Stakeholders Collaborations Process Towards Community Empowerment: The Success Story West Java CSR Forum

by Titisari Prima Wahyu

Submission date: 11-Jun-2020 09:15AM (UTC+0700)
Submission ID: 1341638927
File name: 1._Stakeholders_Collaborations_Process_Towards_Community.pdf (803.87K)
Word count: 7150
Character count: 40893

IOP Conference Series: Earth and Environmental Science

PAPER · **OPEN ACCESS**

Stakeholders Collaborations Process Towards Community Empowerment: The Success Story West Java CSR Forum

To cite this article: Yani Hendrayani *et al* 2019 *IOP Conf. Ser.: Earth Environ. Sci.* **298** 012035

View the article online for updates and enhancements.

This content was downloaded from IP address 182.1.35.57 on 09/04/2020 at 10:02

Stakeholders Collaborations Process Towards Community Empowerment: The Success Story West Java CSR Forum

Yani Hendrayani[1*], Nor Hazlina Hashim[2], Irina Safitri Zen[3], Prima Wahyu Titisari[4]

[1]*Faculty* of *Social* and *Political Science* (FISIP), Universitas Pembangunan Nasional, Veteran, Jakarta, Indonesia,
[2]*School of Communications,* Universiti Sains Malaysia, Pulau Pinang
[3]Centre for Innovative Planning & Development, Faculty of Built Environment & Surveying, Universiti Teknologi Malaysia, 81310 Johor, Malaysia
[4]*Department of Biologi, Faculty of Education,*Universitas Islam Riau,Pekanbaru, Riau, Indonesia

*Corresponding Email: yanihendrayani@upnvj.ac.id

Abstract: Complex issues in sustainable development require partnership and collaboration between governments and local communities. Long process require in building partnerships and collaboration is one of the key strategy of social change process which also crucial to establish continuum cooperation and partnership. The study aims to examine and understand the CSR forum where collaboration and community participation are the main activities involve.by studying the success of the West Java CSR Forum as a case study. The study employs the qualitative approach that includes in-depth interviews and focus group discussions. In addition, focus group discussions are conducted with members of the community, who are the beneficiaries of the programme besides, the group consisted of opinion leaders and members from non-governmental organization (NGO). Furthermore, the data process by using the NVivo programme in order to manage, analyse and interpret data collected from various sources.. Finally, the study found the government as the main driving force to facilitate the CSR partnership This study also found the ongoing dialogue is crucial as a useful strategic tool in the Forum's communication system among the member in order to achieve mutual trust and understanding to creates a strong synergi in achieving sustainable development.

1. Introduction

Sustainable development has now become the paradigm and aim of development, replacing the Millennium Development Goals (MDGs) paradigm that has expired in 2015. The Sustainable Development Goals has now become internationally-accepted indicator in the development of a nation. This concept has been unanimously agreed upon by world leaders from 190 countries for the period of 2015 until 2030.

Sustainable development is frequently associated with the concept of Corporate Social Responsibility (CSR). This concept is created following to the success of Elkington [1] who developed a way of measuring CSR activities through the concept of 3Ps (Profit, People, and Planet) from the principles of sustainable development. In this respect, Campbell [2] stressed that the concept and practice of CSR have signalled the existence of a vision encompassing the aspects of economic and environmental sustainability as the objective of sustainable development.

Content from this work may be used under the terms of the Creative Commons Attribution 3.0 licence. Any further distribution of this work must maintain attribution to the author(s) and the title of the work, journal citation and DOI.
Published under licence by IOP Publishing Ltd

Another concept of CSR in sustainable development orientation is derived from the World Bank of ISO 26000 standards. The concept asserted that corporate social responsibility reflects the company's obligation to be responsible towards their stakeholders in terms of their operations and activities. CSR must align with the concept of sustainable development by considering the scope of its impact on society and environment in decision making process while at the same time balancing the interests of stakeholders with their profitable purposes. Therefore, the CSR Forum phenomenon will hopefully be the medium for corporations to create CSR in all operations and activities by balancing the needs of sustainable development-oriented stakeholders.

Complex issues regarding sustainable development may not be resolved through unilateral actions only because it requires partnership that can create strong synergies. This partnership, in regards to CSR programmes concerning the principles of sustainable development, can be done through language, norms and values needed to raise governmental issues [3]. Martin [4] who studied partnerships in England emphasized the importance of clear communication in the development of a partnership and that mutual trust is an important contributor to a partnership [5].

Partnerships in CSR programmes should be based on mutual understanding of the positions, the duties, the functions and the structure of the respective participants [6]. The synergy expected in a partnership among the corporate sector, the government and the community, which is often called as a tripartite partnership [7,8]. Some researchers refer to this partnership as a three-sector partnership [9,10]. Different application of CSR in other environmental sustainability issues might require different approach which implicate different policy intervention link with environment [11-13]. The commitment and collaboration can be implemented seriously in the form of cooperation. This is because such cooperation creates the strength to resolve various national issues such as health, education and economic issues through a strong and harmonious communication that is needed to achieve the goal of sustainable development.

