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# The Role of CSR in the Revitalization of Urban Open Space for Better Sustainable Urban Development

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**Abstract:** Provision of green open spaces by 30% of urban areas as outlined in Law 26 of 2007 on Spatial Planning, is the responsibility of local governments. Malang City Government is currently in the process of realizing open space according to the provisions of the law. Due to funding constraints, local governments involve the private sector through the Corporate Social Responsibility (CSR) program in the provision of green open spaces. This study examines the potential and problems of private sector involvement in urban development processes, especially the provision of urban open spaces. The purpose of this study is to develop a model of private sector involvement policy. This study was conducted by using descriptive analysis to describe the phenomenon of CSR implementation for urban open space revitalization program. This study uses qualitative analysis of implementation data of Green Open Space (GOS) revitalization through CSR program. This study emphasizes the position and role of CSR in the city's GOS revitalization program to formulate a model of private sector involvement policy in the provision of green space. The model consists of a process of negotiation, planning, implementation and open maintenance. The result of this research is the scheme of private sector financial involvement process and the approval of detail engineering design (DED).

## 1. INTRODUCTION

Sustainable urban development is one of the global commitments as set forth in the objectives of the 11 Sustainable Development Goals (SDG's). The growth of urban population and urbanization problem in Indonesia is a serious challenge in realizing sustainable urban development. Sustainable urban growth aims to create a city environment that ensures better quality of city life. The purpose of urban development through sustainable growth in the planning and design effort is to minimize the negative impact of urban development. The demand for the fulfilment of the needs of urban facilities as well as the limited land in urban areas, causing the use of urban space experienced a dilemma in its control ([Wikantiyoso, R., 2007](#)).

The concept of sustainability initiated by environmentalists begins with concerns about the long-term consequences of natural support system pressure. The purpose of development is to support the improvement of economic activities that ensure the sustainability of natural resources and

the environment ([Tutuko & Shen, 2014](#); [Wikantiyoso, Respati & Tutuko, 2013](#)). Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs ([Rasoolimanesh, Badarulzaman, & Jaafar, 2011](#)). Sustainable urban development is essential to improving the quality of life of communities and reducing negative impacts on natural resources in future urban contexts ([Mahmoud & El-Sayed, 2011](#)). There are three key concepts that need attention that are development; needs; and future generations. According to [Blowers \(1993\)](#) the goal of sustainable development is to protect natural resources; developing the built environment, maintaining environmental quality, avoiding social justice, and increasing participation ([Blowers, 1993](#)). The concept of sustainable urban development becomes important as emphasized in the 11th objective of the MDG's. At the operational level, the concept of sustainable urban development requires alignment in planning, design, and its implementation.

Urban green spaces provide environmental benefits through their effects on negating urban heat, offsetting greenhouse gas emissions, and attenuating stormwater ([Lee, Jordan, & Horsley, 2015](#)). The rapid increase in human activity in the city centre has contributed significantly to the increase of carbon gas emissions ([Liu, Liu, & Gao, 2014](#); [Rasoolimanesh, Badarulzaman, & Jaafar, 2011](#)). Negative impacts of inadequate quantity and quality of green open space, among others;

1. Decrease in urban environmental comfort; Occurs due to the decrease in capacity and environmental carrying capacity due to the occurrence of pollution, decrease in groundwater, and increase in environmental temperature;
2. Decrease in visual quality of the city; decrease in natural beauty, reduction in flora and fauna varieties, loss of natural artefact;
3. Increased air pollution that drives the greenhouse effect due to increase of carbon gas emissions.
4. Decreased level of community welfare; occurs due to the public health decline, energy consumption increases etc.

The provision of green open space for urban areas as mandated by Law 26 of 2007 on Spatial Planning requires 30% of the total area of the city. This Spatial Planning Law is the highest regulation that must be adhered to in planning, designing, providing and utilizing green open spaces in Indonesia. The requirement for the provision of green open space of at least 30% of urban space is aimed at ensuring a more humanist urban environment, and enhancing the ecological carrying capacity of the city. The provision of 30% of green open spaces (divided 20% public space and 10% private spaces) is a minimum requirement to ensure the balance of urban ecosystems, both hydrological and microclimate system balance, as well as other ecological systems. Provision of public open spaces of at least 20% should be provided by the government. This effort to ensure the achievement of the minimum proportion of public open space that is used by the entire community of the city ([Wikantiyoso, Respati & Tutuko, 2013](#)).

