

PREPARING A CORPORATE SOCIAL RESPONSIBILITY (CSR) DISTRIBUTION STRATEGY TO CREATE GROUP INDEPENDENCE IN PT PLN (PERSERO) PARENT UNIT IN THE NORTH SUMATRA REGION

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Abstract

Corporate Social Responsibility (CSR) is a commitment to improving community welfare through free business practices and contribution of company resources. However, the funds provided only created dependency and some businesses were even forced to close because they were unable to be independent. The Asset Based Community Development method is in line with the CSR spirit to improve community welfare. Therefore, the stages carried out in the research are collecting asset data, determining targets, developing asset-based strategies, determining the duties and responsibilities of each actor, and preparing steps to achieve the strategy that has been prepared. In this way, eight strategies were obtained which aimed at community independence and increasing the income of community members.

Keywords: *CSR, ABCD, Waste, Strategy*

1. INTRODUCTION

Corporate Social Responsibility (CSR) or *Corporate social responsibility* is a commitment to improving the welfare of society through free business practices and contribution of company resources. Nowadays, corporate social responsibility occupies an important priority in today's global companies and social consciousness. Companies are contributing substantial resources more than ever to a variety of initiatives, from community outreach, to environmental protection, to social business practices (Du, 2010). The production sector is one of the important sectors in Indonesia which acts as a source of economic growth. This sector can make more contributions if managed well. This sector will continue to be an important sector in efforts to eradicate poverty, create job opportunities, increase national income, export revenues, and create added value in the industrial and service sectors (Winarto, 2022).

Corporate Social Responsibility (CSR) policy can be used as one of the strategies carried out by companies in empowering the community. This empowerment policy will be implemented to achieve sustainable community development (Disemadi, 2020). In practice, the success of a CSR program is greatly influenced by the ability of CSR officers to formulate strategies that are right on target and in line with the needs and expectations of the community, as well as competent public relations practitioners. CSR is an important component in building a company's image. Having a good company image will increase public support for the company's existence in its social environment (Supada, 2020). *Corporate Social Responsibility (CSR)* is an obligation imposed by the government on the business world. However, CSR carried out appropriately can significantly increase a company's reputation, as in the case of the Grand Hyatt Bali company (Sandy, 2020), educational assistance, opening business opportunities for the community, as well as local workforce recruitment programs (Disemadi, 2020).

PT PLN (PERSERO) North Sumatra Regional Main Unit is one of the State's electricity business units that must provide funding for CSR. This has been done by companies for decades. However, the efforts carried out have not demonstrated the ability of partners who are given CSR funds to be independent in developing their businesses further. In some cases, businesses have even

closed down because they are unable to continue the business they have created. To provide further benefits, CSR fund management can be carried out using the ABCD (Asset-Based Community Development) method. The ABCD method is a strategy for sustainable community development. ABCD is a community empowerment approach using community assets and strengths. This is different from the traditional approach which focuses on community needs (McKnight, 2017).

Increasing community independence using the ABCD method has been researched in Canada for Small and Medium Enterprises (SMEs) and strategies based on community strengths have been developed to solve social and corporate problems (Fisher, 2009). Other research related to the use of the ABCD method is in tourism, both in the Ledok Sambi Kaliurang Tourism Village (Maulana, 2019), tourism on Pari Island (Qiyami, 2021) and in international tourism such as Tibet (Mao, 2014). Another use of this method is in organizing sporting events (Kaplanidou, 2021), and many other uses aimed at solving problems in society. To be able to create sustainability in the CSR program carried out by PT PLN Unik Main North Sumatra Region, it is necessary to use the ABCD method in preparing strategies for the CSR program run by the company. Thus, after the program is completed (whether 2 or 3 years later), the community given the CSR program can achieve its goals and solve its own problems using the strengths and assets it has. Even though there has been quite a lot of research related to the use of the ABCD method, the application of this method in CSR for productive category communities (business) is still rarely found, so this is the strength of this research.

2. IMPLEMENTATION METHOD

Types of research

This research includes exploratory descriptive research because in this research, the researcher tries to explore qualitative information, especially the assets owned by the community, as well as the goals that this community hopes for, then the results are described in depth (Sugiyono, 2019). The data taken from this research is qualitative and relates to things owned by the community so it is categorized in this type of research.