Indonesia is a developing nation that placed principles of sustainable development as its main foundation to transform it into a developed nation. Indonesia expects to be the 12th strongest nation in the world by 2025 and to be ranked as the eighth largest nation of the world in the year 2045 in terms of high inclusive and sustainable economic growth [14]. The three-sector CSR partnerships in Indonesia are seen as increasingly important and able to resolve the problems of development. As a result of the implementation of the three-sector partnerships in Indonesia, the CSR Forums are established. As a unitary state consisting of many regions, Indonesia has successfully developed a number of Regional CSR forums, namely West Java CSR Forum, East Java CSR Forum, Central Java CSR Forum, Riau CSR Forum, Balik Papan CSR Forum, Bekasi CSR Forum, and Makasar CSR Forum.

The concept of district-level CSR Forum is to incorporate the process of cooperation in developing confidence, solving common problems and managing the relationships established between the corporate sector, the government, and the community [15]. This relationship is an approach used in managing social issues [15] where the basic idea of establishment is partnership. So far, this organisation has consistently showed positive development in the managerial aspect and is expected to play the role of bridging communications which an important role as a cooperative platform among members of the three-sector stakeholders, namely the corporate sector, the government, and the community in various areas [16].

Therefore, the West Java CSR Forum has been selected as a case study where several successful activities has been delivered Preliminary data obtained from several organisational profile of the West Java District CSR Forum showed that (a) supportive regulatory authority from the central level to the district level to the existence of the Forum; (b) high possibility identified in companies implement CSR activities in West Java ; (c) programmes developed in West Java CSR Forum has the full support of the three sectors, and (d) the sustainable management of the institution and programmes carried out by the team of facilitators continues to grow till today [17,18].

2. Methodology

The nature of the study is exploratory where the data collected from the ground. It is the most appropriate

approach to be used since most of the issues arise in this field of research are still in the exploratory stage [19]. Hence, qualitative approach is more suitable to be adopted where the outcomes of a programme or policy are unexpected of [20]. The study considers as a case study also due to the early status of the subject involves [21]. It refers to a specific situation from a larger aspect involving around the personality, subject of research, group, institution, or society itself.

The study chooses the West Java CSR Forum as a case study due to several reasons [22]. Many companies involve in CSR activities, ii. The companies reported the CSR activities in the annual report or sustainability report which is known as Global Report Initiative.

2.1. Sample Selection

Out of the 70 companies registered in West Java CSR Forum, 10 companies were selected as respondents in this study. The first criteria selection of respondent companies is due to their rank as the top 10 members of the West Java CSR Forum that contributing to the development of West Java in 2015. The respondent companies were consisted of private companies, companies under the authority of the state government, and companies under the authority of the local government.

These companies also have a commitment in CSR activities reported in the annual report or sustainability report as a code of conduct deemed to be parties honouring stakeholders. The selected respondents had following features: i. Major of business managers carrying out CSR activities in local companies; ii. The individuals representing companies, governments and community members of the CSR Regional CSR Forum; iii. External stakeholder affected by the partnerships established.

2..2 Method of Analysis

The study deployed the NVivo-11 software to simplify and accelerate the process of organizing, analyzing, and interpreting the qualitative data collected in large data collected from various sources [23]. Inductive analysis of the NVivo study by Bandur [24], adopted and the following steps and procedures are performed in this study:

- Data management referred to store all qualitative data with NVivo in the data transcripts of interviews focus group discussions, movies, databases, and website page contents
- The Node system created conceptual categories and sub-categories based on the information contained in the data through descriptive coding of these categories to form the themes.
- Coding was the process of filling nodes with information related to the conceptual categories that were already formed in the nodes system.
- Integration and split processes unified all nodes with similar characteristics as the topics and problems.
- Building key themes, namely the process of forming key themes based on coding was further developed to create concepts or even theory-based ones on data analysis.
- Reports of data analysis results, i.e. the final ranking in the inductive analysis of qualitative data was reported as the major themes emerged during data analysis.

With the software NVivo-11, the results of data analysis were presented through queries, visualization models, graphics and charts. The perception of sustainable development concept referred to the understanding or perception of sustainable development.

3. Result and Discussion

The findings of this study showed that the respondents stated the following factors of participating in CSR Forums: gaining some comprehensions of governmental programs; obtaining achievement in Millennium Development Goals (MDGs); triple bottom line; creating an independent society; thinking of the well-being of future generations; and joint commitment (see Figure 1).

