

ANALYZING THE EFFECTIVENESS OF A JOINT CORPORATE SOCIAL RESPONSIBILITY PROGRAM TO EMPOWER PEOPLE IN AN INDONESIAN VILLAGE

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ABSTRACT

As enforced by the Indonesian government, corporate social responsibility (CSR) is mandatory for Indonesian companies. This paper presents a case analysis of a CSR program jointly managed by a company and a foundation. The program was implemented in Ancol Pasir Village in South Tanggerang, an area with a potential for bamboo-webbing craft. In this paper, the authors analyze the extent to which the program has been effective. Action research, with four main stages (planning, acting, developing, and reflecting), was conducted. It included narrative analysis based on observations and interviews. The analysis shows that there are gaps between the program expectations and the actual implementation, suggesting that the program was not effective. At the end, the authors provide suggestions on how the program could improve. A distribution network for the bamboo webbing community is also provided. It is expected that this research provides insight into how companies can run a CSR program in a village in an Indonesian context.

Keywords: Corporate Social Responsibility; Effectiveness; Community Development Program.

1. INTRODUCTION

As enforced by the Indonesian government¹, corporate social responsibility (CSR) is mandatory for Indonesian companies. In essence, companies have the responsibility to contribute to sustainable economic development that would improve people's quality of life. In 2015, the CMNCT Company (a pseudo name) ran a CSR program, implemented or handled by the SW Foundation (a pseudo name), a non-profit organization. The program focused on women's empowerment. Specifically, it aimed at empowering women to run their own businesses to support their families. The program took place in Ancol Pasir Village, an area in South Tanggerang on island of Java. In addition to farming, as the main occupation, the village also produced bamboo-webbing crafts for additional income. The CSR program consisted of training programs on designing bamboo-webbing crafts with

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¹ Decree No. 47 (2012) of the Republic of Indonesia

good quality and ended with an exhibition of the crafts to see how much they were valued in the market. Given that the village has one particular product to develop, it was the initiative of the SW Foundation to run and implement a CSR program that would promote the idea of One Village One Product (OVOP).

The overall objective of this research was to understand how the program worked, problems faced, and effectiveness of the program. This included determining the effectiveness of the CSR program handled by the SW Foundation, identifying weaknesses and challenges of the program, analyzing the program's results, and evaluating the overall program. While the CSR program was intended to help the villagers, the effectiveness of running it remained unclear. An effective program generates results that comply with the planning and objectives of the program itself. Further, an effective CSR program is one that meets the needs of the community itself. This research restricts its scope to the effectiveness of the training programs run by the SW Foundation. Observations and interviews were used to evaluate the effectiveness of the training programs, involving some representatives from the training participants, the instructors, and the SW Foundation. Given that the Indonesian government enforces companies themselves to run a CSR program, this study gives an illustration about the practice of using a third party to run a CSR program and some of the challenges faced.

The effectiveness of the program was hoped to make some development in the community itself and impact the sustainability of its economic development. If the effectiveness of the program was unclear, besides wasting resources, the expectation of a mandatory CSR program could not be fulfilled. Without monitoring the sustainability of the program, the villagers might return to their old habits like before the program was executed. If this happened, the development of the community would not be achieved. An effective CSR program has an outcome that complies with its planning and the objectives and meets the needs of the community. Hence, the sustainability of the development would occur, not simply coming from a program made only as an obligation. In order to assess the effectiveness of the program, the researchers address the following questions:

- What is the exact objective that SW Foundation expects from the participants of the CSR program?
- Does the implementation comply with the planning?
- How could the results of the training be sustained for the villagers in order to increase their economy?

2. LITERATURE REVIEW

2.1. Community Development

Community can be defined as a group of people having the same vision and identity while development can be thought of as a process that increases choices; it entails new options, diversification, thinking about apparent issues differently and anticipating change (Cavaye, 1989). Thus, community development may mean a process of engagement involving a group of people in order to improve the social, economic and environmental aspects of the group. Community development is a generic term used to describe the process by which

local communities can raise their own standard of living (UNESCO, 1956). This process includes the organization or establishment of services, such as those for social welfare, health protection, education, improve of agriculture, development of small-scale industries. Community development is usually attempted in underdeveloped villages with potential resources to develop.

Adapted from Shaffer (1989), there are eight elements that a community development program needs to achieve in order to be considered successful (Cavaye, 1989):

- A slight level of dissatisfaction – motivation and enthusiasm based on a feeling that “things could be better,”
- Belief and expectation of self-help – a belief in the future of the community and a conviction that realizing that future depends on the action of community members,
- Local Leadership – committed formal and informal leaders that can enthuse and support others, foster “shared leadership”, accept criticism, and act as local champions for community development efforts,
- Collaboration – a strong culture of cooperation and participation,
- Willingness to experiment and take advantage of opportunities,
- Cultivate Allies – actively seek, inform, and network with outside supporters,
- Work hard and stay with the process, especially when there is a setback,
- Focus on specific actions without losing sight of the “weird and wonderful”

Community development can be achieved by synchronizing the action of the community members involved with the working interactions among them in order to achieve the same goals (Luloff and Bridger, 2003). The most fundamental and simplest social and human resources that exist can be utilized in order to benefit the community and all parties involved in the program, providing a indicator showing the level of natural and human well-beings in the area. Further, community development needs to be collectively done in order to ensure that efforts to develop the community become more effective and focused and its economic development become more established (Brennan et al., 2014).

