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## **CMM Analysis of Communication Strategies between Facilitators and the Beneficiary Community of PNPM Mandiri Perkotaan: A Case Study at BKM - KSM Pakisaji, Malang Regency**

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### **Abstract:**

*This study analyzed the performance of the communication strategies of Urban PNPM Mandiri in Pakisaji village 2014 that had been indicated problematic. Dialogic communication model and deliberative communication model has been used as strategic concept, and the principles of community empowerment were utilized as base application of performance analysis and analisis of Coordinated Management of Meaning (CMM) models. This research was descriptive qualitative, and collecting data methods used depth interview, observation, and review document. Although analisis data tehnikue 'iles and Huberman dan CMM theory analysis.*

*The results of analysis had indicated that the poor performance of the dialogic communication, and deliberative communication models was due the absence of effective communication and community empowerment perspectives owned by the facilitator. While the results of the analysis of CMM theory of dialogic of communication strategies on socialization step achieve life script level. Deliberative of communication strategies on organaizing step achieve life script level. Deliberative of communication strategies on needs analysis step achieve episode level. Dialogic of communication strategies on implementations step achieve coordination. Dialogic of communication strategies on maintenance step didn't reach coordination. Dialogic of communication strategies on disengagement reach coordination.*

*In conclusion, the performance of the communication strategy of Urban PNPM in Pakisaji village 2014 indicated poor. However, if inefficiency and ineffectivity is about to be avoided, then the principles of effective communication and community empowerment should be adopted in the implementation of PNPM. Although the results of the analysis CMM theory to the communication strategies between facilitators to communities in village Pakisaji, only be able to create coordination meaning at the level of certain at each stage.*

**Keywords:** *Community empowerment of cycle, development of communication strategy, performance analysis, and analisis of coordinatedmanagement of meaning theory*

### **1. Introduction**

Poverty is a condition of the people who are in a situation of powerlessness, isolation, and inability to access the existing resources. To provide the resources accessibility for poverty alleviation, the Indonesian government has set up Urban Poverty Program(P2KP) since 1999, that which later in 2008 PK2P changed its name into National Program on Social Development –Urban Independent (PNPM-MP) as a form of joint efforts for achieving the Millennium Development Goals (MDG).PNPM-MP it self is a kind of new development paradigm of the government roleson social interventionby involving many partiessuch as the central government, the local government, the stakeholders, the facilitators, the community Self-Reliance Agency, and the community beneficiaries as the subject of development. PNPM-MP activities is mainly carried out to aim at changing attitudes, behaviors, and worldview based on

participatory capacity-building for independently sustainable development and prosperity. Here given below is the very specific data of community beneficiary whom received PNPM-MP program.

No	Kelurahan (Desa)	Jenis Siklus	Tim	Jumlah Prosentase Partisipasi (%)		Pemilih Dewasa BKM Pakisaji	Kegiatan Tridaya	Anggota KSM Pakisaji
				Warga (%)	Wanita (%)			
	Standar Pencapaian	Tahun		40%	40%	30%	80%	30%
1.	Genengan	3	149	44	44	78	100	32
2.	Gianggan	3	149	46	42	75	100	33
3.	Jatisari	3	149	45	41	80	100	33
4.	Karang Duren	3	149	46	40	88	100	29
5.	Pakisaji	3	149	38	41	32	0	0
6.	Permanu	3	149	46	41	88	100	35
7.	Sutojayan	3	149	43	40	81	100	50
8.	Wadung	3	149	47	40	88	100	33
9.	Wonokerso	3	149	47	41	85	100	37
10.	Karang Pandan	4	153	40	46	31	100	29
11.	Kebon Agung	2	153	43	43	31	100	33
12.	Kendal Payak	2	153	43	47	32	100	25

Table 1: Total Community Beneficiaries of PNPM-MP in District Pakisaji 2014  
Source: City Coordinator of PNPMN-MP Malang Regency(2014)

Tabel.1 shows that the level of participation of beneficiary communities in the village Pakisaji through the activity of Community Independent Board (BKM PNPM-MP) is still relatively low, when it compared with the 11 other villages in the district of Pakisaji. From the document (Anomin, h.9-10) reviewed, it indicated that the fasilitators strongly need communication strategy (Document Review\_Sakti SRM, 2015), covering dialogical communication strategies, persuasive communication strategies, deliberative communication strategies, and a two-stages of communication strategy as suggested by Nasution (2002, h.106).