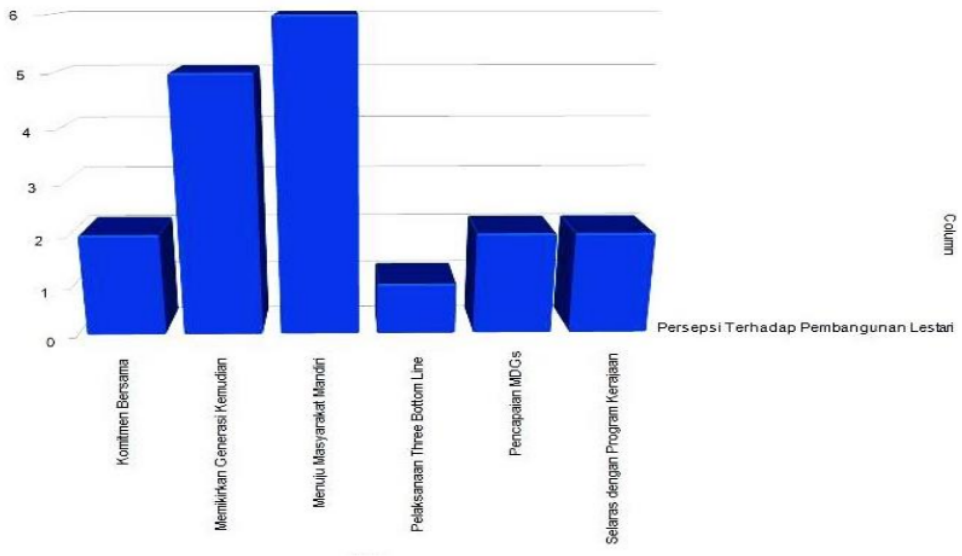

Figure 1. The perceptions of the members on the sustainable development

The results of the data analysis in Figure 1 showed the perceptions of the members of the Regional CSR Forum on sustainable development concepts. The research findings showed that the most commonly expressed factor or reason by respondents when involved in CSR Forums is to create a self-sustaining society.

It is support by the fact that several company members of the CSR Forum of West Java had already implemented these social concerns with voluntary motives. They explained that this was a form of corporate strategy to carry out CSR activities at the Regional-level CSR Forum. The strategies are:

- to show concern and carry out social responsibility for the well-being of the society;
- to establish a harmonious relationship between the society and the environment;
- to perform social responsibility;
- to develop a corporate image;
- to carry out the company's commitment and ambition;
- to support long term investment; and
- to implement the company's mission vision.

This result would certainly give a positive impression to the development in West Java, particularly. The motives and commitment of the government found in the study stated that CSR activities aimed to complement the development of budget deficits. This was supported by the Governor of West Java as the founder and the responsible party of the West Java Regional CSR Forum. He noted that his motive was only to coordinate the success of CSR programs to be implemented more optimally.

This is in line with the definition of partnership by the United Nations (UN) in Berlin's Dialogue Globalization report where partnership as a voluntary and cooperative relationship established between various parties, both national and non-national. All participants agreeing to work together to achieve common goals or to perform certain tasks and to share the risks, responsibilities, resources as well as profits [25].

4. Collaboration Process among Members of the West Java CSR Forum in Practice: *A* Three-Sector Partnership for Sustainable Development

The West Java CSR Forum practices a three-sector partnership to achieve sustainable development. The Forum makes collaboration as a strategy of building cooperation among the members to achieve the objective of sustainable development and to solve the challenges of economic, social, and environmental issues in the district. As stated by Fiszbein and Lowden [26], collaboration is a process of social change which is the midpoint of the continuum between cooperation and partnership. The study by Steger et al. [19] described the important factors in the process of collaboration. They include objectives, communication system, leadership, community participation, and continuous dialogue. This means that collaboration is characterised by a continuous communication system and that the communication must remain open and clear. Steger et al. [19] saw that a partnership has various purposes. Thus, any kind of partnership or collaboration must begin with involvement, dialogue, and constant communication on matters of mutual interest.

In general, the collaboration process in the West Java CSR Forum begins with the planning process, followed by implementation and end with the evaluation. There are nine stages that describe in details the process of collaboration whereby each component of the stages involves collaboration. Furthermore, the process of collaboration begins with determining the purpose of the partnership, followed by the creation of a leadership system, determination of motives and commitment. Next, a communication system is developed, which is then followed by the strengthening of mutually beneficial relationship, allocating roles and responsibilities as well as ensuring accountability. This is then followed up with an effort to get the participation of the communities, and finally, the process of a joint evaluation.

The result of this component integration forms the integrated and systematic collaboration process. The integration of these components has facilitated the planning stage, the execution stage right up to the evaluation stage in the collaboration process, which establishes a solid sequel for the components (refer to Figure 2).

Figure 2 : Collaboration Process

The collaboration process in the West Java CSR Forum has successfully developed a harmonious and compatible cooperation. Thus, organising and determining the purpose of partnership is the very first step of collaboration process. For the West Java CSR Forum, the purpose of partnership is in line with the views that have been agreed upon by all stakeholders who demanded that they work together, sharing risks, responsibilities, factors of production, and profits. This includes overcoming challenges of development in the fields of economy, education, health and environment in the district of West Java.

Waddock [27], Selsky and Parker [10], Reed and Reed [28] held the opinion that by emphasizing on the purpose of partnership activities, especially of an organization, they should be able to work together to overcome the challenges in economic development, education, health, poverty eradication and capacity building of the communities involved. This section will look at the government functions in implementing its commitment as a facilitator in applying the partnership activities. Government should

cooperate with the corporate sector to contribute resources, time and effort of all the partners in the organization. Fox et al. [29] held the view that the different roles that can be implemented by the government as a (legal) mandate, as facilitators (guiding content, fiscal mechanisms and financing, creating the framework conditions), cooperation (the involvement of stakeholders, stimulate dialogue) and supporting (equipment and publicity). This means that the government is a mediator, a facilitator and partner in this collaboration.

However, all these were conducted through dialogues prior to this. Agreement was reached with the corporate sector who expressed their willingness to work together to overcome the challenges in the field of education by building classrooms, in terms of physical and non-physical aspects, while health issues were addressed through clean water and sanitation projects. Planning was done and reviewed together, after all parties agreed with the MoU signed.