2.2. Corporate Social Responsibility

Corporate Social Responsibility (CSR) refers to strategies in which corporations or firms conduct their business in a way that is ethical, socially friendly and beneficial to community development (Ismail, 2009). In essence, CSR can be defined as the way a corporation achieves a balance between its operations and its economic, social, and environmental responsibilities so as to address shareholder and other stakeholder’s expectations (Carroll, 2012). Carroll (2012) sets up economic performance as the foundation of CSR. That is, a corporation must earn some profit in order to be the foundation of the other responsibilities. Legally speaking, a corporation must obey the law of the government in order to make the business continue running. A corporation also has a responsibility to be ethical. No harm can be committed, both internally and externally. Lastly, a corporation has a responsibility to be philanthropic, meaning that a corporation should contribute to building the surrounding community to have a better quality of life. Overall, businesses are expected to obey the law, behave ethically, and be a good corporate citizen.

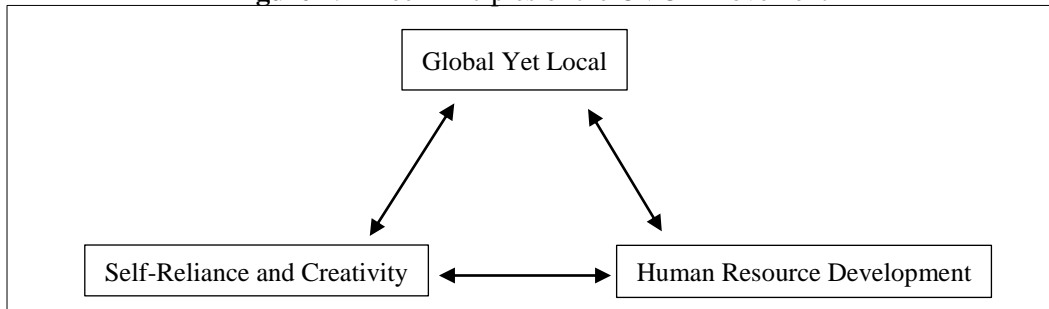
Ismail (2009) discusses the roles of CSR in community development, one of which is to act as an aid in alleviating poverty. She gives an example of a reality TV program in Malaysia sponsored by a local company focused on ‘enterprise-cum-philanthropy’ to illustrate a form of collaboration among the stakeholders of the program in order to encourage other companies to get involved in the national effort to alleviate poverty and help in community development. The roles of CSR in community development must pay attention to the aspirations and expectations of community members toward the way the responsible parties implement the program and the impacts of the program as perceived by the community; inevitably, the sustainability of the CSR program is based upon collaboration among government, community and business organization (Ismail, 2009).

Based on Wood (1991; in Sexty, 2014), the basic idea of CSR is that business and society are related rather than distinct entities, and that expectations are placed on business due to its three roles: as an institution, as a particular corporation or organization in society, and as individual managers who are moral actors within the corporation. These roles led to three principles of CSR. The first principle is *legitimacy*, which refers to the idea that the society gives legitimacy and power to the business, followed by the business’ appropriate use of that power and the possibility of that power being taken away. Here, the business as a social institution receives sanctions from the society if expectations are not met. The second principle is *public responsibility*. This principle views the business to be fully responsible for solving problems they create. It emphasizes the relationship between the corporation and the social, ethical, and political environment. The third principle is *managerial discretion*. That is, managers as moral actors have the obligation to exercise their available discretion to achieve socially responsible outcomes.

In most cases, communities are perceived as market targets of companies or business organizations. The idea of community development adopted by a CSR program emphasizes the role of a company or a business organization as an external party of a community and the goal of CSR to develop the community itself. Given this, it is imperative that companies or business organizations pay attention to the expectations of community members when their CSR program is being implemented (Ismail et al., 2013). Even though the CSR program may work well, it is possible that there are still gaps between what the company expects and what the community expects.