The findings of this study (Sakti SRM, 2015) indicate that the fasilitators in PNPM-MP Pakisaji project only used two approaches of communication strategies, namely the dialogical communication approach as interpersonal communication lines and the deliberative communication approach as a communication line group by using some type of communication processes in community empowerment, such processes as: information process, experience process, and problem solving processes as suggested by Suparman (et al, 1996). The BKM-PNPM-MP activities through its Medium Micro Business (UKM) venture namely Integrated Waste Disposal Site Processing 3R Pakisaji Maju, in fact was found still facing variety of communication issues, among others:

- The failure of the information process exchanged between the fasilitators and beneficiary community (UKM- Pakisaji) was indicated not running well. The causes were the ill-preparation and lack of mastery on the content by the fasilitators regarding the immature procedures of the PNPM-MP implementation.
- Communication method applied by the fasilitators in delivering the message content to the beneficiary community members were ineffective, less transparent, too wordy, so that it was not able to create mutual understanding between the two parties.
- The emerging problems on deliberative communication process among the beneficiary community members were taken place, such as: no mutual understanding among the members, deviation of organizational communication ethical values between the district agent (BKM) and the community beneficiary members in Pakisaji.

These identified problems of communication were mainly caused a poor fasilitators' credibility as a mediator in settling conflicts among the parties involved in PNPM-MP project at Pakisaji village. Some overlap task and function executed by the two different parties which is the BKM and the beneficiary community members were also identified as a agravating factor of the poor dynamic communication between groups of people in the project. Therefore this research was considered important to be conducted to enrich the study of communication science, especially for the communication development and communication strategy in understanding the formation of a message meaning on the PNPM-MP. To suit the characteristic of the communication problems context, this study was using theoretical analysis approach so-called Coordinated Management of Meaning.

CMM theory is part of the theory of interpersonal communication and group communication theory which aims to understand more deeply about how individuals define rules for creating and interpreting meaning, and how the rules are intertwined in a conversation where meaning is always coordinated (Barnett Pearce and Vernon Cronen, 1980). Hierarchy analysis of meaning is a major part of the theory of CMM application (West and Turner 2002, p. 105-108), that which includes:

- The content level, it is the first step that stimulate the raw data, that which is then converted into meaning.
- The Speech act level said, it is actions that we do by way of speaking, including praise, insulting, promised, threatened, and asks states.
- The episode level, it is a routine communication that has a beginning, a middle and an end.
- The relationships level, it can be defined as a contract as an agreement and understanding between the two people in which there is guidance in it act.

- e. The life script level, it is groups of episodes of the past or the present that creates a system of meaning that which is managed jointly with other stakeholders.
  - f. The Cultural Patterns level, it is an illustration of the world and how to connect someone with it.
- The purpose of this research is to know about performance issues communication strategy development on the activities of PNPM-MP between the facilitators and the community beneficiaries at Pakisaji village Malang regency based on the principles of community empowerment cycle in tackling the problem of poverty by using the theory of coordinated management of meaning.

## 2. Material and Method

This research use descriptive research type explorative with a qualitative approach (Irawan, 2004, h.60 and h.289). In this study, an observation passive participatory, a document review, and a depth-interview and focus group discussion methods were used to identify and explore the data, collecting data methods used depth interview. Informant chosen technique used purposive sampling such as; Mrs. Rinda Wahyu (key informant) as facilitator coordinator Malang Village. Mrs. Uvi (support informant) as senior facilitator. Mr. Suud Cahyono (support informant) as BKM coordinator, Mr. Bilal (support informant) as BKM coordinator, Mr. Eko (support informant) as KSM Pakisaji, Mr. Wandu (support informant) as KSM Pakisaji.

