

R-RDIRI Forum -Working Paper- Series

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The Case of Sukabumi Regency, Indonesia**

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December 2019

R-RDIRI Forum -Working Paper- No.4



The Research and Development Institute of Regional Information

Ritsumeikan University
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The Impact of Corporate Social Responsibility
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Abstract: Corporate social responsibility (CSR) phenomena in developing countries are different from that of developed countries in terms of governments' intermediary roles in the delivery mechanisms of CSR activities, especially for overcoming poverty and poor public services. By extracting Polanyi's general principles of behavior regarding resource allocation, the distinctive CSR phenomenon in developing countries could be explained by the concept of quasi-redistribution. Considering the common character of quasi-redistribution due to its weak government system, the intermediary roles of the governments in Indonesia are noticeable due to the issuance of regulations at national and local governmental levels directing companies' CSR activities to address poverty and poor basic public service issues. In the case of Sukabumi Regency, where the poverty and poor basic public services are the main issues, the actual role of local government in promoting company contributions to address these issues through CSR activities to alleviate poverty and provide public services is indeed increasing and developing. This paper illuminates how the intermediary roles of governments exist in CSR activities so that they alleviate poverty and provide basic public services.

Keywords: Corporate social responsibility, developing country, quasi-redistribution

1. Introduction

CSR phenomena in developing countries are different from that of developed countries in terms of governments' intermediary roles in the delivery mechanisms of CSR activities, especially for overcoming poverty and poor public services (Kusuma, 2018). By extracting Polanyi's general principles of behavior regarding resource allocation, the distinctive CSR phenomenon in developing countries could be explained by the concept of "quasi-redistribution," which is understood as a government's intermediary mechanism to drive a company's CSR (promoting CSR without forcefully imposing its power) toward activities that intersect with the government's redistributive function, such as for poverty alleviation and basic public service provisions for citizens.

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Considering the common character of quasi-redistribution due to its weak government system, the intermediary roles of the governments in Indonesia are noticeable due to the issuance of regulations at national and local governmental levels directing companies' CSR activities to address poverty and poor basic public service issues. Although by terminology, "regulation" usually implies power imposition, the fact that all the country's regulations rely on companies' voluntariness and initiatives belie its merely promoting function to increase companies' awareness of CSR and to encourage them to address local community issues (Kusuma, 2019).

In the case of Sukabumi Regency, where the poverty and poor basic public services are the main issues, the actual role of local government in promoting company contributions to address these issues through CSR activities to alleviate poverty and provide public services is indeed increasing and developing (Kusuma, 2020).

CSR activities can improve their impact and simultaneously meet development goals given collaboration with public partners, such as government institutions (Soplop et al., 2009; Edi, 2014; Ghani et al., 2015). This paper will illuminate how the intermediary roles of governments exist in CSR activities so that they alleviate poverty and provide basic public services.

The CSR activities of four companies in the region are chosen as the focus of this paper. They are *PT. Bio Farma* (a state-owned enterprise [SOE] that produces drugs and vaccines), *PT. Amerta Indah Otsuka* (a private company that produces beverages), *PT. Aqua Golden Mississippi* (a private company that produces mineral water), and *PT. Chevron Geothermal Salak* (a private company that operates geothermal power plants). These companies' CSR activities constitute a representative sample of CSR activities in Indonesia and other developing countries. First, there are governments' roles in their implementation, whether local or national government agencies. These roles portray the common character of the quasi-redistribution function of governments in Indonesia and other developing countries in CSR activities. Second, CSR activities undertaken by these companies address poverty or poor basic public services issues. These activities are the prominent practices of CSR in Indonesia and other developing countries.

2. Poverty Alleviation Efforts Through CSR Activities

2.1. *PT. Bio Farma*

PT. Bio Farma is an SOE that produces drugs and vaccines.¹ The company is located in Bandung, the capital city of the West Java Province, which is about 80 km away from Sukabumi Regency. How this company conducts CSR activities in Sukabumi Regency was induced by the outbreak of Koi herpes virus in Indonesia, including in the Regency.

Koi fish farming was a main livelihood activity for residents of *Sukamulya Village*, Caringin Subdistrict, Sukabumi Regency. Until 2002, this area was known as one of the main producers of Koi fish in Indonesia. These businesses went bankrupt due to the outbreak of Koi herpes virus in the country. The disease was thought to circulate through imported Koi fish from Hongkong. It was believed that the traditional farming method made the disease spread easily, causing huge economic losses to the residents of *Sukamulya Village*. Since then, many of the village's residents switched their jobs to traditional agricultural activities that generate modest income.

To initiate the revival of Koi fish farming in the village so that the residents could regain higher incomes, the Local Government Fishery Agency of Sukabumi Regency brought the issue to the provincial government level, namely, to the West Java Province's Fishery Agency. Based on that, the province's fishery agency, as illustrated in Figure 1, delivered a proposal to *PT. BioFarma*. As the company produces vaccines, it is considered to have the capability to provide a solution to the Koi herpesvirus problem. Additionally, considering the regulation that an SOE is required to allocate up to 4% of their previous year's net profits for CSR,² the proposal is expected to be carried out through its CSR activities.

