal gold mining in the Kuantan Singingi Regency is not yet following the Multi-Organizational Multi-Sector Model. The policy of forming an integrated team to control illegal gold mining in the Kuantan Singi district does not work with the model offered by Schrooder. In the contextual assessment section in identifying stakeholders, it was found that all stakeholders involved, both from government groups and community groups, did not play an active role and synergize in efforts to control unlicensed gold mining. This results in environmental pollution due to mining activities that still occur. The shared vision approach as one of the models that Schrooder offers for the Kuantan Singi district is also a determinant of the success of this policy.

Moreover, the policy of regent's decree No. 13 of 2013 has not been well implemented. The network for implementing the policy of an integrated team to control illegal gold mining and the network for operational implementation do not synergize. Thus, the problem at the sub-network level of direct operational implementation can be identified as the main problem. In addition, one of the points that made this

1 implementation network unsuccessful was the function of the objective formulator
2 network that was not actively carrying out its function and did not carry out direct
3 supervision without having to wait for reports from the policy implementation sub-
4 network.
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6 According to this model, when a problem occurs in the sub-operational network, it
7 must report to the policy implementation network and the policy implementation
8 network to report the sub-objective formulator network, which then the objective
9 formulator must evaluate and provide solutions to problems that arise at the operational
10 implementation level. In addition, the central government should accelerate the
11 legalization of community mining areas and delegate community mining business
12 permits to local governments. This is a form of effort so that small-scale mining
13 communities can get business legality and provide good mining training.
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