Beside planning, leadership is one of the important goal need to be achieved. Budimanta [30] contended that the leadership must be qualified enough to develop integrative and holistic thinking in order to create a vision for sustainability and to be good communicators that are able to bridge the interests of various stakeholders. The leaders who are the representatives of the bureaucracy and the leadership of member companies in the West Java CSR Forum play a key role in the implementation of CSR activities. From the information obtained, the leaders in the West Java CSR Forum generally are capable to develop holistic and integrative thinking when looking at sustainability issues in West Java. The leadership that consists of directors and management member companies in the West Java CSR Forum thinking in a holistic and integrative way when examining as well as identifying sustainability issues in West Java. This is one of the aspects of human capital maximizing the role of leadership in the management of sustainable development.

Therefore, the leadership aspect is very important in a collaborative process to encourage a paradigm shift towards sustainable development. Another component that forms the basis of a collaboration process is the establishment of motive and commitment. Most of the member companies of the West Java CSR Forum have strong commitment and have no ulterior economic reasons. Their commitments are purely voluntary. This is clearly an important element in the management of the organization.

The company's motives and commitments in a social partnership refer specifically to the company's organization in the Regional CSR Forum playing an important role in CSR partnership activities. The findings of this study illustrated some respondents' expressions regarding the motives and commitment of the company i.e. Voluntary; Economic motives; Staying close to the government; and opened links with fellow CSR implementers (see Figure 3).

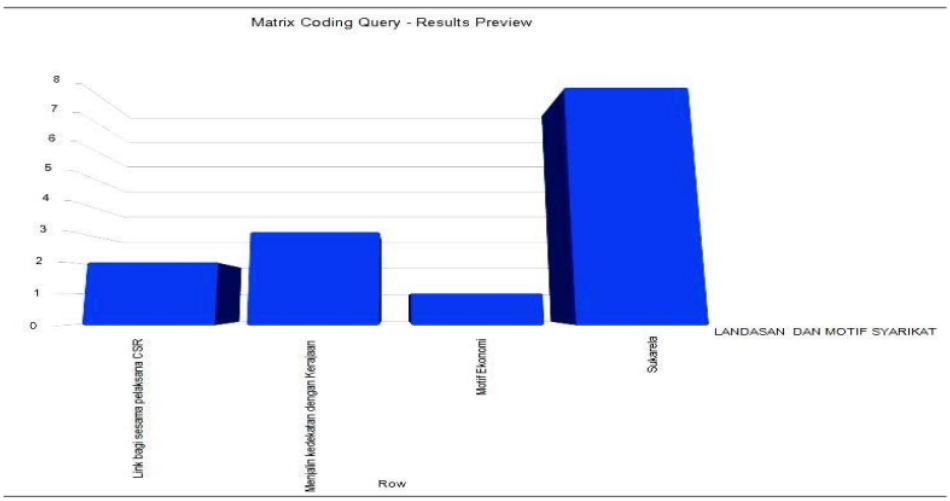

Figure 3. Motives and Commitments

The results of the data analysis described in Figure 3 showed that the company's motives and commitments quoted from the interview conducted with the respondents indicating that the voluntary motives were mostly expressed by the informants of this study. Respondents 9 and 10 commented as follows:

"CSR is voluntary so it does not require entry into the CSR Forum. So it's just good intentions." (Respondents 9)

"The motive is voluntary because if we do not fit into the program, there is no point joining it. It is not because of the 70 percent stakes. We need a lot of synergies for the incarnation of a responsible CSR program to be carried out." (Respondents 10)

Referring to some findings outlined in Figure 3, the motives and commitments in the partnership of the Regional CSR Forum were not mandatory. This was because most of respondents interviewed expressed voluntary commitment.

However, Respondent 7 added that the company's motives and commitments are as follows:

"There is a benefit from the forum that we expected to gain since there is an image advantage to be seen as a social–oriented company. As shown in the advertisement of the clean water program, for example, we take the water and give it to society." (Respondents 7)

During the interview session, it is clear that respondents insisted for the company to have no economic reason hidden in their partnership activities. This observation is supported by themes that refer to the economic motives. Among them, Respondents 3 and 4 stated as follows.

"We do not think about economic advantages". (Respondent 3)

"When there is no economic impact, we can see a difference. For example, when a buyer is restricted by the government through vaccination, it does not encourage people to buy it". (Respondent 4)

Therefore, the conclusion of the Motive's theme and the commitment of the company to become a member of the CSR Regional Forum of West Java, is usually voluntary. Thus, this partnership is developed based on a voluntary relationship where there is no compulsion from the government side. The CSR Regional Forum has a commitment to share resources with the government in realizing the challenges of economic development, education, health and the environment.

The stakeholder theory explained that companies must maintain their relationships with the stakeholders and accommodate their needs and demands. This theory interpreted organisational functions by introducing moral or philosophical guidelines for the conduct and management of companies [31]. This study has shown that voluntary motive dominates the opinions of the respondents concerning the implementation of CSR activities by the West Java CSR Forum. Thus, the West Java CSR Forum will certainly have a positive impact on the development in West Java. This study found that the motive and commitment of the government are for the CSR activities to complement the government development budget. This has been supported by the West Java Governor, who is the founder and the person responsible for the establishment of the West Java CSR Forum. He stated that his motive is to coordinate the programmes and ensure that they can be implemented in a more optimal manner.