The company followed up on the proposal to adhere to the mandate of the Law No. 19/2003 on SOEs and The Ministry of State-Owned Enterprises Regulation PER-09/MBU/07/2015 on the Partnership Program and Community Development Program of SOEs. The law mandates SOEs to nurture small businesses, cooperatives, and communities around them³ and encourages SOEs to be role models for other companies in showing CSR activities for poverty alleviation.⁴

The company introduced the *Biosecure System* to revive the Koi fish farming business in its area. This system is usually defined as a procedure for preventing the transmission and transfer of bacteria or viruses between living things and is implemented in the vaccine production process. The company innovated by implementing the system in Koi fish farming in 2010 to prevent the spread of Koi herpes virus.

To make the project implementation more effective, the company collaborated with a local association of Koi fish farmers in the village *Mizumi Koi Fish Sukabumi* to organize participation of the residents. The company introduced the *Biosecure System* to about 40 residents before importing about 18 high-quality Koi brood stocks from Niigata-Japan. Collectively, the residents carried out Koi breeding by implementing the system. Simultaneously, the Sukabumi Fishery Agency provided training for perfecting the cultivation system.

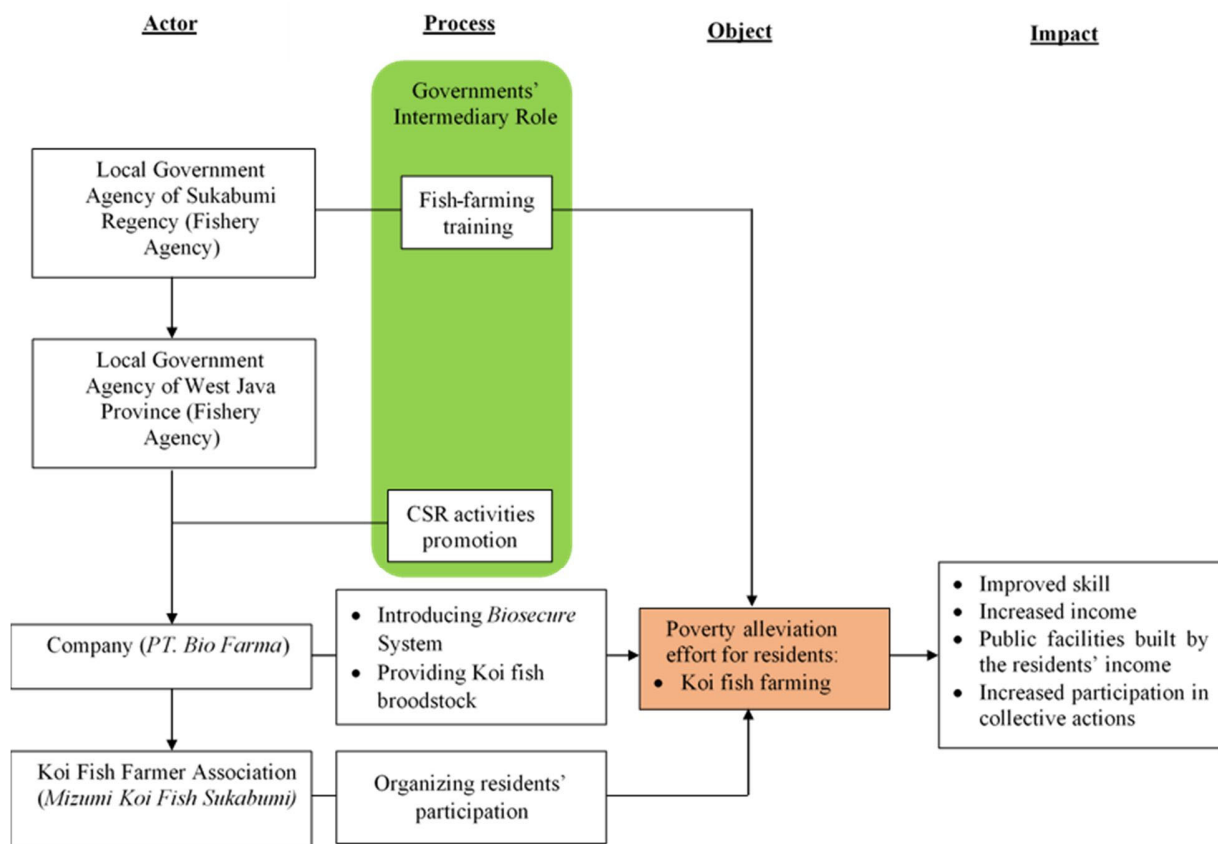


Figure 1. CSR activities of PT. Bio Farma for poverty alleviation (Author)

Eventually, the project improved the residents' knowledge and skills in Koi fish farming so that the village could regain its glory as one of the main producers of Koi fish in Indonesia, an achievement reflected by the residents' income. Every three months of the business cycle, every resident who participates in managing the farm obtains a shared profit of 20,500,000 Indonesian Rupiahs from the Koi fish sale,⁵ meaning the average

income reaches about 228,000 Indonesian Rupiahs per day. Apparently, the activity could generate residents' incomes far above the poverty line (above 28,000 Indonesian Rupiahs or USD 2 per day).

