A CASE STUDY OF WEST JAVA CSR FORUM INDONESIA ON SUSTAINABLE DEVELOPMENT PRACTICES AND PARTNERSHIP
(THE SUCCESS STORY OF WEST JAVA CSR FORUM, INDONESIA)

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Abstract: This study aims to examine and understand the CSR forum by looking at the success of the implementation of West Java CSR Forum in the form of a case study. The study use qualitative approach that are in-depth interviews and focus group. Data were collected through in-depth interviews; 4 respondents from government sector (as the founder and facilitator of the CSR Forum), and 10 respondents from the corporate sector (as the members of the Forum). In addition, focus group discussions were conducted with the community, the beneficiaries of the programme, consisting of opinion leaders and the nongovernmental organization (NGO). In this study, the data processing was carried out using NVivo program managing, analyzing and interpreting of data collected from various sources. With analissi software NVivo qualitative data analysis was performed with data queries, model visualization, graphics - graphics and charts NVivo. This study found that the government is the main driving force and the facilitator in a CSR partnership. Collaboration and stakeholder's involvement are the main activities. Cooperation and community participation should be developed with the orientation towards bottom-up through community empowerment. This study proposes that ongoing dialogue is used as a strategic tool in the communication system to achieve mutual trust and mutual understanding for creating a strong synergy between government, corporate sector and local communities to achieve sustainable development.

Keywords: West Java CSR Forum, Qualitative Approach, Participatory Communication, Community Empowerment, Sustainable Development.

INTRODUCTION

Now, sustainable development is a paradigm and replace millennium development goals (Millennium Development Goals-MDGs), which expired in 2015. The existence of the paradigm of sustainable development (Sustainable Development Goals - SDGs) internationally indicated as a nation that has been agreed by the leaders of 190 countries in the world from 2015-2030.

In the process of sustainable development it is increasingly linked with the concept of CSR (Corporate Social Responsibility, CSR for short). This is a continuity of the successful Elkington (1999) who found a way to measure CSR activities through the 3P (Profit, People and Planet) from the principle of sustainable development. So, Campbell (2012) pointed out that the concept and practice of CSR, have signaled their vision through the economic and environmental sustainability as a goal of sustainable development.

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Complex issues of sustainable development may not be resolved through unilateral action only because it requires partnerships that can create permanent synergies. This partnership is a partnership through CSR programs of the principle of sustainable development through language, norms and values which needed to bring the issues of government (Westley & Vredenburg, 1991). According to Martin (1997) who studied in England partnership emphasizes the importance of clear communication in the development of partnership. While mutual trust is an important contributor to the partnership (Wadell, 2000).

Share of CSR program should be based on understanding the position, duties, functions and structure of each (Tennyson, 1998). Expected synergies are partnerships between companies, governments and society which is called partnership between three parties (Tennyson, 2003; Bäckstrand, 2006). There are also some researchers which refer to this partnership as a partnership of three sectors (Nelson and Zadek, 2000; Selsky & Parker, 2005). Commitment and co-operation can be carried out seriously in the form of cooperation which raised the strength to overcome the various problems of the country such as health, education and economy through communication. In addition, harmonization is needed to achieve the goal of sustainable development.

**Case Indonesia: West Java CSR Forum**

Indonesia is a developing country that has the principles of sustainable development as the main foundation to enhance Indonesia as a developed and powerful country. Based on Ministry of Finance of the Republic of Indonesia (2012) the high of economic growth that tend to be inclusive and sustainable will make the position of Indonesia increase into 12 of the world in 2025, then in 2045 the position would be increase into 8 of the world. Three sectors of CSR partnerships in Indonesia are increase. They will be able to overcome the problem of development. As a result of the implementation, now the partnership of three sectors in Indonesia, become CSR Forum. As a unitary state which consists of regions, Indonesia has successfully developed a number of Regional CSR Forum. West Java CSR Forum, East Java Forum, Regional Central Java CSR Forum, Regional CSR Riau Forum, Balik Papan CSR Forum, Turkey CSR Forum, and the Regional Nottingham CSR Forum.

Regional CSR Forum is the concept of a relationship by understanding the process of cooperation in developing confidence, solving problems together, relationship management companies, governments and society (Sukada et al., 2007). This relationship is also said to be a performance management approach to social problems (Sukada et al., 2007). The basic idea of the establishment of the Regional CSR Forum is a partnership (Rusdianto, 2013). Currently, this organization shows good development and become the bridge of communication and plays an important role as a forum of cooperation which comprises three sector of stakeholders, namely the corporate sector, government and society in various areas (Rahmatullah & Apriwiyanto, 2014).