Informant chosen techniques this research used purposive sampling. analysis data techniques the approach used for communication performance analysis in this study were using two different techniques, that which were Performance Analysis (Irawan P., 1998), and Coordinated Management of Meaning (Cronen, V.E., Pearce, dan Snavely, 1979).

CMM analytical theory was used as a tool to examine the message content of the communication strategy performed by the facilitators to the community beneficiary members organized as a UKM-BKM-PNPM-MP: Integrated Waste Recycling at Pakisaji village. While the technical data analysis used in this study was Milles and Huberman Interactive Model of Analysis (Huberman and Saldana 2014, pp 8-10). The purpose of using Miles and Huberman Interactive Model of Analysis was to guaranty the legality or validity of data through checks and recheck mechanism to gain consistency from the information obtained. While the triangulation technique was also used as integral part of that of in Miles and Huberman Interactive Model of Analysis by comparing the data results from the stratified in-depth interviews, focus group discussion, and the reviewed document. Although, Coordinated Management of Meaning this theory used as an instrument analysis to test substantiate the contents of meaning message contained in the strategy communication between facilitators to the community beneficiaries in village pakisaji in comprehensive and deep.

## 3. Result and Discussion

The title of this study is CMM Analysis of Communication Strategies Between Facilitators and The Beneficiary Community of PNPM Mandiri Perkotaan: A Case Study of UKM Activities on Integrated Waste Recycling Management at 3R Pakisaji Maju BKM - KSM Pakisaji - Malang Regency. From the it has been identified the problematic performance of communication strategies executed by the facilitator to the beneficiary community members, through in-depth interviews and document reviews. All the data and information on the subject of the performance of communication strategy were also identified by using performance analysis approach (Irawan, 2003, p. 93; West and Turner, 2002, h.104) and CMM approach (Cronen, V, E., Pearce, dan Snavely, 1979).

The following data explain the results of the analysis of the performance of the communication strategy that happened among the facilitators and the beneficiary community members. The study results were also portraying the phenomena of communication transaction in accordance with the context of community empowerment in the work of UKM-Processing Waste Recycling Management at Integrated Waste Land-fill (TPS) 3R Pakisaji, that which sequentially were described as follows:

- a. Performance Results of Dialogic Communication Strategy between Community Facilitators and the Beneficiary Community Members at the Pakisaji in Socialization-Phase  
The findings were including a variety of communication issues, such as: Facilitators as a communicator does not take into account the educational background of the community members as communicant, whom their educational background were still low, and their socio-cultural aspects of the beneficiary were also heterogeneous. The communication impact of socialization agenda to the beneficiary was not so clear, as far as the exchange of message contents regarding the poverty reduction agenda through empowerment is concerned. In addition the time schedule of the agenda implementation at the moment was found not considering the beneficiary leisure time during socialization periode.
- b. Performance of Deliberative Communication Strategy between Facilitators and the Community Members at the Organization-Phase  
The results of performance of deliberative communication strategy between the facilitators and the community beneficiary at the phase of organizing was found that the facilitators considered not being able to translate the concepts and procedures of UKM-BKM-PNPM-MP for its implementation at the stage of social-organization to the beneficiary communities. The distortion happened between what message to be delivered by the facilitators to the community members regarding to what expected from UKM-BKM-PNPM-MP project was misunderstood. This was identified due to unsynchronous communication strategy and competences among the stakeholders in implementing the UKM-BKM-PNPM-MP program at Pakisaji. Many of poverty prevention programs based on community empowerment principles had been out individually among the parties' members, and it was found no working synergy among the parties involved, such as an overlap of performing the duties and functions between BKM Pakisaji and the beneficiary community members.
- c. Performance Results of Deliberative Communication Strategies Between Facilitators and the Community Beneficiaries in at the Needs Analysis-Phase

The Performance of deliberative communication strategy between the facilitators and the beneficiary community in the needs analysis-phase was found that the facilitator as a mediator failed to apply problem solving models as an effort to generate shared responsibility to cope their poverty. The distrusting relationship among the related parties was the main cause identified.