2.3. The “One Village One Product” (OVOP) Movement

Figure 1: Three Principles of the OVOP Movement



Source: Igusa, 2006; Retrieved from http://www.ovop.jp/en/ison_p

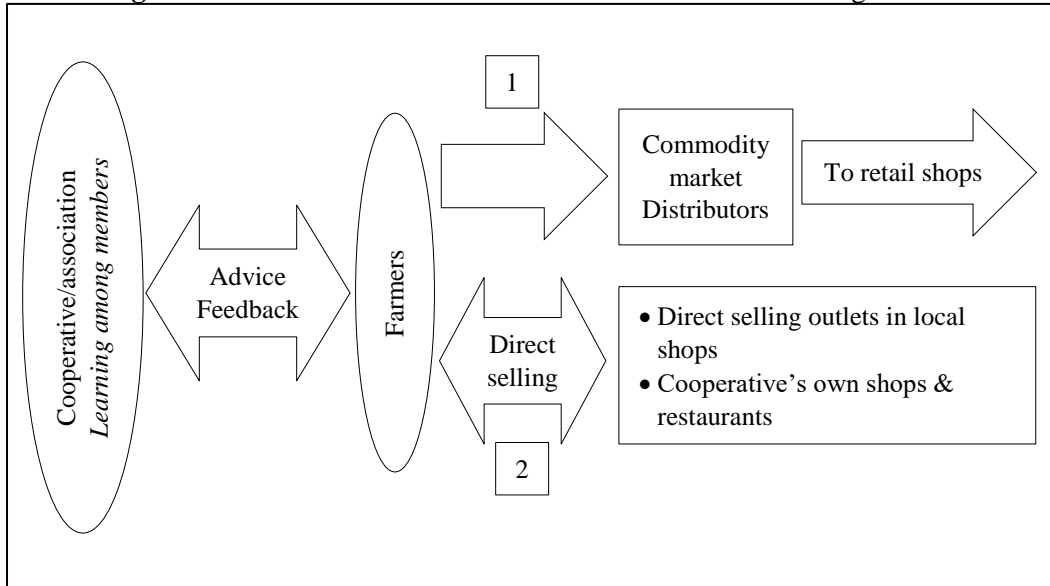
The One Village One Product (OVOP) movement is a Japanese movement originally coming from the Oita prefecture. It started in 1961 when Oita faced economic crisis. The local people decided not to follow the government's rules that asked them to increase their production of rice. Under the leadership of Mr. Yahata as the chairman of the local farmers' cooperative, they began the OVOP movement. Under this movement, they were able to increase the quality of life of the farmers by increasing their knowledge and their ability to learn (Igusa, 2006). Developed by the locals, the OVOP movement in Oita in 1961 was introduced as a bottom-up approach that aimed in qualitative and quantitative development and revitalization of the community. In the implementation of OVOP, Japan created three principles that became the basics of the OVOP movement (see Figure 1): Local yet Global, Self-Reliance and Creativity, and Human Resource Development. The first principle expects the local residents to create global products that contain their own cultural richness and natural resources. The second principle wants the locals to be those who select the products that will be developed. The third principle expects the locals to re-value and re-invent their own natural resources, local resources, and all of their cultural richness.

The emphasis in this movement is on product differentiation, as indicated by the name 'One Village One Product.' OVOP is sometimes considered a supply-driven approach in which villages come up with products made from their local resources to be sold to a niche market. Successful OVOP farmers tend to constantly change, adjust and improve the marketing mix of the products growing in the society based on the information or feedback they received from the market. There will be a coordinating organization that provides the technical and marketing advice to the members. In some cases, they also perform capital-intensive part of the process for the members who have relevant equipment. In return, the members will provide the organization with market information that will be shared with the other members. As a governmental prefecture, it provides only supplementary support in the form of extension services, learning activities, and product promotions. A successful OVOP project does not depend too much on the institutional arrangement but more on qualitative aspects, such as leadership, commitment of community members, and also their cooperation during the project.

Figure 2 shows that, in making an OVOP project effective and sustainable, "interactive learning" needs to be implemented. Interactive learning is a more hands-on information distribution in the community, with each actor working together and having necessary characteristics, behaviors, or functions. For example, the farmers are involved in direct interactions with the retailers and consumers to receive feedback about their product(s). This interaction is the most important point to include in the distribution network. The feedback could give important information to maintain continuous improvement (Haraguchi, 2008). The OVOP movement in Oita illustrates that it is not only the product itself that is important but also the process of encouraging the development of the product. People in Oita show that the decreasing workload, which relates to unnecessary work, could increase their income. For example, instead of delivering the product to the retailer on their own, the farmers used the distributor's service so they could focus in the development of production. Further, there would be a coordinating organization that provides the technical and marketing advice to the community members. In some cases, they would also perform the capital-intensive part of the process for those with equipment. In return, the community members would provide the organization with market information to distribute to other members. The government would provide only supplementary support in the form of

extension services, learning activities, and product promotion. A successful OVOP project does not depend too much on institutional arrangements but more on qualitative aspects such as leadership, commitment of community members, and their cooperation during the project. Good networking and assistant from organizations in the distribution network can increase the income.

Figure 2: OVOP's Distribution Network and Interactive Learning in Oita



Source: Haraguchi, 2008

3. METHODOLOGY

The SW Foundation hired some bamboo and business experts to give a training session for the villagers as the participants of the training. One of the business experts hired was the SM Bamboo Company (a pseudo name) as a producer of bamboo furniture and house; they were expected to train the participants to make a good quality of bamboos and design bamboos and train them about entrepreneurship. One of the authors in this research is a shareholder of the SM Bamboo Company. The authors were intrigued to evaluate the CSR program that was implemented.