CSR Forum of West Java has been chosen for this study because the organization is succeeded to manage CSR activities. In other words, the West Java Regional CSR Forum has appropriate criteria for this study. Preliminary data obtained through the organizational profile of West Java Regional CSR Forum showed that (a) the West Regional CSR Forum supported by the regulator system from the central level to the district level, (b) potential companies in Ontario to implement CSR activities, (c) programs which developed in West Java Regional CSR Forum supported by three sectors, and (d) the institution and program management will be the facilitator of the team to continue regularly.
This study used a qualitative approach method. Marshall and Rossman (1998) also suggested some justification that review was necessary to use a qualitative approach, because qualitative methods is identify unexpected outcomes of a program or policy. Therefore, this study is suitable for qualitative research, because most of the things in the field of research is still in the exploratory stage (Steger et al., 2009). This is in accordance with the opinion of Bogdan and Biklen (1982) that the study is a case study on the status of the subjects. It refers to a specific situation from all aspects, whether the personality, the subject of research, group, institution, or society. The choice of location and the subject of this case study was conducted at the West Regional CSR Forum (Yin, 1994).

The 70 companies are members of the West Java Regional CSR Forum. Only 10 companies selected to be the respondent companies. The respondents judged on its position as the 10th member of the West Regional CSR Forum have contributed to the development of West Java since 2015. The companies which refer to private companies under the state government while local governments under the company. This study use NVivo-11 software which simplifies and accelerates the process of managing, analyzing and interpreting qualitative data, especially to analyze dumping large amounts of data collected from various sources (Richard, 1999)

**DISCUSSION**

Process of Collaboration between Member of West Java Regional CSR Forum and Three Sector Partnerships for Sustainable Development

West Java Regional CSR Forum arrange collaboration as a strategy to build cooperation among the members of the forum to achieve sustainable development and tackle the challenges of economic, social and environmental issues in the region. As stated by Fiszbein & Lowden, (1999) collaboration is a process of social change, which is the midpoint of the continuum between cooperation and the partnership. According to the study of Steger et al. (2009) described that the important factors of collaboration process related to objectives, communication systems, leadership, community participation, and continuity. Thus the collaboration is characterized by regular communication system, and it must be open and clear. Steger et al. see that a partnership has multiple purposes. Thus, any kind of partnership or collaboration must begin with the involvement, dialogue, and constant communication of mutual interest.

The process which conducted in collaboration with the Regional CSR Forum West started from the planning process, to the evaluation exercise. There are nine levels of collaboration process which described in detail. Rated component is part of collaboration. Starting process of determination is the purpose of sharing which creating a leadership system, determine the motives and commitment, then develop a communication system, strengthen mutually beneficial relationship, followed by sharing of roles and responsibilities, ensure accountability, involving participation citizens, and the last is the process of mutual evaluation.

The results of this component alloy forming process of an integrated and systematic collaboration. The integration of these components, which launched the process of planning, execution up to the evaluation process which was carried out in collaboration with the Regional CSR Forum West and establish sequel solid components. Please refer to Figure 1.
The process of collaboration that has taken place in West Java Regional CSR Forum has managed to produce a harmonious cooperation. Organize and define the purpose of sharing as the first step of collaboration process. The purpose of sharing West Java CSR Forum in line with the views which already agreed by all stakeholder parties. They require to work together, share risks, responsibilities, resources, production, and profitability and also overcome the challenges of development in the fields of economy, education, health and environment area around the West.

Waddock (1988), Selsky and Parker (2005), Reed and Reed (2009) argued that the emphasis on the purpose of sharing, especially organizations should address challenges together such as economic development, education, health, poverty reduction and capacity building society. This section will notice, how the government is working to implement the commitments as a facilitator in the implementation of partnership activities. The Government should be cooperate with the group of companies to work together and contribute resources, time and effort of all organizations partner. It is referred to the view of Fox et al. (2002), he and his colleagues noted that the different roles that could be implemented by the government as a mandate (legal), ease (guideline content, fiscal mechanisms and financing, creating the framework conditions), work (the involvement of stakeholders, stimulate dialogue ) and support (equipment and publicity). In this collaboration a government act as a mediator, facilitator and partner. However, this agreement is started with dialogue, then the company who do not mind to joint will overcome the challenges in the field of education by building classrooms, both physical and non-physical, and health issues are addressed through water and sanitation projects. While planning is done and reviewed together, then all parties agree, finally the MoU was signed.

According to the views of Budimanta (2004) leadership roles must have qualifications which integrated and holistic thinking. It also should has a vision of sustainability to be a good communicator and be able to bridge the interests of the various stakeholder parties. The leader of the delegation, the bureaucracy and the leadership of companies member in West Java Regional CSR Forum play a key role in CSR activities. If the four information is detected, the leaders in the West Java Regional CSR Forum usually act and think
holistically and integratively, especially to solve sustainability issues in the West. It is one of the Human Capital which is maximizing the role of leadership in the management of sustainable development. Those aspects of leadership is very important in a collaborative process to encourage a paradigm shift in development towards sustainable development.