d. The Performance Results of Dialogical Communication Strategy Between the Facilitators and the Beneficiary Community at the Implementation-Phase

In the implementation-phase, the performance of dialogical communication strategy between the facilitators and the beneficiary community, it was found that among the parties' members found a variety of communication problems, such as: failure in achieving coordination meaning of the message conveyed by the facilitators, the beneficiary community found hard to know as to how they are the subject of the community development in handling their poverty based on participatory empowerment independently.

e. The Performance Results of Dialogical Communication Strategy between the Facilitators and the Beneficiaries Community at the Maintenance-Phase

At the Maintenance-Phase, the performance of dialogical communication strategy between the facilitators and the beneficiary community had indicated that it does not run according to the existing empowerment cycle principles, such as consultancy and supervision in tackling the poverty problem.

f. The Performance Results of Dialogical Communication Strategy between Facilitators and the Beneficiaries Community at the Release-Phase

At the Release-Phase the performance of dialogical communication strategy between the facilitators and the beneficiary community was found there were no activities such like advocacy, activities, and mediation in assuring the survivability of the beneficiary project.

3.1. The Results Analysis of CMM Theory on Dialogical Communication Strategy between Facilitators and the Beneficiary Community

In the following discussion, it would be explained about the results of the CMM analysis to the dialogical communication strategy between the facilitators and the beneficiary communities by using a Hierarchy of Meaning (West and Turner, 2002, h.104), that which had six (6) levels, that which are as follows:

a. Content Level Analysis Results of Dialogical Communication Strategy between Facilitators and the Pakisaji Beneficiary Communities as Receiver.

Content level is an initial step that stimulates the raw data, which is then it converted into meaning. Dialogical communication process between the facilitators and beneficiary community in Pakisaji, when analyzed on content level of analysis, it then can be classified into the archetype context (Little John, 2002, h.172).

The reason is that the meaning of the message is hidden that would be delivered by the facilitators to the beneficiary community of Pakisaji. The messages reciprocally sent by those parties are aimed to give overview of the activities of UKM-PNPM-MP waste recycling process in an integrated garbage land-fill (TPS) 3R of Pakisaji. In other purpose communication strategy, the UKM-PNPM-MP Pakisaji-based community of empowerment, it was intended to be executed with full-intact as a form of public intervention activities with the aim to change the beneficiary community attitude, behavior of how they view the new paradigm of community development in the context of poverty reduction and the role of government to realize sustainable development of the society through finding the root cause of the poverty problem of in Pakisaji village community.

b. Speech Act Level Result Analysis of Dialogic Communication Strategy between the Facilitators and the Beneficiary Community.

Speech-act Level is the act that that we do by way of speaking, including praise, insult, promise, threat, and statement. The findings showed that dialogical communication strategy between the facilitators and the beneficiary community, when it was analyzed through the use of 'the stage of speech act' (West and Turner, 2002, pp. 105-108), there are two (2) forms of dialogical communication method, such as follows:

→ *The process of formal communication between the facilitators and beneficiary community of Pakisaji.*

The formal communication is considered a process of messages exchange reciprocally between the meaning sent by the facilitator to the beneficiary community that have been determined by mutual agreement. Based on the results of the study, it showed that formal communication that taken place were not running conductively. The cause was the human factor that lack of experience possessed by the facilitators. Facilitators' competence as communicators were so poor, they eventually disregarded their communicant as majority were having low educational background. In addition, the application of transactional communication means was too stiff, very formal, and the language used was often using foreign terms which made difficult to be understood by most beneficiary community members in Pakisaji the village.

→ *Nonformal communication process between the facilitators and the beneficiary community.*

Nonformal communication is a process of communication between the world of mouth by the facilitators to the community's members in Pakisaji village. Nonformal communication was implemented in accordance with the beneficiary community free time in Pakisaji village. Based on the results of the research indicated that the process of non-formal communication activities was enough to run effectively, although still found problems, such as:

1) Aspects of Knowledge, covering a variety of things, such as: Understanding of the material.