3.1. Setting

The CSR program was implemented in Ancol Pasir Village, a village located in Jambé, South Tangerang in the province of Banten, Indonesia. At the time of the data collection, the population of the village was 2,599 (1,311 males and 1,288 females). Most villagers are farmers. At the same time, they also produce bamboo-webbing crafts to contribute some income to their family. They sell the crafts to middlemen as half-finished products. They are to be finished by the middlemen, who will sell them at a higher price. Almost all families

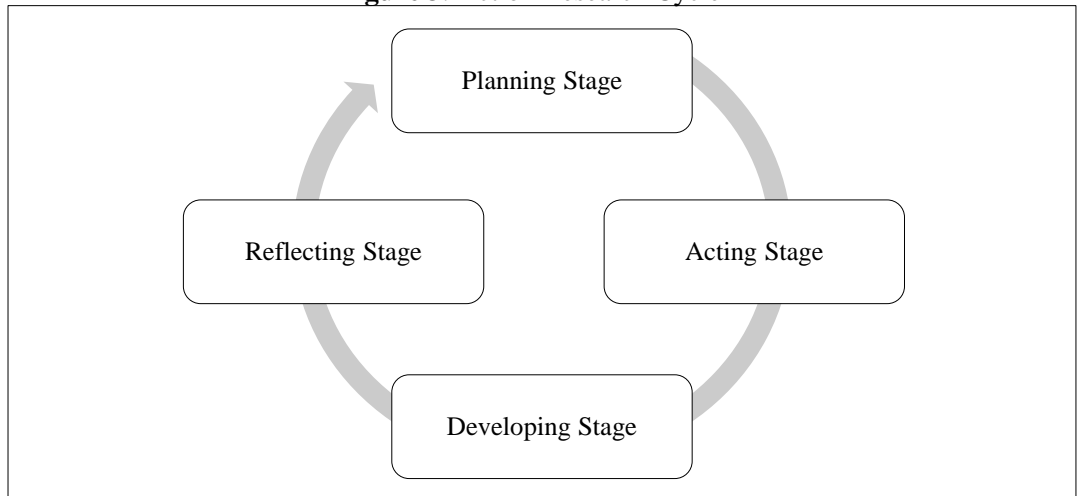
in the village are involved in the production of bamboo-webbing crafts, from which they earn their primary income. The skill of crafting bamboo webbings is something that the great grandmothers pass on to their children and grandchildren. This makes the people of the village become one community of craftsmen, led by a person who master all things related to crafting bamboo webbings. This indicates the possibility to develop one product for one village.

Being the trainer of the program, SW Foundation's involvement conducted a training that enables the community members to recognize business opportunities. For example, one of the trainings was a skill development training to make innovations out of the bamboo products (i.e. their shape designs, the woven technics, the woven colors the types of products). It was expected that they could gain more consumers' interest in the bamboo products. Before the program was conducted, the villagers only repeated the production of the same product and the woven technic that had been taught across generations.

There were middlemen who usually bought the old bamboo products and the villagers were very dependent on them arguably because they did not have knowledge related to innovation and business opportunities. The expected output of the program was so that the villagers were able to produce various kinds of bamboo products that were worth selling and also had the knowledge to market their products. Therefore, they would not depend heavily on the middlemen and they could sell their products to the customers directly by themselves. The program was completed with an exhibition of their products in front of many customers so they were able to understand the value of their products in the market.

3.2. *Sampling and Procedures*

Figure 3: Action Research Cycle



Source: Kemmis, 2006.

The methodology that the researcher chooses in terms of evaluating the program is action research. According to Meyer (2000), action research can be described as a process that

involves people and social situation that have the ultimate aim at changing an existing situation for the better. The purpose of using action research is to evaluate the program in order to make an improvement for the next program. Based on the workflow below, action research consists of four processes, based on Kemmis (2006) participatory action research: planning stage, acting stage, developing stage, and reflecting stage (see Figure 3).

The *planning* stage included identifying and limiting the research topic to explore, gathering information about the implementation a CSR Program in Ancol Pasir Village, reviewing relevant literature, and developing a research plan. The literature review consisted of a summary of the concept of community development, corporate social responsibility, and the one-village-one-product movement (OVOP) to support the research objective. The *acting* stage focused on collecting primary and secondary data and analyzing the data using narrative analysis related to the effectiveness of the program. The primary data collection involved observations and in-depth interviews, while the secondary data collection involved understanding the program proposal from the SW Foundation.

Observations are necessary to understand nonverbal expressions of feelings, to figure out who interact with whom, and also to grasp how participants communicate with each other (Lawrence and Tar, 2013). Other than that, observations are used as a way to increase the validity of the research because it may help the researcher to have a better understanding of the context and phenomenon under study. The observations were conducted five times, starting in February 2014 and ending in June 2014. The observations were conducted by involving participants of the training program, consisting of 26 people (most were women). Their ages were in the range of 25 to 53 years old. About 41% of them were in the range of 31 to 40 years old. They were mostly housewives that were also involved in making bamboo-webbing crafts. In order to complement the observations, we conducted in-depth interviews. The interviews were semi-structured, involving important informants that needed to be covered considering the objective of the research. The interviewees included six program participants/villagers (i.e. 5 housewives and a community leader who are all webbing crafters), a representative from the SM Bamboo Company as the trainer, and a representative from the SW Foundation as the promoter of the program. Questions asked to the promoter explored the methods used by the SW Foundation in implementing the program, the process of running the program (across steps), the difficulties faced by the SW Foundation in implementing the program, the changes that occurred during the running of the program, and the plan(s) to maintain or ensure that the program would continue after it had been completed. To the trainer, questions asked explored the trainer's motive(s) in becoming the instructor of the program, the difficulties faced by the instructor, the perceived expectations from the participants, and the evaluation of the program. Further, studying the program's proposal as secondary data was conducted.