5. CSR Activities as Manifesation of Collaboration

The activity of Forum CSR refers to the purpose of partnership. The findings show that respondents shared their experiences on CSR activities in CSR Forum is a joint action between companies and governments consisting of; Activities that contribute to the development program; education and health development; development of social and economic issues and environmental sustainability (see Figure 4).

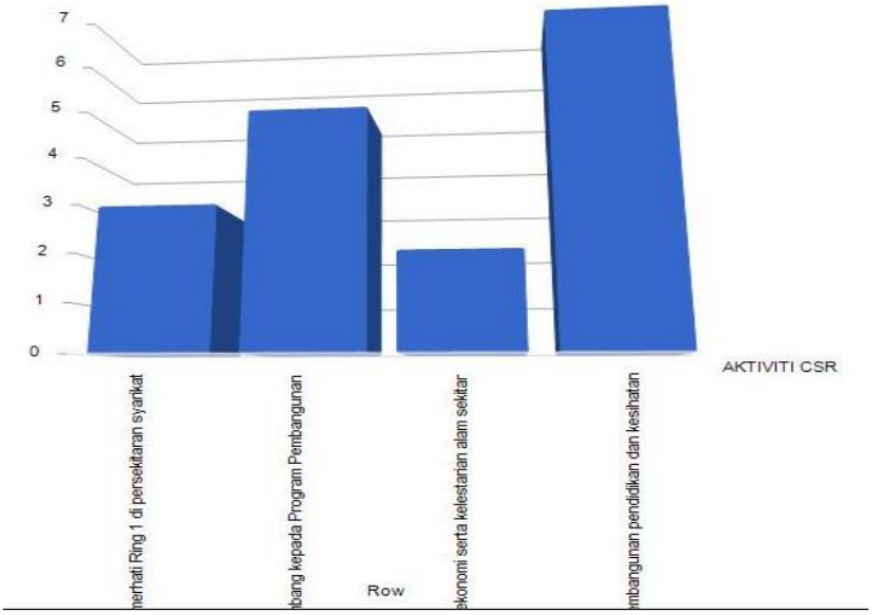

Figure 4. CSR Activities as Manifesation of Collaboration

The results of the data analysis as shown in Figure 4 showed CSR activities that have been implemented by the CSR Regional CSR Forum. From the analysis, researchers found that the contribution to education and health development was a CSR activity that was often expressed by respondents.

Touching sustainable development as the orientation of CSR activities conducted at the CSR Regional CSR Forum also addresses issues of social and economic issues and environmental sustainability. This is explained by the following respondents

> "The implementation of our CSR is how we pay attention to social issues to affected communities. The concept of our program includes environment, clean water and community behavior. There is a commitment to the environmental concept of the company." (Respondent 1)

As such, the CSR activities that have been conducted at the CSR Regional CSR Forum are solely to address the problems in West Java. The issues related to the well-being of the social, environmental, educational and health needs to be resolved immediately. In relation to that, the government has taken the company sector to work together through the West Java Regional CSR Forum to jointly solve the problem of sustainable development in West Java.

5.1 Building Mutually Beneficial Relationships in the West Java CSR Forum

In this study, a mutually beneficial relationship describes the reasons the corporate sector places its trust in the West Java CSR Forum and the reason the government needs to ensure a mutually beneficial relationship exists between both parties. As a result, they will believe that the CSR programmes in West Java are in line with the vision and mission of their company's CSR activities. Hence, provide the guidelines for planning an effective cooperation involves key participants is important in order to create a realistic strategy. Further, developing a common vision, build the spirit of ownership at all levels and initiate change are important.

The partnership scheme is flexible so as to make everyone feels comfortable in committing and sharing their vision to work together as well as solving problems concerning social issues identified in West Java. Nevertheless, the solution still provides benefits and advantages to all parties where all participants agree to work together and achieve a common goal. This mutually beneficial relationship becomes very important for sustainability of the partnership. The three-sector partnership in the context of the discourse and practice of CSR encompass the meaning of cooperation based on efficient allocation of resources and compatibility between the corporate sector, the government, and the community. Martin (1997) who studied the three-sector partnership in England emphasised on the importance of clear communication in the development of a partnership. A partnership needs to develop a communication system which can establish mutual trust and understanding as an important contribution to the partnership.

Another thing that must be agreed upon to further strengthen the collaboration process is the clarity of roles and responsibilities in which the respondents see opportunities to contribute towards the development of West Java. However, the pillar of the mission of the West Java CSR Forum is to share the burden without contravening their powers or violating the existing rules. The results of this study agree well with those of Kolk et al. [32] who suggested that the basis of cooperation among the members is the mutual understanding of their respective positions, duties, functions and structure. This means that they can implement the activities together although the participating companies have their own budgets and rules. Likewise, the government also has its own budget and regulations but the goal of its output is to reach its target and create a mutually beneficial relationship.