The green open space revitalization program is an effort to create green space and active open space as a public space to realize a safe and comfortable city life. The green open space revitalization program on an urban scale can improve the quality of city life ([Littke, 2015](#)). Local governments have an important role in ensuring the provision and improvement of the quality of public open spaces. The city government of Malang develops several strategies for the provision of open spaces through the preparation of green city development program, that are Local

Regulation on Green Open Space Master Plan 2012-2032; Improvement of Local Regulation on Spatial Area of Malang City 2010-2030; and the implementation plan of green open space development program of Malang city.

Implementation of green open space revitalization program indirectly resulted in the reduction of green open space. Reducing of the green open space due to a revitalization program if not controlled in an integrated manner can result in a negative impact on the reduced of open space area. So it is necessary to need a control mechanism in the design of green open space revitalization program that will be implemented. On the other hand financing aspects through CSR should be able to limit the compensation earned by the company in the form of advertising media of CSR product providers. Thus, the model of corporate engagement and the process of design negotiation is an important part of integrated planning and designing in sustainable green open space revitalization.

The green open space revitalization aims is not only to improve the ecological function of open space, but also improve the social function of open space as a public space. The public spaces as a social space that have been reduce green open space. The use of public surface space material will reduce the width of the green open space replacement. The use of paving blocks in harsh spaces and pedestrians as a part of public space will be reducing the average surface runoff rate by 40% and up to 67%, which is also influenced by the paving pattern and paving arrangement pattern ([Sedyowati et al., 2017](#)). Thus the change of green space into public space have to be considered the use of public space material covers that still allows the absorption of water into the soil.

The Housing and Settlements Office (DKP) becomes the pre-eminent sector of municipal government that have to responsible to maintain and control the quality and quantity of green open space provision due to the GOS revitalization programs. The role of DKP is to strengthen the function of providers and guarantors in urban development in accordance to the direction of Malang green open space master plan 2012-2032 and its implementation.

According to Law 26/2007 on Spatial Planning, the provision of green open spaces is the responsibility of local governments. Due to limited government funding, the green open space providing efforts are carried out by local governments in cooperation with the private sector through CSR programs. Thus, the study of private sector involvement in the urban development process especially in the green open space revitalization program through CSR becomes important. This study investigated the potential and problems of private sector involvement in development process of the city, especially the provision of the city green open space

The objective of this study was to develop a model policy of private sector involvement in green open space provision through CSR. The models consist of negotiation process, planning and design, and implementation of green open space revitalization. There are two purposes in this study:

1. To investigate the potential and problems of private sector involvement in development process of the city, especially in the green open spaces revitalization.
2. To develop a policy model of private sector involvement in green open space revitalization through CSR, that are consists of negotiation process planning and design, and implementation of green open space revitalization.

## 2. RESEARCH METHODOLOGY

This study was conducted by using descriptive analysis of qualitative and quantitative data to describe the phenomenon of CSR implementation for urban open space revitalization program. The emphasis of the study was conducted through an analysis of green open space revitalization policy through CSR scheme. The analysis of this study emphasizes the aspect of CSR's role in the city's green open space revitalization program to formulate a model of private sector involvement policy in the provision of green urban spaces. The policy model includes the process of negotiation, planning and design process, and implementation of green open space revitalization. Figure 1 show that the green open space providing divided into two schema that are public open space providing and private open space providing. The two main analyses carried out in this research are analysing potential GOS area reduction problems, as well as analysing the execution process of planning and designing the implementation of GOS revitalization through CSR. Both of these analyses were conducted to obtain an optimal model in private sector involvement in the provision of green open space, especially the revitalization policy of GOS through CSR program.