The *developing* stage focused on developing an action plan based on the analysis provided in the previous stage. The action plan consisted of the evaluation of the program, containing suggestions for future development and improvement for the next program. Lastly, the *reflecting* stage focused on communicating the research findings to the SW Foundation involving two processes. The first was about sharing and communicating the results, followed by reflecting on the process. These processes were conducted to help review the program, determine its effectiveness, and make decisions about possible revisions for future implementation of the program.

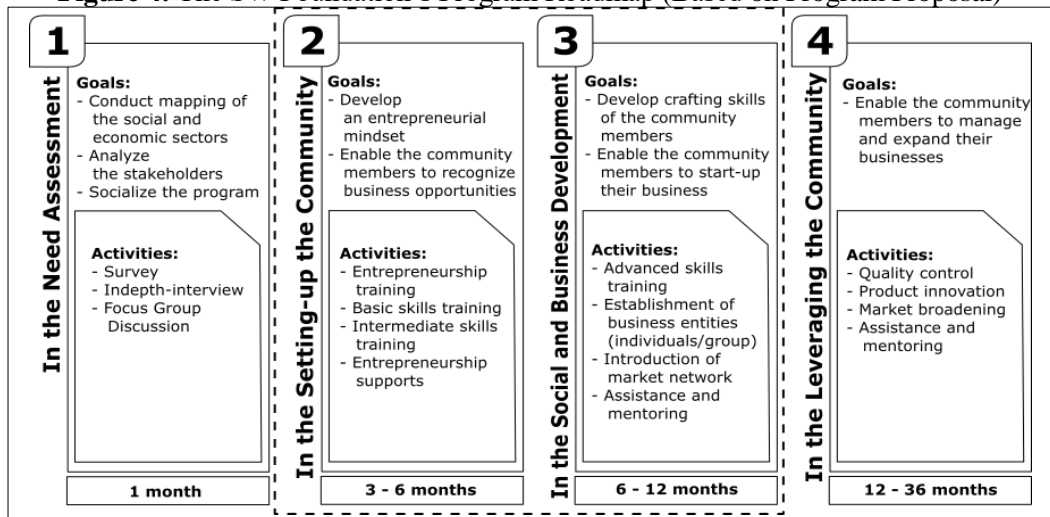
4. DATA ANALYSIS

4.1. The Program

Generally, the SW Foundation had an overarching expected outcome from the program, to increase the quality of the bamboo-webbing product that would have economic value and eventually increase families' income. The organization also expected that the community of bamboo webbing would be more organized than before. The SW Foundation used training and coaching as their methodology in implementing the program. It also made an exit strategy that it would use in order to slowly ensure the independence of the village. However, the SW Foundation had to monitor and evaluate the program. The purpose of the whole process was to ensure that the program went well according to plan and to see the final result of the program.

In general, the program had the aim to increase the production quality of bamboo craftsmen communities with economic value, which can ultimately increase family's income. The program outputs were (1) the existence of woven bamboo product innovations that have economic value and (2) the group-organized community effort. The program included the following activities: (1) orientation activities and kick-off, (2) training in basic entrepreneurship, (3) training in the processing and preserving of bamboos, (4) training of webbing products for household use, (5) training of business management (production and marketing), (6) entrepreneurship assistant, (7) coaching and mentoring, followed by (8) monitoring and evaluation. The program ran through the implementation of serial trainings and assistances for groups. The first activity was part of the Needs Assessment stage of the roadmap (first stage), the second through fourth activities were parts of the Setting-up the Community stage (second stage), the fifth and sixth activities were parts of the Social and Business Development stage (third stage), while the eight activity was part of the Leveraging the Community stage (fourth stage). The seventh activity was part of the third and fourth stages of the roadmap.

Figure 4: The SW Foundation's Program Roadmap (Based on Program Proposal)



The program participants consisted of a total of 25 women members of the community of bamboo craftsmen. The program took place in the district of Ancol Pasir Village in Tangerang during a 12-month period. The exit strategies of the program were (1) the continued assistance and support of the CMNCT Company in the form of advanced training as well as working capital loans (CMNCT Partnership Program), (2) the existence of an independent business group, and (3) the access to marketing of the products produced. Thus, the monitoring and evaluation were used to determine the development of the program and to ensure that the project went according to plan. At the end, the program would be evaluated thoroughly to assess its achievement.

4.2. Gap Analysis

Based on the observations and interviews involving all the parties involved in the program (i.e. the participants or the villagers, the SW Foundation as the promoter and the SM Bamboo Company as the trainer), the researchers find some gaps between the expectations and perceived outputs of the program.