Research Objects and Time

The research object (CSR program partner) taken in this research is the Briquette House, a community that processes organic waste into various products such as charcoal briquettes, ecoenzymes, wood preservative liquid, fertilizer for fish ponds, and pesticides. The selection of this group takes into account the impact it has on the PLN Medan Denai Customer Service Unit (ULP) and on employees who work in the area, to be able to reduce the accumulation of rubbish and the thick aroma produced by the rubbish collection sites located around the location. The research time was carried out from December 2022 to June 2023.

Analysis Method

The method used in analyzing this research is the Asset Based Community Development method approach. This method collects the information obtained and is used in developing community empowerment strategies. The strategy prepared is then analyzed comparatively with the empowerment strategy that has been implemented currently. This is done to identify the strengths and weaknesses of each strategy prepared. The results are then organized into the steps necessary to achieve common goals.

Research Stages

Research was carried out systematically following certain stages. The stages of this research can be seen in Figure 1 below:

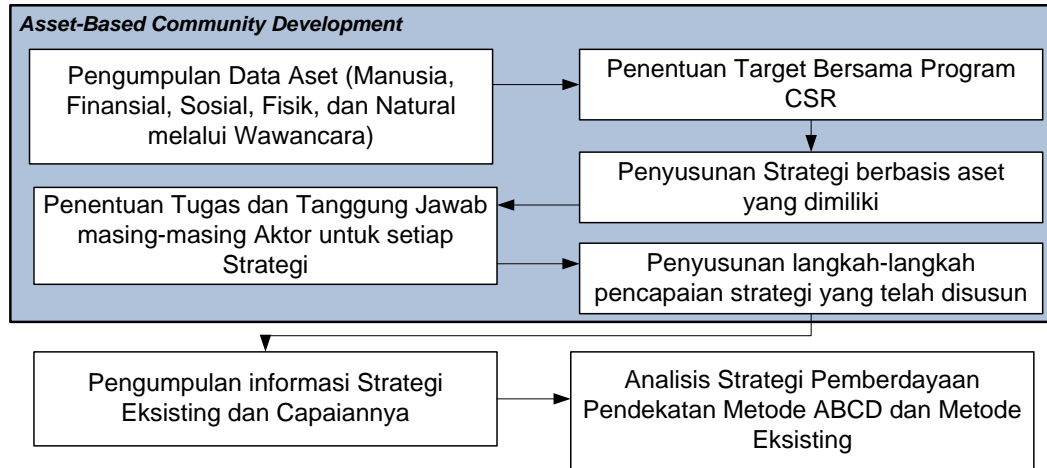


Figure 1. Research Stages

3. RESULTS AND DISCUSSION

Collection of Data on Assets Owned

The first stage in the Asset Based Community Development (ABCD) method is carried out by collecting data on the assets owned by each actor. With this asset data, it will become the basis for assessing the business's ability to achieve the expected goals. This Asset Data consists of human, financial, social, physical and natural assets. The following will explain each asset owned.

1. Human Asset Data

Human asset data is collected by collecting data on each member, both from the briquette house, the TPS manager, and from the local government, regarding their formal education and expertise. The recapitulation of human asset data is shown in Table 1.

Table 1. Human Asset Information Collection

No	Aspect	Number of community members
1	Education/Knowledge	
	a. No school	Briquette house: 0TPS Manager:15 PeopleLocal government: 5 People
	b. Elementary School, Middle School (SMP/SMA)	Briquette house: 8 people. TPS manager: 17 people. Local government: 10 people
	c. Diploma/Bachelor's degree	Briquette house: 2 people TPS manager: 1 person Local government: 9 people
	d. Masters/Doctoral/equivalent	Briquette house:0TPS Manager:0Local government:2 People

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Table 1. Human Asset Information Collection

No	Aspect	Number of community members
2	Skill	
	a. Waste Processing	Briquette house: 8 people. TPS Manager: 4 people. Local Government: 30 people
	b. Technique	Briquette house: 7 people TPS Manager: 10 people Local Government: 4 people
	c. Management	Briquette house: 2 people TPS Manager: 0 Local Government: 4 people
	d. Health	Briquette house: 1 person TPS manager: 20 people Local government: 4 people

Based on this data, it was found that there is potential for utilizing human assets in the briquette house community to achieve community goals, such as becoming better and more professional trainers and program managers.

2. Financial Asset Data

Financial asset data was collected related to the sources of income of members of the briquette house community, especially related to processing their waste into products. Financial asset data can be seen in Table 2.