Under these improved economic conditions, the residents committed to setting aside part of their income to build and improve the village's public facilities. There are school reconstructions funded by the residents themselves. It seems the activity has revealed the residents' positive attitudes toward collective actions to develop their village.

2.2. *PT. Amerta Indah Otsuka*

PT. Amerta Indah Otsuka is an affiliation company of *Otsuka Pharmaceutical Japan*. The company has two production plants/factories in Indonesia, one of which has been in *Kutajaya Village*, Cicurug Subdistrict, Sukabumi Regency since 2004.⁶ As a beverage company that relies on water resources, the factory is located near the water catchment area of *Halimun Salak National Park*, the largest mountain on Java Island.

Many residents of the village are classified into poor households that rely on the national park's resources for living, meaning that their interaction with the national park is high. Their livelihood activities and the growing population of the village have caused the deforestation of the national park. In the long term, this condition can threaten its sustainability. Figure 2 illustrates how this issue is addressed through CSR activities of the company involving various actors.

The authority of the national park,⁷ the main function of which is the park's conservation, urged local government to solve the poverty issue because efforts to improve the welfare of the residents are the function and the responsibility of the local government. By improving the residents' welfare, it was expected that their dependence on forest resources for living could be reduced so that deforestation did not continue.

Responding to the demand, the forestry agency and development planning agency of the local government initiated a project named *Kampung Konservasi* (Conservation Village). The project was intended to improve the village residents' economic conditions and conserve the park simultaneously. The local government proposed *PT. Amerta Indah Otsuka* to participate in the project through its CSR activities.

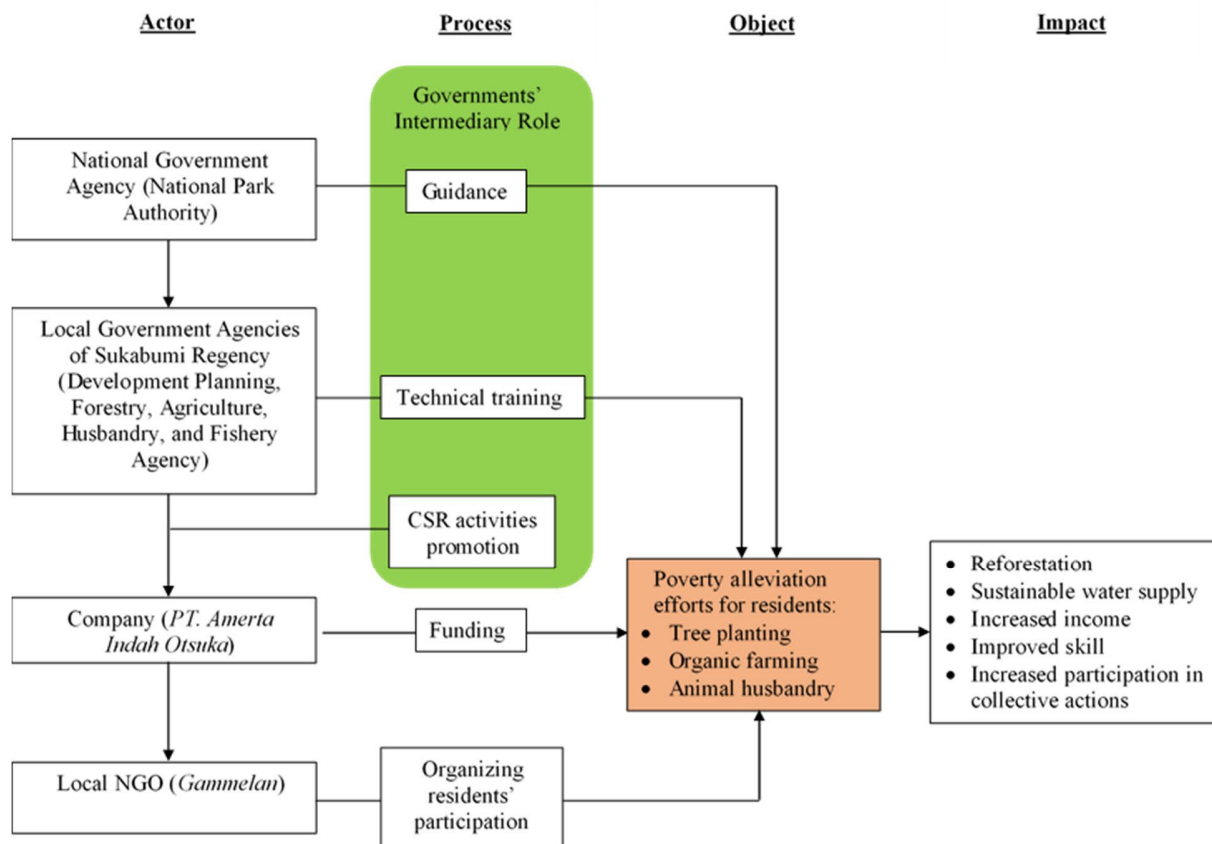


Figure 2. CSR activities of PT. Amerta Indah Otsuka for poverty alleviation (Author)

The company accepted the proposal and funded the project labeled *Kampung Konservasi Otsuka* (Otsuka Conservation Village), a name for the *Kampung Konservasi* (Conservation Village) project sponsored by PT. Amerta Indah Otsuka in *Kutajaya Village*, Cicurug Subdistrict, Sukabumi Regency, where the company resides. As a company that relies on water resources from the national park, the project was considered consistent with the sustainability of the company's business in the region because the company is involved in maintaining the water catchment function of the national park. In the long term, it was crucial for the company to guarantee the availability of the park's water supply as raw material for its production process.