The first set of gaps is based on the participants' point of view (see Table 1 for the summary). The analysis was primarily based on the observations and interviews. It is found that the participants would need more time to get full knowledge from the training. They would be willing to spend more time to learn about how to create bamboo-webbing crafts. For the participants, it took a lot of time to understand the concept of one product and during the training they could only understand the basics. Further, based on the interviews, the participants would like to have a business related to bamboo-webbing crafts. However, they lacked the initial investment in terms of either money or equipment. At first, they hoped that the SW Foundation or the CMNCT Company could have given them the investment. Based on the interview with the SW Foundation, they said that they could not give the participants an initial investment because the sponsor (i.e. the CMNCT Company) did not give the budget for that. Therefore, there was a misunderstanding between the participants and the SW Foundation related to the initial investment.

Table 1: Expectations and Perceived Outputs – the Participants' Point of View

Expectations	Perceived Outputs	Gaps
Get meaningful knowledge and experience	Get meaningful knowledge but not fully understand the learning materials because of the short period of learning time	Insufficient length of time to provide the expected understanding of the training materials
Hope for opportunities and helps for initial investment	Get opportunities to learn new things but did not get any funding from the sponsor.	Different expectations between the SW Foundation and the program participants regarding funding opportunities for initial investment

The second set of gaps is based on the SW Foundation's point of view (see Table 2 for the summary). The analysis was based primarily on the program proposal (for the expectations) and interviews as well as observations (for the perceived outputs). There is no gap between

the expectation and perceived output in terms of the economic value of the product(s) produced by the participants. However, while the participants were shown to have been able to make an innovative product, the SW Foundation felt that they always wanted an instant way of achieving their goals and tended to ignore the process of achieving them. The SW Foundation had said earlier in the program that they did not do the third and fourth step of the program's roadmap because they did not get approval from the CMNCT Company as the sponsor. This was the reason why they did not create a business entity for the community.

Table 2: Expectations and Perceived Outputs – the SW Foundation's Point of View

Expectations or Goals	Perceived Outputs	Gaps
Increase the quality of the bamboo-webbing community	The program's participants were able to increase the quality of their product with economic value	No Gap
Enable the community to make innovative products that have an economic value	The community members (i.e. participants) were taught to learn new variance of products but they tended to learn slowly. It took a while for them to understand the concepts taught.	The participants were perceived to have not appreciated the process of learning; they were looking for something instant.
Enable the community to have an organized business	The participants had a chance to learn business from entrepreneurship training but there was no organized business after the program was over	There was no business entity operating in the community during the program.

Table 3: Expectations and Perceived Outputs – the SM Bamboo Instructor's Point of View

Expectations	Perceived Outputs	Gaps
Fulfill the idealism of the company to develop anything related to bamboo and especially for women's empowerment	Successfully trained the participants to produce better products	No Gap
Enable the women to be independent because they would have increased their skills in making bamboo-webbing crafts and selling the products to the market	There was still no business operated by the participant(s), showing that they were not yet independent in terms of improving their family's income through selling the crafts	The participants were not ready to make their own business related to crafts because they had several problems such as the lack of initial investment to start a business
Enable the participants to introduce and sell the products to the market	The SW Foundation expected that the SM Bamboo Company could be one of the community's business partners. While the crafts produced by the community did not match with the business model of the SM Bamboo Company.	The gap lied in the expectation of the SW Foundation towards the SM Bamboo Company and the capability of the SM Bamboo Company

The third set of gaps is based on the point of view of the SM Bamboo Instructor (see Table 3 for the summary). The instructor hoped that the participants could run their own business and marketed their own products. Instead, they were not able to run their business because they did not have an initial investment. The most significance gap lies in the miscommunication related to the SW Foundation's expectations towards the SM Bamboo Company. The SM Bamboo Company concentrates in selling furniture and bamboo house. Therefore, it was not suitable for the company if they had to start selling small crafts that the program participants had produced. The SW Foundation expected that the SM Bamboo Company become the marketing channel for the community. But this could not be done because of the difference in the product categories. The SM Bamboo Company could only bring the community's product to a local exhibition.

In conclusion, there are gaps in understanding the effectiveness of the program based on the points of view of the participants, the SW Foundation, and the SM Bamboo Instructor. The participants hoped that they received investment from the training while the SW Foundation was not able to provide such investment because of the disapproval from the sponsor (i.e. the CMNCT Company). Further, there was a lack of communication between the SW Foundation and the participants. The SW Foundation should have provided an understanding about how far they would be able to help the participants so they would have understood about what they would get in the program and so they would have not expected too much from the SW Foundation. The most significant gap is felt in the miscommunication related to the SW Foundation's expectations toward the SM Bamboo Company. It was felt that it was not suitable for the SM Bamboo Company to be expected to sell small crafts produced by the participants because the company concentrated in selling furniture and bamboo house. In conclusion, this research will suggest a revised model for a future program to avoid any gaps that might come.