Table 2. Collection of Financial Asset Information

No	Aspect	Number of community members	Production Capacity (kg/ year)
1	Products resulting from organic waste processing		
	a. Charcoal Briquettes	Briquette house:8 people	15,000 kg/year
	b. Ecoenzymes	Briquette house:8 people	200 kg/ year
	c. Wood preservative liquid	Briquette house:8 people	15,000 kg/year
2	Inorganic Waste Processing Products		
	Inorganic waste is not processed at this Charcoal Briquette House		
3	Capital distribution institution		
	There were no members found who had additional businesses in the form of distributing capital. The available capital channeling institution is national banking		

Financial assets are collected with the aim of seeing the availability of capital resources for running a business, achieving the goals expected by the community, or developing the community. With community development, there will be benefits from increasing welfare for members.

3. Social Asset Data

Social asset data was collected by direct interviews with the briquette house community. The social assets owned by the briquette house community are as shown in Table 3.

Table 3. Collection of Social Asset Information

No	Social Assets	Amount
1	Owned Social Network	Briquette house: as many as 70 housewives and the government (PLN). Available places of worship include mosques and churches
2	Access to owned Social Institutions	TPS Manager: Has access to BLH North Sumatra province

Social assets are collected in order to see the adequacy of this social aspect in supporting the social activities of members of the briquette house community.

4. Physical Asset Data

Physical asset data was collected by direct interviews with briquette house communities and by direct observation. The physical assets in the briquette house community area are as shown in Table 4.

Table 4. Collection of Physical Asset Information

No	Physical Assets	Amount
1	Road	Briquette house: Jl. Bajak II H Medan TPS manager: Jl. Garuda Raya Local government: Jl. Pancasila No. 96 Tegal Sari III
2	Bridge	Briquette house: 2 bridges
3	Clinic/hospital	Briquette house: 3 hospitals TPS manager: 1 hospital Local government: 1
4	School	Briquette House: 3 schools TPS Manager: 2 Schools Local government: 2 schools
5	Transport Truck	Briquette house: does not have a transport truck. TPS manager: 1 truck. Local government: 1 truck

Table 4. Collection of Physical Asset Information

No	Physical Assets	Amount
6	Storage warehouse/Storage Location	Briquette house: 1 storage warehouse/Jl.Bajak II

Physical assets are recapitulated in order to ensure that programs aimed at the briquette house community can be sustainable. These physical assets can also be used for further development of these communities.

5. Natural Asset Data

Natural asset data was collected by direct interviews with members of the briquette house community. A recapitulation of natural assets in the briquette house community area is as shown in Table 5.

Table 5. Natural Asset Information Collection

No	Natural Assets	Number/Area
1	Owned land	Briquette house: 12x8 meters TPS manager: around 15 hectares Local government: approximately 1,366m
2	Landfill	Briquette house: 5x4 meters TPS manager: around 1 hectare Local government: 10x5 meters
3	Lake/river/well/ditch as a water source	Briquette house: ground water TPS manager: ground water Local government: ground water

The natural assets owned aim to ensure that businesses in this briquette house community can operate properly. The availability of a landfill, for example, will be very useful in processing waste carried out by this briquette house community.

Determining Empowerment Program Targets

In achieving this goal, four actors have been identified that need to be involved, namely: the briquette house community, PLN, Temporary Shelter Management (TPS), and the Local Government. To achieve these goals, each actor needs to make a contribution. The contributions that need to be made by each actor and the benefits obtained by these actors can be seen in Table 6.

Table 6. Results of Give and Gain for each Actor

No	Give	Gains
Actor: Briquette House Community		
1	Resources for processing organic waste into charcoal briquettes	Produce charcoal briquettes
2	Human resources for waste processing	Producing value-added products from waste
Actor: PLN		
1	Mapping asset requirements for community operations	Providing appropriate business capital assistance so that the business can be sustainable Providing appropriate training for the community
2	Access to academics and capital	Able to provide the required training support Able to provide business capital assistance to start an unprocessed waste processing business
Actor: Temporary Shelter (TPS) Manager		
1	Shelter and Transport Truck Facilities	Waste management before it is thrown into final disposal sites, or processed
Actor: Local Government		
1	Maintenance of Public Facilities and Regulations	By maintaining public facilities, economic and social activities can be maintained. Regulations are used to promote development goals

To achieve the set goals, cooperation between actors is needed so that the goals can be achieved. Without good collaboration, it can cause disruption to the goals to be achieved.