The company facilitated the formation of a local non-governmental organization (NGO) named *Gerakan Masyarakat Melestarikan Hutan / Gammelan* (Resident Movement for Forest Conservation) to support the implementation of the project. Administrators of the NGO were hired from the village's residents considering their leadership capacities. Every activity was organized through this NGO.

In the implementation process, the residents of the village were asked by the company to plant trees in deforested areas of the national park. Forty-five residents organized by the NGO conducted this activity. The national park authority provided guidance in determining areas for tree-planting activities.

As a result, from 2012 to 2019, the residents have planted 28,000 trees. This tree-planting activity has restored 32,868 Ha of deforested area. By reforestation, the residents feel that the availability of clean water has improved, even during the long dry season. By fulfilling the company's request, the company provided the residents about 410 million Indonesian Rupiahs as initial capital for starting economic activities to generate their income. Through discussion among the residents facilitated by the NGO, economic activities were determined, including organic farming, such as rice and corn, and animal husbandry, such as sheep, chicken, rabbit, honey-bee, and catfish. Divided into groups, the 45 residents implemented these activities based on their interests.

The local government agencies, such as the agriculture agency, husbandry agency, and fishery agency, provided technical training for organic farming and animal husbandry. Additionally, the local government fishery agency provided equipment and machinery, such as a feed mill machine to support animal husbandry activities.

There were failures and successes in sustaining these livelihood activities. In carrying out honey-bee and sheep farming, there were technical obstacles that were difficult to solve, leading to the cessation of these activities. Recently, 30 of the 45 residents have focused on catfish farming while the rest have focused on rabbit farming. Through these current activities, the residents have been generating income for their living. Every 40 days of the business cycle, every resident who participates in managing catfish farming obtains a shared profit of 2,400,000 Indonesian Rupiahs from catfish sales. This means the average income from this activity has reached 60,000 Indonesian Rupiahs per day. For rabbit farming, every seven days of the business cycle, every resident who participates in managing the farm earn a shared profit of 300,000 Indonesian Rupiahs from rabbit sales. This means the average income from this activity has reached about 43,000 Indonesian Rupiahs per day.⁸

Apparently, the CSR activities of *Kampung Konservasi Otsuka* in terms of livelihood activities could generate impact by increasing residents' incomes above the poverty line (above 28,000 Indonesian Rupiahs or USD 2 per day). Furthermore, the failures and successes of sustaining these livelihood activities have increased the skills and knowledge of the residents about activities that have the most potential to fulfill their needs. In

addition, the activities conducted in groups have increased their knowledge about how the tasks should be divided and how the participation of each resident should be realized for the achievement of a shared goal.

3. Basic Public Service Provision Through CSR Activities

3.1. PT. Aqua Golden Mississippi

PT. Aqua Golden Mississippi is a company that produces mineral water and is affiliated with Danone, a French multinational food company, as the majority shareholder. The company has 17 production plants/factories in Indonesia, one of which has been located in *Mekarsari Village*, Cicurug Subdistrict, Sukabumi Regency since 1995.⁹ As a company that relies on water resources, the factory is located near the water catchment area of Halimun Salak National Park.

Conversely, *Nangerang Village*, a neighboring village in the same subdistrict as the company, is far from natural water sources. Clean water service for the village was not provided by the local government. Since the nearest water source is 14 km away from the village, it needed huge amounts of money to initiate a clean water project, and the local government faced budget shortages to finance it.

In a meeting with the Sukabumi Regent, residents of the village complained about their condition. Following the meeting, the regent ordered the local government public works agency to find a solution for the local government to provide that basic public service. Therefore, the agency proposed multi-stakeholder funding to initiate a clean water supply project for the village, as illustrated in Figure 3. First, the agency proposed project funding to the Ministry of Public Works of the central government. Second, the agency encouraged *PT. Aqua Golden Mississippi* to contribute to funding the project. As a company that utilizes water resources from the subdistrict, the company was willing to be involved in reducing the gap between residents and clean water.