The level of public understanding in the village Pakisaji low in catching information. This is due competence (source credibility) owned by the facilitator of the concept of poverty is still bad.

2) Aspect of communication skills.

The ability to communicate is owned by the facilitators in building an atmosphere, and elaborating the opinions of the community not exhaustive and komprehensif, especially the provision of material by providing case examples, share experiences, simulation, differentiation using case studies of the same or different (experience process model), which is still rarely done during the process of dialogical communication. From this it proved that the facilitators' leadership and confidence as a mediator in regulating the dynamics of communication in UKM BKM PNPM Pakisaji has been less reliable.

c. *Episode Level Result Analysis on Dialogical Communication Strategy Between Facilitators and the Beneficiary Community.*

At this stage of episode level, dialogical communication process of interaction between the facilitator and beneficiary communities as part dari siklus PNPM Urban activity-based community of empowerment cycle. The results showed that the communication strategy of dialogue between the facilitators with the beneficiary community apparently they roadshowed from village to village, conducted PKK, periodical social gathering, and so forth.

d. *Relationship Level Result Analysis on Dialogical Communication Strategy between the Facilitators and the Beneficiary Community.*

Based on the results of the study, it showed that the process of dialogical communication link between the facilitators and the community in the village Pakisaji, there were several ways of communication, as follows:

o *A form of formal communication between the facilitators and the beneficiary community.*

The process of formal communication between the facilitator and the beneficiary communities in the village Pakisaji belum strongly intertwined. This caused a dialogical communication process that exists yet memunhi three aspects of effective communication (Susilo, 2001 p3), namely to secure understanding, to motivating action to establish acceptance. The impact the process facilitator dialogic communication activities with beneficiary communities in the village Pakisaji effective, besides dialogical communication activities in a large forum with community facilitators anatar Pakisaji rural communities, seldom applied is only done once every 3 months.

o *A form of informal communication between the facilitator and beneficiary community.*

Informal communication is a process of interaction between facilitators that utilized dialogue communication with the beneficiary community in rural Pakisaji, through a variety of events beyond a predetermined agenda together. The results was an informal means of communication style between the facilitators and the beneficiary community member that include a relationship with the role models of the community, whom played as opinion leader who were supposed to be able to instill a sense of mutual understanding among the parties.

e. *Life Script Level Result Analysis on Dialogical Communication Strategy between the Facilitators and the Beneficiaries Community.*

The results showed that most of them still think that this program is just as project-oriented program that is held by the central government. such as social programs (charity), direct cash assistance, social assistance to the poor. This indicates that the communication process of dialogue between the facilitator and community beneficiaries in the village Pakisaji, they found the practice of previous different (differences in perception) owned by the facilitator with the beneficiaries of the concept of these activities as a poverty reduction program based on the empowerment of the community independently.

f. *Cultural Patterns Level Result Analysis on Dialogic Communication Strategy between Facilitators and the Community Beneficiaries Pakisaji Village*

From these results when it was analyzed by using life script, it indicated that prevention programs that exist in Pakisaji village was not well coordinated, even tend to walk alone, and has no correlation between the program to the other programs. This is evidenced by the emergence of differences between the experiences of male citizens Pakisaji village, that the concept of development will be concentrated on the physical pembangunan. While the community are women who are thinking on human development (informal, just as skills, training in sewing, etc.) as their method to address the problems of poverty in rural Pakisaji independently.