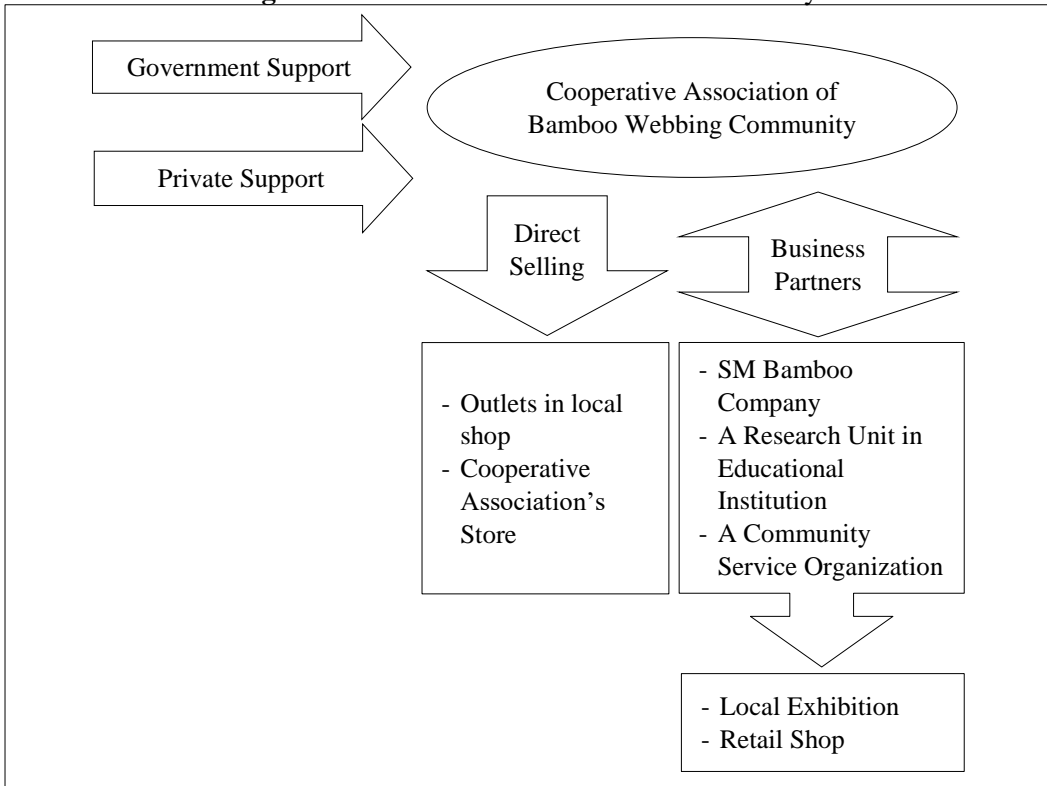
5. DISCUSSION

Based on the data analysis, gaps between expectations and perceived outputs were found from the points of view of the program participants, the SW Foundation, and the SM Bamboo Instructor. After analyzing the gaps, the authors create a distribution network for the community to enhance their potential towards the craft industry. At the end, the authors also create a model evaluation for a future program by considering the evident gaps. As a reminder, this research aims to investigate the effectiveness of the CSR program in the intended village under the idea of OVOP (One-Village-One-Product).

5.1. *Distribution Network*

The distribution network developed for the community (i.e. Ancol Pasir Village) as can be seen in Figure 5 is based on the distribution network implemented in Oita, Japan (see Figure 2).

The first step for the community in order to develop their potential is by asking for a local government's support or a private support. The local government in Ancol Pasir Village will be *Dinas Perindustrian dan Perdagangan* (i.e. the Industry and Trade Officials) of the Tangerang Regency. Their support could be in the form of bringing the community to the trade fair or initial investment support. On the other hand, a private support could be from

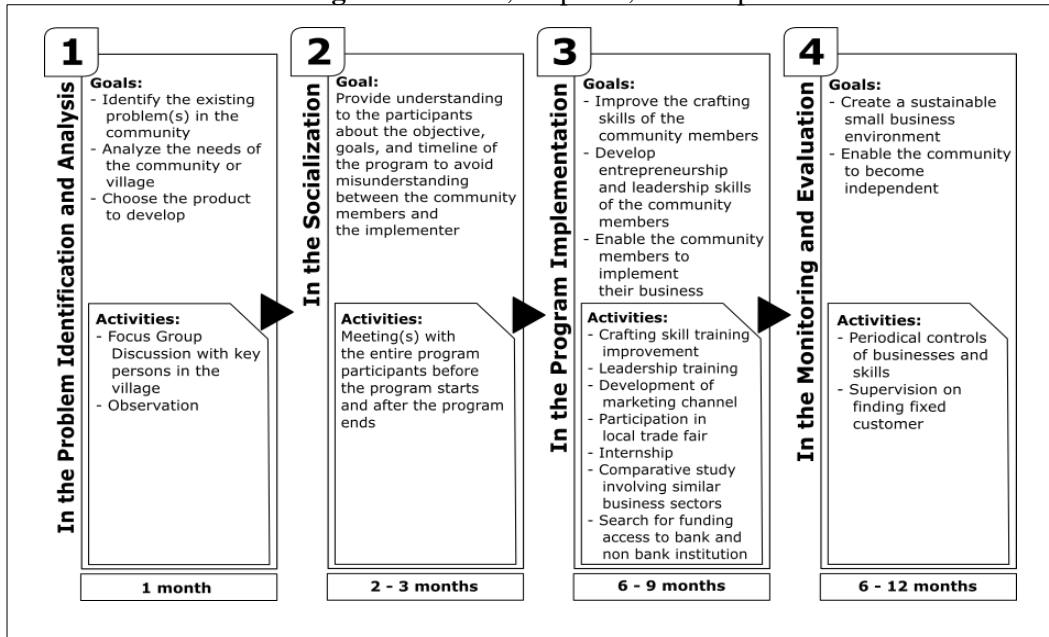
Figure 5: Distribution Network of the Community