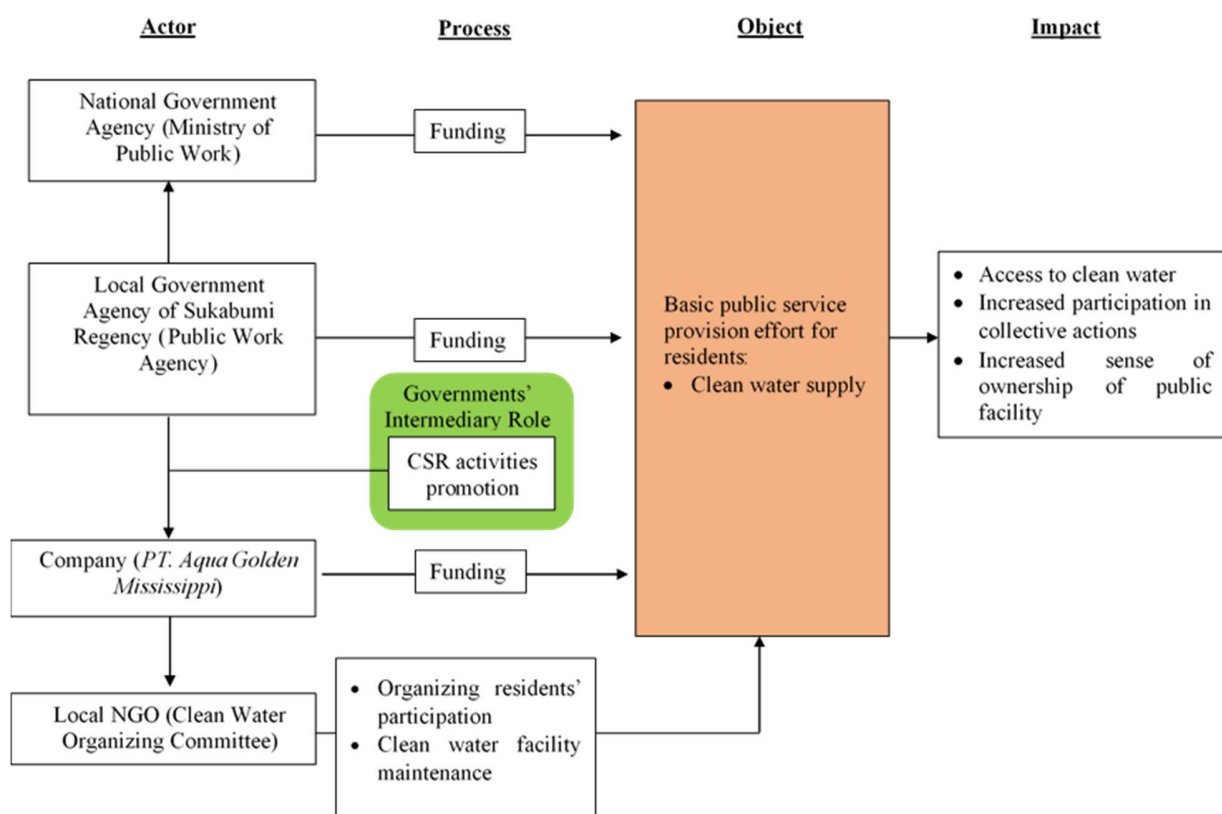


Figure 3. CSR activities of PT. Aqua Golden Mississippi for basic public service provision (Author)

To realize the project, which was worth 2.95 billion Indonesian Rupiahs, each party committed to contribute to the funding proportionally, as shown in Figure 4. The Ministry of Public Works provided about 68% of the budget—two billion Indonesian Rupiahs—for water pipelining. The local government public works agency itself prepared about 22% of the budget—650 million Indonesian Rupiahs—for constructing reservoirs, intakes, pressure relief tanks, pipeline bridges, and distribution tanks. Meanwhile, *PT. Aqua Golden Mississippi* supported about 10% of the project budget—300 million Indonesian Rupiahs—for installing water meters.

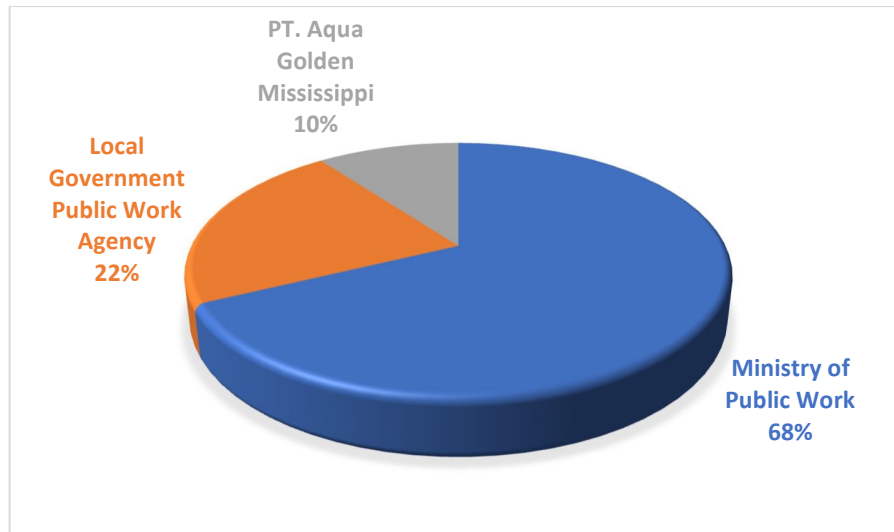


Figure 4. Funding sources of the clean water supply project for *Nangerang Village*¹⁰

The construction started in 2010. The residents of *Nangerang Village* contributed by volunteering for the doing all the construction work themselves to minimize the construction cost. In turns, about 125–200 of the village’s residents worked on the construction site every day. A local NGO, *Pengelola Sarana Air Bersih Desa Nangerang* (Clean Water Organizing Committee), was also established as a result of discussions among all project stakeholders to organize the working schedules of the residents. By 2012, the construction work was finished and all of households in the village, about 1,220 households, were connected to clean water.