The mission of the West Java CSR Forum is very clear which is to share the burden and coordinate programmes so that tremendous output can be achieved. Successful implementation is achieved through the various stages of joint planning, field surveys, and finally, the signing of MoU that is agreed upon by all the stakeholders, namely between West Java CSR Forum, the corporate sector and the beneficiaries. In this scenario, no money or fund is expected to flow into the account of West Java CSR Forum. Meanwhile, the facilitator team of the West Java CSR Forum only acts as the representative of the government; the team facilitates and controls the development process so that it occurs continuously. The West Java CSR Forum is designed to avoid situations involving the establishment of pseudo

partnerships which means that members of the forum are not really cooperating in a balanced partnership ecosystem [15, 17, 33].

5.2 Accountability and Joint Assessment Process to Avoid Duplication

Accountability in a partnership needs to be established through compulsory reports or self-confessions; not in the form of monetary financing or in the form of cash. Strict monitoring and verification of factual integrity must be implemented. This happens, for example, when a company wanted to build a new classroom at a school while the government also wanted to build new classrooms in the same school. In such cases, the programme will be overlapping. This attitude has been discussed by Rahmatullah and Apriwiyanto (2014). They said that this issue of overlapping needs to be addressed because there are still cases of overlapping in CSR projects reported, both at the organizational and district levels.

It is interesting to know that in the West Java CSR Forum, such overlapping projects never occurred as all data have been cleared and documented in the MoU. This was mentioned by all forum members. Another interesting issue highlighted in this study is the principle of 0 rupiah, which greatly influenced the government to remain strongly neutral, to monitor and verify and re-evaluate the situation through its consultants. Furthermore, a process of joint evaluation is required in order to ensure that the results of the CSR activities of the partnership in the West Java CSR Forum. The study found that the members are ensured that the evaluation process is performed jointly right up to the final completion of the project. The aim is to assess the extent of the CSR activities are in accordance with the stakeholders' expectations. Besides, the respondents stated that the evaluation activities can be performed jointly.

The evaluation process should be implemented together. In fact, the local government can monitor the process in order to obtain good results. This is mentioned by the respondents representing the community. The joint evaluation process in the field can be utilized by external parties such as NGOs or CSR consultants who use vendors to compile reports for the corporate sector.

5.3. Citizen Involvement and Participation

Before the CSR activities are implemented, the bottom-up approach is used to engage the participation of the communities who are the beneficiaries. People are always engaged by the member companies of the West Java CSR Forum, starting from brainstorming ideas, the program planning, the implementation of activities, right up to the process of project evaluation and investment activities. Martin and Quinnney as quoted in Platt, [34] defined participation as the process where members of the target group actively participate in planning and decision-making, implementation and evaluation, which lead to the control of resources and taking responsibility for the future. This means that the support of the corporate sector is very much felt by the beneficiaries.

The beneficiaries of the CSR programmes are always called by the member companies of the West Java CSR Forum to participate in the process of ongoing dialogues held once every two months. The companies are constantly communicating with the communities in various programmes, especially with opinion leaders such as village heads, RW, and those who represent the district community. Therefore, in the West Java CSR Forum activities, the communication and socialisation processes involving community participation which becomes an infrastructure for educating the public. Communication and socialisation through open dialogues with the public are held at the beginning of the year based on the assessment of the previous programme. Thus, the results of the evaluation become the basis for further decision-making processes.

Therefore, the view of this research is that the dialogue among all stakeholders is the key to the success of the implementation of development programmes in the West Java CSR Forum. On this issue, Inness and Booher [35] pointed out that the strength of the dialogue process is one of the success factors of the partnership. In addition, it is also due to the success of building a network of successful cooperation among stakeholders through personal relationships based on mutual trust. One of the policies which must be developed as a basic pillar for developing a social partnership is that the partnership must have the same vision and mission. The vision and mission should be developed through socialisation and education to all of the stakeholders related to sustainable development. The vision that

has been developed jointly must be communicated to the public and the stakeholders so that they understand the vision. The West Java CSR Forum has a clear vision that is to improve the life of the society in the West.

The strength of the communication component of participation which has been highlighted in this study is that the activities of the West Java CSR Forum on the whole, has been conducted through planned and on-going open dialogues. As stakeholders, members of the forum consistently interact among themselves. This is reflected in the views of Nair and White [36] who mentioned that an open dialogue and the continuous interactions among recipients are the factors that have caused them to think about the situation constructively in identifying the development problems and resolving the situation. From all these findings, the researchers can conclude that the aspect of communication, especially communicative participation is an important component that will determine the sustainability of a CSR partnership among the corporate sector, the government, and the society.

The study on communicative participation in the West Java CSR Forum has obtained the same conclusions as those obtained by studies of social partnership related to the development of CSR in India [37] and the CSR Forum in Europe [38]. This approach also potential to be adopted in other environmental sustainability related issues such as plastic bag charges, climate changes [12]. This suggests that communication and ongoing dialogue contribute to the success of a three-sector stakeholder partnership. The study is conducted to fulfil the needs of all stakeholders to build a relationship of mutual trust and understanding. Open dialogues is a communication effort designed to uplift the West Java CSR Forum as one of the government's strategy to increase the understanding of the corporate sector on social, health, and environmental issues in West Java. This is mentioned by Heinrich [39] as participatory activities that require a strategy that can explain ways to improve understanding on issues of sustainable development, ways they can improve communication and consensus on key issues, ways to create a network of individuals committed to the institution, ways to make them agree on their new roles and responsibilities although the bigger issue they need to address is commitment. The points often debated in the dialogue are long-term programmes, issues of implementation, and ideas on ways to improve the West Java CSR Forum in the future.