some corporations that have their business established around the village. The support from them could be in the form of a CSR program that focuses on entrepreneurship like what the CMNCT Company did. For the community, making the product should not be the last activity that they do. To be a sustainable community, they should make a cooperative that will act as an organized community of bamboo webbing. The cooperative of this community should also organize various kinds of activities. The cooperative could also enter the market, for example, through establishing a business partnership or direct selling. In direct selling, the cooperative could be looking for some store that has a similar feature to their product. The cooperative could also join some trade fair to showcase the product to sell. Further, the cooperative could also maintain a relationship with a second organization (i.e. business partnership). The organization could be a non-profit organization or for-profit organization. The organization could bring the product to their place and develop it or find a market that is suitable.

5.2. Model Evaluation

Based on Kemmis' (2006) participatory action research cycle (see Figure 3), the new roadmap contains four steps (see Figure 6). It starts with *problem identification and analysis* (the planning stage), in order to know what the village really needed as the planning stage. It could be by gathering key persons in the village to do a focus group discussion (FGD).

Figure 6: A New, Proposed, Roadmap



While the previous model involved this step, the choosing of the FGD participants was still random. Thus, this model proposes that selective key persons be included in order to obtain the actual and comprehensive information. The second step is *socialization* (the acting stage). Given that in the last program there appeared to be a lack of socialization, this becomes a necessary step. Socialization is important to avoid any misunderstanding between the parties involved. Throughout the training, the implementer should always explain to the participants about what they will do and how far this training will go. When it comes to the *program implementation* (the developing stage), skill improvement, leadership, and entrepreneurship become the main foci. The growth of business will depend on what they acquire from the training facilitated by the implementer. This model proposes a more precise set of goals and activities related to the exact needs of participants. The previous model involved this step in the general and proposed activities but without detailing the needs. This model encourages the uncovering of the exact needs to be trained and the exact skills and knowledge to be developed. One of the proposed program activities is leadership training, one activity not included in the previous model. It is regarded as one of the elements that a community development program needs to achieve (Cavaye, 1989). Finally, in order to make the program results sustain, the implementer should conduct *monitoring and evaluation* (the reflecting stage). This is part of the exit strategy for the implementer, a mandatory step for the implementer. If it fails to be performed, the program will not sustain. The participants will also feel abandoned by the implementer. While this step was included in the previous model, it was not implemented when the program was running. Overall, all of the steps in the program should be well implemented for the program to be effective (i.e. reaching its intended goals). Further, the effectiveness of the program is

expected to increase the quality of life of the farmers by increasing their knowledge and ability to learn (Igusa, 2006).

6. CONCLUSION

According to the data analysis, it can be concluded that the CSR program implemented by the SW Foundation was not effective given that the planning made by the SW Foundation was not the same as the actual implementation. One of the gaps relates to the participants' expectation to obtain an initial investment to open a business from the sponsoring company. While the output given in the program roadmap is suitable based on the participants' expectation, the final two steps (*Social and Business Development* and *Leveraging Community*, respectively) could not be implemented because the sponsor (i.e. the CMNCT Company) did not give the approval. On the other hand, the SW Foundation had succeeded to implement the first and second steps out of the program roadmap. The first step was *Need Assessment*. It is considered successful because the program (i.e. training) provided to the participants was suitable to their needs. The second step was *Setting up the Community*. The success was shown in the skill improvement that the participants acquired from the training. However, an exit strategy should be implemented to the participants in order to make the program sustainable.

6.1. Recommendations

Recommendations for SW Foundation or CSR Program Implementer. In order to make a sustainable CSR program for a village, a CSR program implementer should perform all the steps suggested in the proposed roadmap, from planning to the end of the step. An implementer should ensure from the outset that the sponsor approves all of the steps. An implementer should also avoid misunderstanding that occurs between the participants' expectations and the perceived implementation. In addition, an implementer could also work together with the community to find a business partner for the community in order to make the program sustain.

Recommendations for Program Participants. The program participants could look for another prospective sponsoring company to give them some initial investment. They could also start by making a cooperative association of bamboo webbing community in order to maintain the program's sustainability in the village.

Recommendation for Sponsoring Organization. As the secondary data show, the third and fourth steps of the program roadmap have suited the expectation(s) of the participants. However, the third step (Social and Business Development) and the fourth step (Leveraging the Community) were not implemented because the sponsor did not give the approval. So, the sponsoring organization should trust the program implementer to run the program as it is proposed in order to make the program successful.

6.2. Limitations and Future Research Directions

This research is focused on the CSR program implemented by the SW Foundation and does not involve other foundations. Examining other CSR programs conducted by other

foundations could provide benchmarks to find the most effective CSR program to implement. Further, future research could find an effective exit strategy for such a CSR program. It is suggested that researchers conduct more studies about OVOP in order to get more insight about the development of CSR programs in villages involving SMEs.

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