Other components that arrange the basis of the collaboration is to establish the motive and commitment. Most of the companies that are members of the West Regional CSR Forum have a strong commitment and has no ulterior economic reasons. Even their commitments on the basis is purely voluntary. This is a clear important element in the organization management. Stakeholder Theory explains that the company must maintain their relationship with the stakeholders to accommodate their wishes and needs. This theory interprets organization function by introducing moral or philosophical guidelines for travel and company management (Donaldson & Presston, 1995).

This study has shown that voluntary motif dominates the opinion of the respondents to implement CSR activities in the West Java Regional CSR.Forum. In particular, this West Java Regional CSR.Forum will certainly have a positive impact on the development in the West. Motives and commitment of the government in the survey said that CSR activities intended to complement the lack of development budget. This has been supported by the governor as the founder and the party which responsible to the West Regional CSR Forum. He stated that his motive is to coordinate so that the programs can be implemented more optimal.

**Build Mutually Beneficial Relationships in West Java Regional CSR Forum**

Mutually beneficial relationship in this study is a description of the reasons - why the company placed their trust in the West Java Regional CSR Forum and the reason of the government to ensure a mutually beneficial relationship for both parties. Thus, they believe that CSR programs in the West was in line with the vision and mission of their companies of CSR activities. This is also suggested by Brunner et al. (1992) which provide guidelines for designing effective cooperation and involving key participants. So They have a realistic strategy. They must build a shared vision, to build ownership at all levels, and they started turning.

The partnership scheme is the main liquid and flexible, so that they feel comfortable making a commitment and a shared vision to work together to solve problems that are part of the social issues identified in the West. But the solution still provide benefits and advantages to all parties, as the views of Martnes (2007) that all participants agree to work together to achieve a common goal so that both of a mutually beneficial relationship should be important for the sustainability of this partnership. Three partnership sector in the context of the discourse and practice of CSR contains the meaning of cooperation based on efficient allocation of resources and complementarity between the companies, the government and the society. Martin (1997) who studied the three sector partnership in England emphasized the importance of clear communication in the development of a partnership. A partnership is needed to develop a communication system which can establish mutual trust and mutual understanding as an important contributor to the partnership.

Another thing that must be agreed to further strengthen the collaboration process is clarity of roles and responsibilities. It is found that respondents think that it is an opportunity to contribute to the development of the West. However, the pillars of the mission of West Java Regional CSR Forum is to share the burden of power without violating or breaking the existing rules. The results of this study agree with those Kolk et al., (2008) that track a mutually understand the position, duties, functions and structure of each. This means that development can be implemented together, while the company has a budget and its own rules.
Likewise, the government already has the budget and regulations, but the goal is to keep its target and devise a mutually beneficial relationship.

Mission of West Java Regional CSR Forum was very clear, to share the burden and straighten so that the output will be great. The successful implementation of the various stages of joint planning, field surveys, and then sign the MoU approved by all the stakeholders, namely between CSR Gujarat, the company and the beneficiary communities. In this situation there is never a fund or money that goes into the account of West Java CSR Forum. Meanwhile, facilitator team of West Java Regional CSR Forum is the only government which represent simplify job and control the development process so that it occurs continuously. It is designed by West Java CSR Forum to avoid situations that are pseudo partnership. It’s means that the members of the forum is not real cooperate in a balanced and not well established (Sukada et al., 2007; Wibisono, 2007; Firdaus, 2011; Rusdianto, 2013)

**Accountability and Assessment Process for Avoiding Duplication**

Establish accountability in this partnership through a number of case reports or confessions of Compulsory itself; Not in the state budget; Not in cash; Strict monitoring and verification; Facts and integrity. It is occur for example when a company wants to build a new classroom at the school, then the government also wants to build new classrooms in the same school. Here will pass overlap. This attitude has been argued by Rahmatullah & Apriwiyanto, (2014), which need to be addressed in connection with overlapping aid CSR which happened, both at the organizational unit or even at the district level.

This study is very interesting when all members of the forum state in the West Java Regional CSR Forum unprecedented overlap because all data is already clear in the MoU and documented. One thing that is interesting in this study is the principle of CSR = 0 rupiah and greatly influence the government to remain neutral, with strong monitoring and legitimacy to revisit the situation. Then to ensure that the results of the CSR activities of the partnership in West Java CSR Forum is a process of mutual evaluation. The study found that the respondents to ensure their mutual evaluation process until the end of the project was 100 percent ready. The aim is to assess the extent of CSR activities in accordance with the parties’ expectations of stakeholders. In this case also, the respondents said that this evaluation activities can be carried out together.