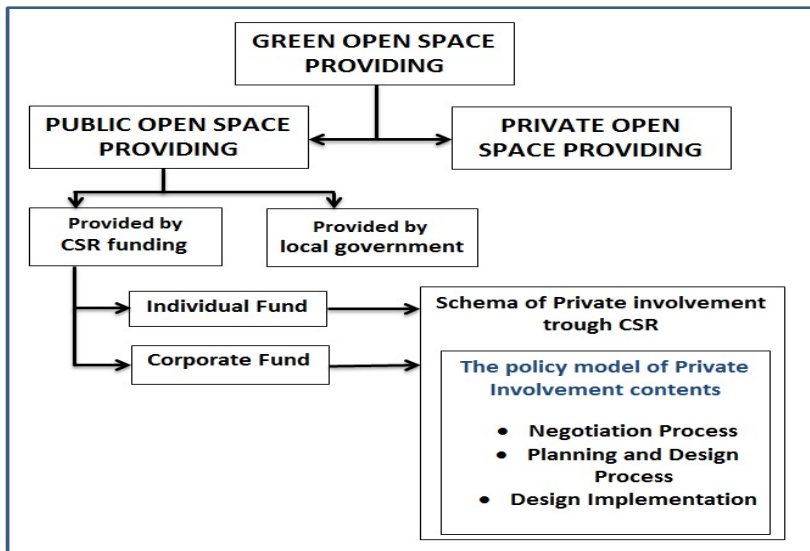


Figure 1. Framework Analysis of green open space provision model through CSR

Primary quantitative data collection is done by measuring the green open space on the project site and the graphic measurement of the revitalized design image data to obtain valid data. The measurement results are matched (compared) with the quantitative data in the open space master plan as the benchmarking data used to make GOS revitalization policy review. The review of planning policies is described descriptively with reference to applicable laws and regulations. The qualitative data obtained through observation, focus group discussions and in-depth interviews with relevant parties (DKP) and its technical team on the negotiation process, the process of planning and design, and implementation design. Both data are used to construct a framework and scheme of private sector involvement implementation models in the provision of open space through CSR.

### 3. MALANG GREEN OPEN SPACE DEVELOPMENT PLAN

#### 3.1 Green Open Space Development Problems

The sustainability of urban development has a very wide dimension, namely environmental, economic, and socio-cultural. The emergence of joint initiatives on sustainable development is a response to the impact of urbanization, improvement of economic development and degradation of urban environments that cause climate change (Trip, 2007). Urban development effort in the spatial dimension in rapid urban development faces a very complex challenge in the provision of space. According to Wikantiyoso, Respati and Tutuko (2013) the challenges of urban development in today's global era include several issues, namely; (1) urbanization; cities should be able to anticipate an increase in the rate of urbanization, (2) spatial planning of the city; the municipal product plan must ensure a sustainable development process, (3) municipal infrastructure and facilities; green infrastructure and environmentally friendly transportation facilities, (4) decreasing environmental carrying capacity; urban development should be able to increase environmental carrying capacity, (5) environmental quality reduction and disaster mitigation; ensure the provision of green open spaces of the city to maintain environmental quality and disaster mitigation, (6) city governance; encourage the implementation of good city governance.

Green city development efforts require a lot of financing. According to Liu, Liu, and Gao (2014), the central and local governments should provide sufficient funds to assist in the development of low-carbon buildings, city greenery, and public transport. Limitations of local government financing are solved through increased private participation through CSR fundraising. The conception of community participation in urban development places the urban community as the subject of development process. The process of urban development includes the stages of planning, policy-making implementation of development policies and evaluation of the success of urban development.

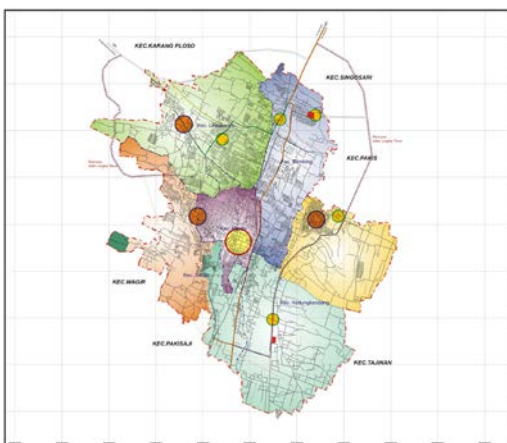


Figure 2. Division of Malang Development Area



Figure 3. Land Used Plan

Malang City is the second largest city in East Java, which has strategic potential with an area of 11,097.11 Ha. Figure 2 illustrated the division of urban development area divided into six development areas; east Malang, southeast Malang, central Malang, west Malang, northeast Malang and north

Malang development area. Figure 3 illustrates that the disproportionate distribution of green open spaces in each of the developing areas. The provision of GOS at each development center becomes important for the balance of the open space projection distribution. The establishment of a central development area is based on the suitability of functions and roles of each region as the center of urban growth service activities.

The Malang city vision is to realize the city of Malang as an educated city, cultured, environmental awareness for the prosperous society. This vision becomes the direction and framework of sustainable city development by creating a prosperous society with good education quality, cultured and environmentally friendly. The development of Malang city through the development of a green city concept is one of the efforts to realize sustainable city development. Utilization of space for physical development should prioritize efforts to maintain and improve environmental carrying capacity through the provision of green open spaces. Providing efforts of green open space can be divided into two categories, namely; open spaces providing, and open space quality improving through a revitalization program.