As the project finished, all the stakeholders agreed to assign the NGO to manage the maintenance of the village’s clean water facility. Residents are now charged basic fees of 500 Indonesian Rupiahs per m³ of water usage and a fixed fee of 2,000 Indonesian Rupiahs per month, charges set by the Clean Water Organizing Committee to finance the maintenance of the facility. Even though the fees are lower than the local government water company, which are 3,120 Indonesian Rupiahs per m³ of water usage and a fixed fee of 12,500 Indonesian Rupiahs per month, they cover the maintenance costs.

Because the residents themselves constructed the project, they have a sense of ownership of the public facility; many are thus willing to volunteer to maintain it. Since many residents volunteer for the maintenance work, the maintenance cost remains low.

3.2. *PT. Chevron Geothermal Salak*

PT. Chevron Geothermal Salak is a subsidiary of Chevron¹¹ that operates one of the largest geothermal power plants in the world in Kabandungan subdistrict, Sukabumi Regency. The subdistrict, where the company resides, is one of the more remote areas in Sukabumi Regency, where access to basic public services, such as clean water and education, is still lacking.

Annually, consistent with the national development planning system,¹² the local government development planning agency conducts a meeting to plan the development of the subdistrict. In this meeting, the residents of the subdistrict submit proposals about public facilities needed for basic public services. Due to budget constraints, the development planning agency of the local government proposed unfunded projects to *PT. Chevron Geothermal Salak*. As the company resides in the subdistrict, it was willing to be involved in building public facilities for basic public services.

The company provided funds to purchase building materials for public facility construction, as illustrated in Figure 5. In 2014, the company spent more than 1 billion Indonesian Rupiahs on purchasing building materials for water pipelines, irrigation canals, and school reconstructions. The residents are committed to carrying out all the construction work themselves. The public works agency of the local government provided support for the design and technical specifications of the water pipelines and irrigation canals. Likewise, the education agency of the local government delivered support for the design and technical specifications of school reconstructions. Village residents played roles in coordinating and organizing their schedules to take turns doing the construction work.¹³

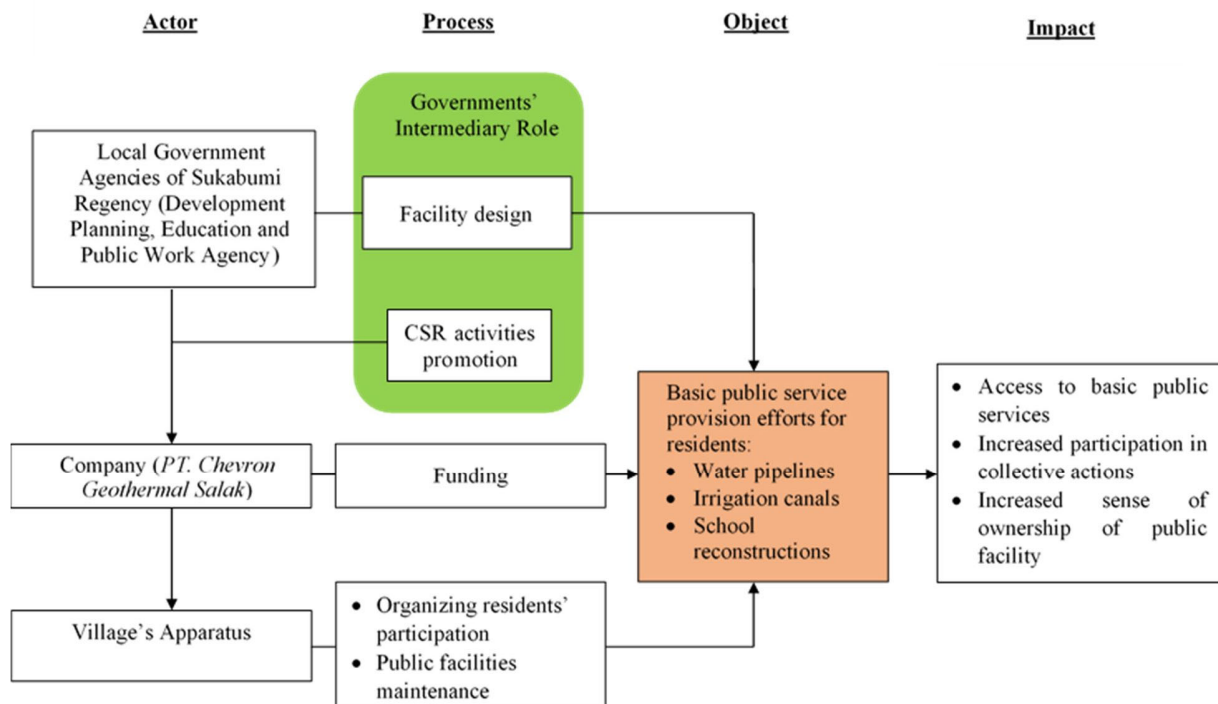


Figure 5. CSR activities of *PT. Chevron Geothermal Salak* for basic public service provision (Author)

As a result, public facilities projects, such as water pipelines, irrigation canals, and school reconstructions, were all realized. From a sense of ownership so that these facilities can be utilized in the long term, the village prepares its fund to maintain these facilities.