6. Conclusion

Conclusions based on the results of these discussions are generally revolved around issues that the collaboration process is the important factor that influences the success of the Regional CSR Forums. The collaboration process in the West Java CSR Forum is successful because it contains nine essential components, namely the purpose of partnership, leadership, motivation and commitment, mutually beneficial relationships, communication system, roles and responsibilities, accountability, process of joint evaluation, and community participation. The involvement of stakeholders in sustainable development is also examined through CSR activities in the partnership established in order to develop a voluntary and collaborative relationship. The goal is to create a form of collaborative relationship that is mutually beneficial to the participating parties.

Therefore, this research emphasized the community involvement that is a very important activity for company's program planning. CSR programs that apply to CSR Regional CSR Forum companies are based on community concerns arising from social mapping through direct dialogue with the community. On the other hand, the implications of this study have implicated the Stakeholder Theory, in line with the definition of the three-sector partnership expressed by Nelson and Zadek [9]. They say that partnerships involve individuals and organizations of various combinations of companies, rulers, and communities. They are all volunteers and mutually beneficial in an innovative relationship to achieve the goals of the general public by combining the resources and skills of stakeholders

Finally, this research concluded that investments made in participative communication are a strategic tool in the case of West Java CSR Forum in order to achieve sustainable development. The study has highlighted the use of the process of collaboration. The findings showed that the West Java CSR Forum has successfully adopted the use of collaboration process for sustainable development. The result of this study is related to the utilisation of the process of collaboration in the three-sector partnership in the

West Java CSR Forum and the collaboration process among members of the Forum as the catalyst which greatly affect the success of the West Java CSR Forum. The aim is to support sustainable development in West Java, Indonesia.

The results of discussions on collaboration process is one of the most important factors in the practices of the West Java CSR Forum is open dialogues. Therefore, participative communication has various levels of participation for looking in more details at the causes of the problems in the practice of three-sector partnerships in the Regional CSR Forums to achieve the goal of sustainable development.

References

[1] Elkington, John. 1997. Cannibals with Forks : The Triple Bottom Line of 21st Century. Business. Oxford: Capstone Publishing Ltd. reference

[2] Campbell, B. (2012). Corporate social responsibility and development in Africa: Redefining the roles and responsibilities of public and private actors in the mining sector. *Resources Policy, 37*(2), 138-143. doi: 10.1016/j.resourpol. 2011.05.002

[3] Westley, F., & Vredenburg, H. (1991). Strategic bridging: The collaboration between environmentalists and business in the marketing of green products. *Journal of Applied Behavioral Science, 27*(1), 65-90.

[4] Martin, S. (1997). Leadership, learning and local democracy: Political dimensions of the strategic management of change. *International Journal of Public Sector Management, 10(7)*, 534.

[5] Wadell. S. (2000). New institution for practise of corporate citizenship: Historical,intersectoral and developmental perspective. *Business and Society Review*, *105*(1), 107-126.

[6] Tennyson, R. (1998). *Managing partnership - Tool for mociling public sector, business and society as partner in development*. London: The Institution Business Leader Forum.

[7] Bäckstrand, K. (2006). Multi-Stakeholder Theory partnerships for sustainable development: Rethinking legitimacy, accountability and effectiveness. *European Environment, 16*(5), 290-300. doi: DOI: 10.1002/eet.425.

[8] Tennyson, R. (2003). *The Partnering Toolbook - Principles, process, obtacles, resources map, commitment, accountability*, London: The Institution Business Leader Forum.

[9] Nelson, J, & Zadek, S. (2000). *Partnership alchemy: New social partnerships in Europe*. Copenhagen, Denmark: The Copenhagen Centre.

[10] Selsky, W. J., & Parker, B. (2005). Cross-sector partnership to address social issues: Chalanges to theory and practice. *Journal of Management, 31*(6), 849-873. doi: 10.11777/0149206305279601.

[11] Zen, I.S., Ahamad, R. & Omar, W. 2013. No Plastic Bag Campaign Day in Malaysia and the Policy Implication. Environment, Development & Sustainability: 1-11. Springer

[12] Zen, I,S., Arisman & Tjahja,A. 2016. Redefining the Role of Supermarket Corporate Social Responsibility (CSR) in the Context of No Plastic Bag Campaign in Malaysia. Proceeding of International Journal on Sustainable Development and Livelihood. August 26th – 28th. Universiti Malaysia Terengganu

[13] Richards, C. & Zen,. I.S 2016. From Surface to Deep Corporate Social Responsibility: The Malaysian No Plastic Bags Campaign as both Social and Organizational Learning. Journal of Global Responsibility 7(2) :275-287

[14] Indonesia, Kementerian Keuangan Republik Indonesia. (2012). Master pembangunan Indonesia MP3I. Retrieved from http://www.depkeu.go.id/I

[15] Sukada, S., Wibowo, P., Ginano, K., Irpan, K.J & Rahman. T. (2007). *Membumikan bisnis berkelanjutan, memahami konsep & praktik tanggung jawab sosial perusahaan*. Jakarta: Indonesia Business links

[16] Rahmatullah, & Apriwiyanto, S. Syukur. (2014). *Best practise kemitraan CSR antara pemerintah, perusahaan dan LSM. Yogjakarta: Samudra Biru*.