Preparing a Strategy Based on Owned Assets

Strategy formulation needs to consider three stages in the ABCD method. The three stages are visioning, mapping and mobilizing. Visioning is obtained from the goals to be achieved from the program as discussed in the previous section, mapping is the assets or support that each actor needs to provide to support the set goals, and mobilizing is the strategy carried out by each actor to achieve the set goals. the. The preparation of this strategy considered four actors, namely the Briquette House Community, PLN, TPS Managers, and the Local Government. PLN in this case functions to temporarily support (for three years) this community so that it can be independent.

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The stages of developing a strategy to achieve the goal of community independence can be seen in Figure 2.

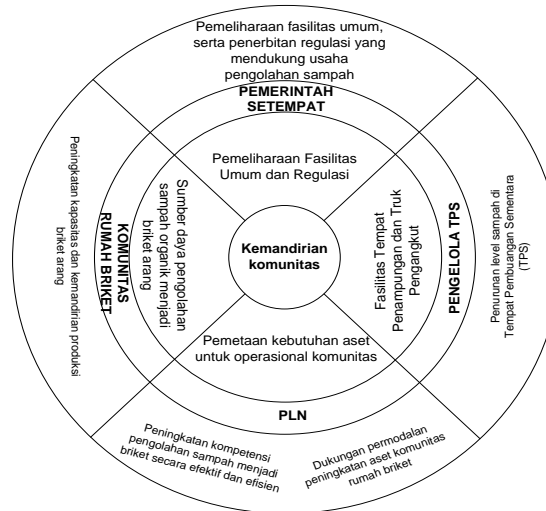


Figure 2. Formulation of Strategies to Achieve Community Independence Goals

On the other hand, local governments and TPS managers are helped by reducing the volume of waste. The stages of developing a strategy to achieve the goal of increasing the income of community members can be seen in Figure 3.

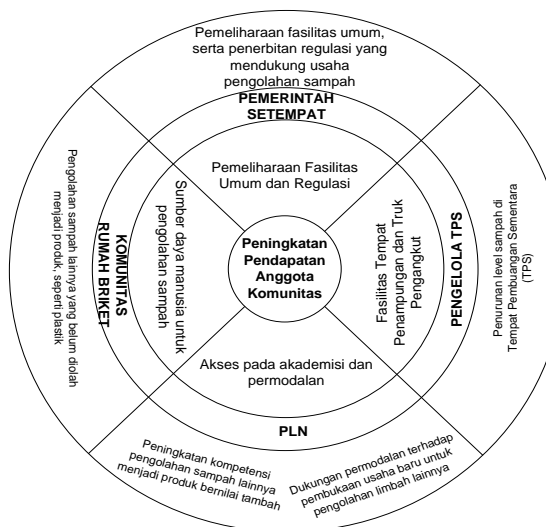


Figure 3. Preparing Strategies to Achieve the Goal of Increasing Community Member Income

Comparison to Existing Strategies

To be able to find out the difference between the goals set in the ABCD method compared to the goals in existing conditions, see Table 7 below.

Table 7. Comparison of ABCD Strategy Objectives with Existing Strategies

No	ABCD Strategy Objectives	Existing Strategy Objectives
1	Increasing Community Independence	Providing capital to help businesses run better
2	Increased Community Member Income	

As can be seen in Table 7 the main differences between the objectives of the two strategies are very different. The existing strategy focuses on PLN's goals in its CSR program. Meanwhile, in the ABCD strategy, the goal shifts to the community in determining the goals to be achieved in the long term. However, community goals need to be agreed together with PLN as the provider of capital assistance. This also ensures that community goals are in line with PLN's CSR management objectives.

Due to differences in the basic objectives of the strategy, the strategy prepared will also experience slight changes. The ABCD strategy focuses on each collaborating actor, whereas in the existing strategy, activities are generally only carried out by the TPS Manager and the Briquette House Community. The ABCD strategy that has been prepared can be seen in Table 8 below.

Table 8. ABCD Strategy

No	ABCD Strategy
	Actor: PLN
1	Increasing competence in processing waste into briquettes effectively and efficiently
2	Increasing competence in processing other waste into value-added products
3	Capital support for increasing the assets of the briquette house community
4	Capital support for opening new businesses for processing other waste
	Actor: Briquette House Community
5	Increasing the capacity and independence of charcoal briquette production
6	Processing other waste that has not been processed into products, such as plastic
	Actor: TPS Manager
7	Reducing waste levels at Temporary Disposal Sites (TPS)
	Actor: Local Government
8	Maintaining public facilities, as well as issuing regulations that support waste processing businesses

PLN's existing CSR-based strategy focuses more on capital for requests submitted by the community to PLN in the form of proposals. The activities (execution) are completely carried out by the briquette house community with the TPS manager.