### 3.2. Result Analysis of CMM Theory of Deliberative Communication Strategy Between Facilitators and Beneficiary Community

The following description explain the results of deliberative communication strategy between the facilitators and beneficiary community in the Pakisaji UKM BMP PNPM MP, using a coordinated management meaning analysis (CMM\_West and Turner 2002, p. 105-108) in a comprehensive and in-depth way, as follows:

a. *Content Level Results Analysis on Deliberative Communication Strategy between the Facilitators and the Beneficiaries Community at Pakisaji village.*

Based on the results of content analysis the community empowerment process performed by the facilitators to the beneficiary community could be categorized as relationship context. The reason is that the creation of a positive relationship between the facilitators and the beneficiary community in Pakisaji village can be creatively built up. This was confirmed eventually on the guidelines for the implementation of the PNPM Urban organization (2010, h.39-40), which describes a concept of horizontal relationships within the organization between the facilitators and beneficiary community in the Pakisaji village. Horizontal communication is intended to improve good relations and promote mutual understanding among the community actors about the importance of the community members' participation in poverty alleviation in accordance with UKM BKM PNPM MP guidelines.

b. *Speech Act Level Results Analysis on Deliberative Communication Strategy between the Facilitators and the Beneficiary Community at Pakisaji village.*

Speech Act is a message-exchange process among the parties involved that aims to foster a sense of common understanding on the subjects (issues), so that they are able to identify the problem of poverty they face through their discussion forum for collective decision making that based on these agenda. This study found that the deliberative communication strategy between the

facilitators and the beneficiary community in Pakisaji village project had implemented a problem solving communication model. However, the other findings explained that the activity of RKM (Community Preparedness Conference) which was a form of deliberative episode level of the communication process between the facilitators and the beneficiary community with the approach of problem solving model in fact still faced problems, among others:

1. The facilitators as a mediator in the decision making forum were considered less capable in solving the problem, and was not able to provide the best get away for solutions that were being faced by the Pakisaji beneficiary community members.
2. The occurrence of beneficiary community members' misunderstanding about their involvement in the freedom of taking certain decisions or actions in the planning of work plan and the overlapping tasks, duties and function among the parties were some evidences of the communication failure.
3. The absent of effective communication strategy such as to securing understanding, to motivating action, as well as to establishing acceptance of the community members on UKM BKM PNPM MP at Pakisajias indicators as communication successfulness of the project were also the hard evidences of the communication strategy failure. the activities of the based on community of empowerment cycle.

c. *Episode Level Results Analysis on Deliberative Communication Strategy between the Facilitators and the Beneficiary Community at Pakisaji Village.*

Based on the study results at the level of the episode, deliberative communication between the facilitator and beneficiary community at Pakisaji, through their decision making forum was also facing communication problems, among others: At the upper instutional community (BKM) at Pakisaji district, it occurred noncompliance procedures and duty-function unsynchronosity for the implementation of organizational parties involved according to its each position. Many poverty alleviation agendas were implemented separately, as shown in Table 2 in Chapter.1. Therefore, by using CMM analysis, deliberative process of communication between the facilitators and the beneficiary community at Pakisaji village was found experiencing unwanted repetitive miss-communication patterns (URPs).

d. *Relationship Level Results Analysis on Deliberative Communication Strategy between Facilitators and the Beneficiary Community at Pakisaji.*

The analysis results of relationship level on the deliberative communication strategy between the facilitators and the beneficiary community in Pakisaji village, it indicated that the facilitators had not been able to create any type of relationship with the beneficiary community members during the communication process. It is due to the absent of effective communication strategy in deliberative communication executed by the facilitators. The deliberative communication has not met the 3 (three) standard effective communication addressed by Susilo (2001, p3), namely are to secure understanding, to motivate action, and to establish acceptance in part of the beneficiary community. This deliberative process of communication had not been able to perform the duties and functions of goals, it was because the underqualified communicational competency of the facilitators as specialist to meet the job function needs. Such underqualification communicational expert were:

Many program agendas had been undertaken separately, unclear job function synergy, and overlap tasks undertaken were not be able to be communicationally coped by the all parties involved. It proved that the organizational performances that involved the facilitators, BKM, and KSM (the beneficiary community) at Pakisaji village, were considered it could not afford to create a good relationship and understanding that form a designated environment and culture of the intended community.

e. *Life Script Level Analysis Results on Deliberative Communication Strategy between Facilitators and Beneficiary Community.*