4. Analysis

The CSR activities of *PT. Bio Farma* and *PT. Amerta Indah Otsuka* have shown tangible impacts in reducing poverty. The increase in the beneficiaries' incomes above the poverty line is a measurable result of the activities of both companies. One thing to note about *PT. Bio Farma*, as an SOE, is that it has represented the national government's intention as stipulated by law to be a role model for other companies in showing CSR activities for poverty alleviation.

Likewise, the existence of the public facilities built through the activities of *PT. Aqua Golden Mississippi* and *PT. Chevron Geothermal Salak* have fulfilled the needs of their beneficiaries for access to basic public services.

As illustrated in Figure 6, the implementation of the companies' CSR activities has illuminated the quasi-redistribution function of governments embedded in the activities. The government's intermediary role in promoting CSR toward activities that intersect with the government's redistribution function for poverty alleviation and basic public service provision precipitated the CSR activities that addressed these issues. Additionally, the intermediary role provided by government agencies to support regulatory guidance and technical expertise, coupled with the role of NGOs in organizing civic engagement with CSR activity implementation, has become a common model of the delivery of companies' CSR activities in Sukabumi Regency. This model has determined the performance of CSR activities in making real impact on poverty alleviation efforts and the fulfillment of basic public services.

In terms of poverty-alleviation efforts, the support provided by government agencies has further increased the skills and knowledge of village residents to overcome technical difficulties to sustain livelihood activities. Additionally, the nurturing activities of NGOs, starting with the identification of local economic potential for livelihood activities and continuing with daily support for collective activities, has also increased these skills and knowledge.

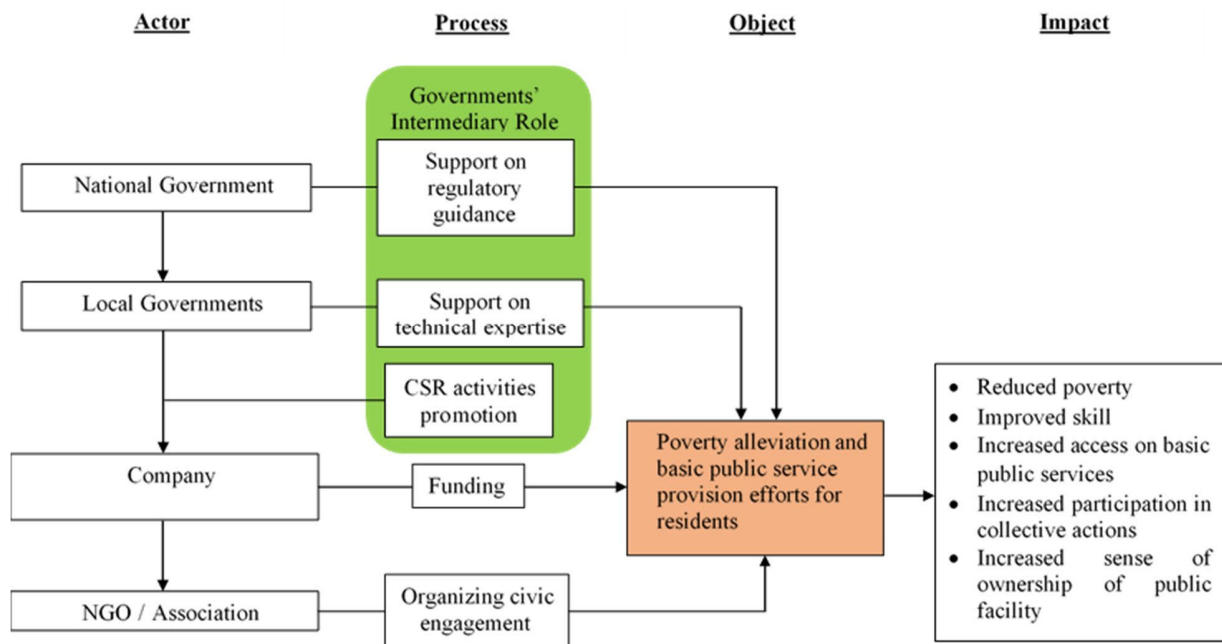


Figure 6. Model of CSR activities for poverty alleviation and basic public service provision in Sukabumi Regency (Author)

In terms of public facilities for accessing basic public services, because many residents carried out the construction of the facilities themselves, they possess senses of ownership of the facilities that encourage them to maintain them to be utilized in the long term.

Increased participation in public activities and a sense of ownership of public facilities both reflect the increasing social capital of the residents toward development (Mattessich, 2015). These positive attitudes are highly important in poverty alleviation and basic public service provision efforts.