[17] Ujank Rusdianto. (2013). *CSR di era otonomi*. Prenada Media Group, Jakarta, Indonesia.
[18] Forum CSR Daerah JawaBarat, *website* http://www.csr-jabar.com (15 Februari 2015)
[19] Steger, U., Somers, A. L., Salzmann, O., & Monsourian. (2009). *Sustainability partnership: The managers handbook*. New York, NY: Palgrave Macmillan.
[20] Marshall, C., & Rossman, G. B. (1998). *Designing qualitative research*. London: Sage.
[21] Bogdan, R. C, & Biklen, S. R. (1982). *Qualitative research for education: An introduction to theory and methods* (4th ed.). Boston: Allyn dan Bacon.Inc.
[22] Yin, R. K. (1994). *Case study research: design and methods-3rd Edition- applied,social research methode series;V.5* New York, NY: Sage Publications.
[23] Richard, L. (1999). *Using NVivo in qualitative reaseach*. London: Sage.
[24] Bandur, Agustinus. (2014). *Penelitian kualitatif : metodologi, desain dan teknik analisis data dengan NVIVO10*, Jakarta *:* Mitra Media Wacana
[25] Martens, J. (2007). MultiStakeholder Theory partnerships - Future models of multilateralism? (Vol. 29). Berlin: Friedrich-Ebert-Stiftung.
[26] Fiszbein, A, & Lowden, P. (1999). Working together for a change: Goverment, civic and poverty reduction in Latin America and the Caribbean. Washington D.C The World Bank
[27] Waddock, S. A. (1988). Building successful partnerships. *Sloan Management Review, 29(*4), 17-23.
[28] Reed, A. M., & Reed, D. (2009). Partnerships for development: Four models of business involvement. *Journal of Business Ethics, 90*(1), 3-37.
[29] Fox, T., Ward, H., & Howard, B. (2002). *Public sector roles in strengthening corporate social responsibility: A baseline study*. Corporate Responsibility for Enviornment and Development Programme. Washington, DC: The World Bank.
[30] Arif Budimanta, Adi Prasetijo, & Bambang Rudito. (2004). *Corporate Social Responsibility, Jawaban bagi Model Pembangunan Indonesia* Masa Kini. Jakarta: Indonesia Centre for Sustainable Development (ICSD)
[31] Donalson, T., & Presston, L. E. (1995). The Stakeholder Theory theory of the corporation : Concepts, evidence, implication. *Academy of Management Review, 20*(1), 65-91.
[32] Wibisono. Yusuf (2007). *Membedah konsep & aplikasi CSR* (Edisi ke-2). Gresik: Fascho Publishing
[33] Kolk, A., Van Tulder, R., & Kostwinder, E. (2008). Business and partnerships for development. *European Management Journal, 26*(4), 262-273.
[34] Platt, I. (1996). *Review of participatory monitoring and evaluation*. Report prepared for Concern Worldwide.
[35] Innes, J. E., & Booher, D. E. (2004). Reframing public participation: Strategies for the 21st century. *Planning Theory & Practice, 5*(4), 419-436. Retrieved from http://dx.doi.org/10.1080/1464935042000293170
[36] Nair, K. S, & White, S. A. (2004). *Participatory development communication as cultural renewal*. In S. A. White, K. S. Nair, & J. Ascroft, (Eds.) *Participatory communication: Working for change and development*, (pp. 345-358). New Delhi: Sage Publication.
[37] Sharma,A.K & Tyagi,Rupal (2010) *CSR and global compact – social responsibility, public private partnership globalization India*. IUP. *Journal of Corporate Governenance*, 9 (3).
[38] Macarie, F. Creta, S. Tuta. I (2005) *Public institutions actors in corporate social responsibility – case Study Romania*; *Eurasian Journal of Social Sciences, 3 (2), 2015, 16-23* doi:10.15604/ejss.2015.03.02.002

[39] Heinrichs, H. (2011). Participation: Empowerment for sustainable development. In *Sustainability Communication in* J. Godemann and G. Michelsen (Eds.) (pp. 187-198). Netherlands: Springer.

.

Stakeholders Collaborations Process Towards Community Empowerment: The Success Story West Java CSR Forum

ORIGINALITY REPORT

5%	5%	5%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Okke Rosmaladewi, Ibrahim Danuwikarsa, Rubi Robana, Panji Pranadikusumah. "Forest Village Community Empowerment through Multi-stake holder Partnership Program to form Sustainable Green Forests and Disaster Preparedness in Garut", IOP Conference Series: Earth and Environmental Science, 2019 Publication	3%
2	iopscience.iop.org Internet Source	1%
3	Irina Safitri Zen, Yohanes Purwanto, Prima Wahyu Titisari, Yani Hendrayani, Syed Ahmad Iskandar Bin Syed Ariffin. "Take Stock Bali Island as the Potential of Biosphere Reserve Site", IOP Conference Series: Earth and Environmental Science, 2019 Publication	1%
4	Submitted to University of Kent at Canterbury Student Paper	1%

Exclude quotes	On	Exclude matches	< 1%
Exclude bibliography	On		