With the difference in focus of objectives set between the objectives in the ABCD Method and the objectives in the Existing Strategy, it can also be seen that in the existing strategy, the focus of the strategy lies in achieving targets. Meanwhile, in the ABCD strategy, many strategies are aimed at increasing the independence of farmer groups in developing the RSPO certification program and increasing the welfare of independent farmers in their environment. In the ABCD method, each actor is also given appropriate responsibility in managing the program.

Discussion

1. Discussion Regarding Assets Owned by the Community

Based on the assets that have been identified, both human assets, financial assets, social assets, physical assets and natural assets are needed to carry out operational activities of the briquette house community. For human assets, the briquette house community has sufficient human assets to be able to manage and train other community members. Even though the financial assets are not owned by members, the community is located close to national banking so that it can be utilized when capital is needed for business development. Based on these financial assets, it is also known that not all types of waste can be processed in the briquette house community, so there is an opportunity for its use by the community.

2. Discussion of the Targets the Community Wants to Achieve

The targets to be achieved by the briquette house community are determined through an agreement with PLN. The goals set are community independence and increasing the income of community members. Community independence needs to be achieved so that the CSR funds provided by PLN can be utilized optimally and provide an increasingly greater contribution to society. Meanwhile, it is deemed necessary to increase the income of community members to be able to process waste more effectively and become a source of additional income for community members.

3. Discussion of the Strategy Prepared

The strategy is prepared based on the derivative of each goal to be achieved. A good strategy needs to use the ABG concept (Academic, Business and Government). By using visualization, to achieve each goal requires contributions from each actor so that the goal can be achieved. Dividing responsibility for implementing a strategy like this can also train independence on the part of the briquette house community. In the strategy developed, PLN needs to play a more active role in monitoring and supporting the community until it becomes independent in stages before it can be fully released.

4. Discussion Regarding Actor's Duties and Responsibilities

The division of duties and responsibilities of each actor is carried out based on their availability, responsibilities and competencies. This is related to the give and gain of each actor, to achieve the goals that have been set. The strategies that have been prepared are grouped based on the responsible actors, namely: PLN, responsible for achieving strategies 1 to strategy 4; Briquette House Community, responsible for achieving strategies 5 and 6; TPS Manager, responsible for achieving strategy 7; and local governments, are responsible for achieving strategy 8.

5. Discussion Regarding the Advantages and Disadvantages of Strategy

As can be seen in the comparison of the strategy prepared using the ABCD method with the existing strategy, it can be seen that there are very large differences. One of these things is the actor who plays the role. In the existing strategy, the actors who play many roles are the briquette house community and the TPS manager, whereas in the strategy built using the ABCD method, each actor needs to carry out a strategy that is prepared and executed together.

4. CONCLUSION

The conclusions from this research are as follows:

1. The assets owned by the farming group community consist of human assets, financial assets, social assets, physical assets and natural assets. As can be seen from financial assets, waste has not been fully utilized effectively into value-added products.
2. The targets expected by the farming community are community independence and increasing the income of community members.
3. The right strategy to achieve the target expected by the community is: Increasing competence in processing waste into briquettes effectively and efficiently, Increasing competence in processing other waste into value-added products, Capital support for increasing the assets of the briquette house community, Capital support for opening new businesses for processing other waste , Increasing the capacity and independence of charcoal briquette production, Processing other waste that has not been processed into products, such as plastic, Reducing the level of waste at Temporary Disposal Sites (TPS), Maintaining public facilities, and issuing regulations that support waste processing businesses
4. The division of tasks and responsibilities for each actor in the ABCD-based empowerment program in the briquette house community, namely PLN, is responsible for achieving strategies 1 to strategy 4; Briquette House Community, responsible for achieving strategies 5 and 6; TPS Manager, responsible for achieving strategy 7; and the local government, are responsible for achieving strategy 8..
5. The weaknesses and strengths of the strategy prepared using the ABCD method approach are compared with the existing strategy, namely the scope. The existing strategy focuses on capital according to requests through proposals. This is different from the ABCD strategy which focuses primarily on developing community-owned assets. This can be seen from the strategies prepared.

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