The process of deliberative communication between the facilitators and the beneficiary communities in UKM activities in the Integrated Waste Recycling Process (TPS 3R) Pakisaji Village, if dianaysis use life level script cannot run well. It was found that the beneficiary community showed their distrust on the BKM performance in performing their duties and functions. This shows that the factor of experience and knowledge of the community in the village Pakisaji earlier about how to build the image of an organization that builds noble values, honesty, mutual cooperation, and still lack of organizational governance civic (good governance) on the activities of UKM Waste Recycling Management in Integrated TPS 3R Pakisaji as an efforts to reduce poverty by empowering community-based self-contained of Pakisaji which have not been effective and ideal yet.

f. *Cultural Pattern Level Results Analysis on Deliberative Communication Strategy between Facilitators and the Beneficiary Community at Pakisaji.*

The process of deliberative communication that occurs between the facilitators and the beneficiary community, that have not yet firmly established. This is due to the process of communication between the two sides of the parties, which have not been able to create a mutual understanding of the importance of UKM activities: The recycling bins are integrated 3R Pakisaji as as a joint effort to change behavior and culture of the community to alleviate the problem of poverty on the basis of the concept of community of empowerment of cycle.

#### 4. Conclusion

Based on the discussion above, it can be deduced about the communication strategy performance, and CMM Results analysis on communication strategy between the facilitators and beneficiary community UKM-PNPM MP activities in managing the integrated Waste Recycling Management 3R Pakisaji. There are two major conclusions, namely:

First, the performance of the communication strategy between the facilitators and the community at Pakisaji village, it can be concluded that the process of communication between the two parties have not yet understood completely the message. The communication design and process that happened among the parties involved in the UKM BKM PNPM MP at Pakisaji village did not adopt the principles of effective communication, such principles as securing understanding, motivating action, and establishing

acceptance. Also the facilitators did not apply even exercise some interactive model of communication and learning to the beneficiary community, such as information process model, experience process model, and problem solving model during the community empowerment process.

Second, the analysis results of CMM dialogical communication strategy between the facilitators and the beneficiary community at Integrated Waste Recycling Management (TPS 3R) Pakisaji was indicated it had achieved coordination meaning of the messages transacted. However, the results of the analysis of CMM deliberative communication strategy between the facilitators and the beneficiary community at UKM-BKM-PNPM-MP Waste Recycling Management at Pakisaji, yet the communication coordination between the messages and the action only reached a certain level of the episode level.

## 5. Recommendations

Here below are some recommendations for the stakeholders whether policy maker, Organization, facilitators, or beneficiary community members at UKM-BKM-PNPM-MP Waste Recycling Management (3R) Pakisaji, namely:

To achieve optimal goals with a rigid parameter on executing the PNPM-MP agenda, it is recommended to the policy maker down to the facilitators to have a project road-map on implementing dialogical communication strategy, as well as deliberative communication strategy, so that the communication performance could be improved logically and the beneficiary communities could commit substantially for the betterment of themselves.

### 1. For Coordinator/facilitator of PNPM at Malang Regency.

Humanity values in PNPM has to be clearly broken down into human communicational relationships that later on in its turn becoming the top cultural patterns that need be instilled into the target community by the agent of change of PNPM-MP, whether the related government offices, and Facilitator. They need to increase the performance of the communication strategy as an inter-agency coordination efforts, it means that there is necessity to capacitate the facilitators in mastering the implementation of effective communication that can be implanted into ideal PNPM organizational Project. And facilitators must be to simulate and exercise designing and implementing an effective communication strategy indicator, such as to secure understanding, to motivate action, and to establish acceptance every time after finishing the job done with adaptation implementing some interactive model of learning and communication, such as a model of information process, a model of experience process, and a model of problem solving process.

### 2. For The Researchers

This study was a case-study, so that the study results in today's context is unique in replication. However, such study design, analytical framework of thinking, and alternatives for solution offered from this study are quite applicable to any other further similar kind of research that any other researchers can replicate. Especially, for the sake of research development, the theoretical combination between the performance analysis model and the CMM analysis model in the area of communication science studies, especially at PNPM-MP as an effort to provide insight the development of communication strategy comprehensively.

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