The implementation of the companies' CSR activities has also revealed the intergovernmental relation in terms of CSR. The CSR activities of *PT. Bio Farma*, for instance, showed coordination and collaboration between the local government agency and the provincial government agency. The CSR activities of *PT. Amerta Indah Otsuka* and *PT. Aqua Golden Mississippi* demonstrated coordination and collaboration between local government agencies and the national government agency.

Referring to articles 9 and 10 of the Ministry of Social Affairs Regulation Number 6/2016 on CSR for social welfare, the regulation mandates that the Ministry of Social Affairs form a CSR forum at the national level. The forum is intended to coordinate and synergize the implementation of CSR activities for social welfare and to facilitate business actors carrying out the activities. Article 14 of the regulation also mandates that governors, regents, and mayors establish CSR forums at provincial and local government levels. It seems the regulation accommodates the coordination mechanism between the national, provincial, and local governments in terms of promoting CSR activities toward poverty alleviation and basic public service provisions.

At the province-level, for instance, the Governor of West Java Province formed the province's own CSR forum. As one of the regencies in West Java Province, the Sukabumi Regent established a forum at the local government level. Coordination and collaboration between the local government and the provincial government, as well as the national government, could be carried out through these forums. These mechanisms are intended to synergize all potential resources to support CSR activities.

In supporting the implementation of companies' CSR activities, the coordination and collaboration between the local government and the provincial government, as well as national government agencies, has not

been conducted through these CSR forums. However, that is a specific issue that does not deny the potential importance of intergovernmental collaboration between them.

To sum up, the government's intermediary role in the implementation of companies' CSR activities in Sukabumi Regency reflect the structure of the quasi-redistribution function of governments in Indonesia and other developing countries regarding CSR activities. Moreover, the activities undertaken by companies addressing poverty or poor basic public service issues have portrayed the socio-economic structure of CSR practices in Indonesia and other developing countries.

5. Conclusion

The sub-standard living conditions of residents near the company's location in Sukabumi Regency, both economically and socially portrayed by the poverty and the unmet fulfillment of basic public services for the residents, have initiated CSR activities that are consistent with the expectations and needs of the residents. The CSR activities undertaken by various companies have addressed both the poverty and poor basic public services issues. These activities are the prominent CSR practices in developing countries.

Due to the budget constraint in delivering its' redistributive function, government's role exists in the implementation of CSR activities. The activities are directed by local government agencies or national government agencies towards the issues that have been the responsibility of governments. These roles portray the common character of the quasi-redistributive function of governments in developing countries on CSR activities.

CSR activities in Sukabumi Regency have delivered real impacts on poverty alleviation and basic public services provision for the residents in the region through the cooperation between companies, government agencies, NGOs, and residents themselves in its' implementation. For SOE, the company's effort has represented government intention to encourage them to be the role models for other companies in showing CSR activities for poverty alleviation.

Furthermore, the collaborative implementation of the activities built village residents' social capital, including their civic engagement and senses of ownership of public facilities. This social capital is a necessary precondition for further poverty alleviation and basic public service provision efforts.

The implementation of the companies' CSR activities reflected the intergovernmental relations among national, provincial, and local governments to promote and support CSR activities for poverty alleviation and primary public service provisions.

As national regulations have mandated, CSR forums at national, provincial, and local government levels have been formed to coordinate and synergize the implementation of CSR activities. Coordination and cooperation between all levels of government could be carried out through these forums so that all potential resources from related government agencies could be synergized to support CSR activities.

However, coordination and collaboration among government agencies to facilitate the implementation of companies' CSR activities have not occurred through these forums. Going forward, a better synergy of the government's role in facilitating companies' CSR activities would have a much more significant impact on poverty alleviation and basic public service provision efforts.

[Notes]

- 1) See <http://www.biofarma.co.id/our-history/>
- 2) The Ministry of State-Owned Enterprises (SOEs) Regulation Article 8 (1) A of PER-09/MBU/07/2015 on the Partnership Program and Community Development Program of SOEs.
- 3) Article 88 Law Number 19/2003 on SOEs.
- 4) Article 9 (3) G of PER-09/MBU/07/2015 on Partnership Program and Community Development Program of SOEs.
- 5) Based on in-depth interviews with the head of Mizumi Koi Fish Sukabumi and field observations conducted on 12 August, 2019.
- 6) See <https://www.aio.co.id/en/about-us/>
- 7) The authority of the national park is one of the agencies of the ministry of environment and forestry, a national government institution.
- 8) Based on in-depth interviews conducted with the head of Kutajaya Village and the leader of Gerakan Masyarakat Melestarikan Hutan (Resident Movement for Forest Conservation) and field observations on 8 August, 2019.
- 9) See <https://aqua.co.id/en/history>
- 10) Based on in-depth interviews conducted with the head of Nangerang Village and field observations on 9 August, 2019.
- 11) In April 2017, the company was acquired by Star Energy Geothermal, so its name has changed to Star Energy Geothermal Salak. See <https://www.starenergy.co.id/about-us/>

- 12) Law Number 25/2004 on the National Development Planning System.
- 13) Based on in-depth interviews conducted with the head of Kabandungan Subdistrict and field observations on 13 August, 2019.

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