The evaluation process should be implement together. In fact, the local government can make the monitoring so that the results are expected to be good. This was stated by the respondents who represent the community. The mutual evaluation process in the field can use external parties such as NGOs or consultants CSR using vendor to compile reports on the company.

**Citizen Involvement and Participation**

Based on the participation of the beneficiary communities, the study found that prior to the implementation of CSR activities in a bottom-up, people always engaged by the company which is a member of the CSR West Java Forum. Starting from the growth of ideas, program planning, implementation of activities through to the project evaluation, investment activity has been practiced. Martin and Quinnmey (as quoted in Platt, 1996) defines participation as the target group members took an active part in planning and decision-making, implementation and evaluation leading to the control of resources and responsibility for the future. This means supporting the company is perceived by the beneficiaries.

The involvement and participation of the beneficiaries under the Regional CSR Forum member companies of the West is always involved in ongoing dialogue once every two months. The company is constantly
communicating with the public in various programs, especially opinion leaders such as village heads, RW, and who represent the community district. In the CSR Forum CSR activities in West Java, hence communication and socialization processes that involve community participation is an infrastructure that will educate the public. Communication and socialization through dialogue open to the public, at the beginning of the assessment made on the previous program. Thus, the results of the assessment as a basis for further decision making.

With the view of this research. This means that the dialogue between the stakeholders is the key to the success of the implementation of development programs. In this case, Inness and Booher (2004) pointed out that the strength of the dialogue process is one of the success factors of the partnership. Furthermore, it involves building a network of successful cooperation among the stakeholders through personal relationships based on mutual trust. One of which must be developed as a basic pillar for developing a social partnership must have the same vision and mission. The vision and mission should be developed through socialization and education to all the stakeholders related to sustainable development. Vision has been built together and should be communicate to the public and the stakeholders parties to understand the vision. West Java Regional CSR Forum has a clear vision, namely to improve the life of the West.

The strength of the communication component of participation in this study is that the activities of the West Regional CSR Forum as a whole through an open dialogue that is planned and ongoing. Experts forum for stakeholders to interact continuous development as the views of Nair and White (2004), that dialogue open source; and receivers interact continuously, in order to think about the situation constructively, identifying the development problem and act to resolve the situation. And all of these findings, researchers can infer aspects of communication, especially communication participation is an important component that will determine the sustainability of a CSR partnership between companies, governments and society.

The study on Communications Participation in the West Java CSR Forum has the same conclusion as studies of social partnership related to development of CSR in India (Sharma & Tyagi, 2010), Khazakstan (Baisakalova, 2012) and the Forum for CSR in Europe (Macarie et al., 2005) which suggests that communication and ongoing dialogue will contribute to the successful partnership of three sector stakeholders. The study was conducted to meet the needs of all stakeholders to build a relationship of trust and mutual understanding. An open dialogue is the means of communication that are designed to increase the CSR Forum of West Java as one of the government's strategy to increase the understanding of the company with regard to matters of social issues, health and the environment in the West. This is what is said by Heinrich (2011) as a participatory activity that requires a strategy that can explain how to improve understanding of the issues of sustainable development; improving communication and consensus on key issues, what to do by them; a network of individuals committed to the institution; agreement on new roles and responsibilities; is the bigger issue is commitment. Things are often the debate in the dialogue is a long term program, implementation issues and ideas to enhance the West Java Regional CSR Forum in the future.

**CONCLUSION**

Based on the results of the discussions generally range that the process of collaboration are important factors that influence the success of the Regional CSR Forum. The collaboration successfully carried through the West Java CSR Forum contains nine essential components, ranging from the purpose of sharing, leadership, motivation and commitment, mutually beneficial relationships, communication, roles and responsibilities, accountability, process of mutual evaluation, and community participation. The involvement of stakeholders in sustainable development is also examined through CSR activities in the partnership that
developed on a voluntary and collaborative relationship. The goal is to create a form of collaboration mutually beneficial relationship between the parties.

Finally, this study concluded that investment in communications as a strategic tool for cases of West Java Regional CSR Forum in realizing sustainable development in Indonesia. Highlights the use of communication and collaboration investments. The findings on the use of participatory communication for sustainable development adopted in CSR Forum of West Java, Indonesia. The results of this study related to the inclusion of communication used for three sector partnership in the utilization of the Regional CSR Forum CSR in the West and the collaboration process between fellow members of the Forum as a catalyst to greatly affect the success of the Regional CSR Forum. The aim is to support sustainable development in West Java, Indonesia.

The results of discussions on collaboration process also concluded an important factor of communication participation in CSR practices Regional Forum of open dialogue and collaboration process. Thus communication with various levels of participation to see the cause of problems in the practice of sharing the three sectors Regional CSR Forum in greater detail to achieve the goal of sustainable development.

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