The provision of urban open space conceptually has been carried out through technical regulations, but substantially still can't function yet as a guidance and direction of the provision of green open spaces. This causes the implementation of the development plan to experience technical obstacles due to the lack of operational regulations.

Table 1. Green open space in Malang City based on 2012

Type of Green Open Space	Areas (Ha)	Percentage
Urban Forest	33.56	0.35 %
City Park	175.49	1.82 %
Field	59.19	0.61 %
Cemetery	94.73	0.98 %
Green Line road (median road, boulevard),	218.64	2.26 %
Riverbank boundary	1102.43	11.41 %
Railway line boundary	43.11	0.45 %
Extra High Voltage Connection boundary	25	0.26 %
<b>Total</b>	<b>1752.15</b>	<b>18.14 %</b>

Table 1 shows that the implementation of public green open space today is equal to 18.14% of Malang city area. There is a difference in the fact of green open space between planning and conditions in the field. This difference can occur because the preparation of spatial plans and master plan has not been referring to geospatial digital data as required by Law no. 4 of 2011, which is done in an integrated manner. This difference can occur because the preparation of spatial plans and master plan has not been referring to geospatial digital data that required by Law no. 4 of 2011, which is done in an integrated manner. The use of Geographic Information System (GIS) data will minimize the spatial data gap ([Mahmoud & El-Sayed, 2011](#)). This problem can be solved by using GIS in urban planning and design.

This field fact shows that existing spatial regulatory products are less able to be used as guidance in guiding spatial planning. The Town Planning Board should undertake city planning reforms through the use of an integrated spatial information system in the planning, implementation and evaluation of urban planning and design. The different plan data contained in the master plan can occur because the master plan has not yet used the map data standards of the Geospatial Information Agency as required in Government Regulation no. 8 of 2013 on Accuracy of Spatial Map. The one-map policy as mandated in Law No. 4 of 2011 on Geospatial Information, which requires the use of geospatial data in spatial planning is the basic policy in spatial reform in Malang ([Wikantiyoso, R., 2017](#)).

Referring to the Master Plan of green open space improving the quality and provision of green open spaces is done through the following efforts:

1. Improving open space quantity of private and public buildings, as well as at the top of the building (rooftop garden);
2. Improving the open space function into green open space and the provision of street green lines, and median roads;
3. Open space quality improvement along the main road, the border area of the city according to its classification;
4. Revitalizing and restoring the green open space functions and securing natural greenways, through development of green open space as a safety zone on railway lines; Green open space along the riverfront; Extra high voltage boundary, and the green line of industrial estate buffer;
5. Establishing a conservation area according to the characteristics of the region as a city icon;
6. Increasing community participation in the management of green space through the application of incentives and disincentives.

Table 1 illustrated that the total green open space was 1752.15 Ha or just 18.14% of city. These indicated that the green open space of Malang city is quantitatively it is less about 11.86% or about 1316.12 Ha. Referring to Figure 2 and 3, it can be seen that along the banks of the river that pass through the city of Malang is a reserve of green open space development, which is 63% of the total potential of open space of Malang city or an area of 1139.9 Ha.

Table 2. CSR funding provider of GOS revitalization program

No	CSR Provider	Year	Location	Area (m <sup>2</sup> )	Amount (million IDR)
1	Bank JATIM	2011	Ken Dedes Park	5002	100
2	Bank BRI	2013	Alun-alun Design Competition	-	30
3	Bentoel Group	2014	Trunojoyo Park	9145	2,000
4	Nivea	2014	Merbabu Family Park	4181	600
5	Permata Jingga	2014	Suhat Park	254	666
6	BRI Bank	2014	Design implementation	23970	5,600
7	Nikko Steel Industry	2015	Outdoor Gym		1,200
8	Otsuka	2015	Malabar Urban forest	16812	2,500
9	Bentoel Group	2015	Kunang-kunang Park	14777	1,500
10	Bentoel Group	2016	Slamet Park	4919	1,000
11	Henry Soetio (individual)	2016	Idjen Street Pedestrian	450	2,600
12	WOW Corp.	2016	Sawojajar Green Corridor	672	300
13	Bentoel Group	2017	Taman Dieng Pedestrian	3498	1,500
14	YPTM	2017	Unmer Park	1954	1,000
15	WOW Corp.	2017	Sawojajar Green Corridor	500	200
16	Telkomsel	2017	Merjosari Park Loop Arena	500	800
17	Henry Soetio (Individual)	2017	Dempo Park	2475	500

Table 2 shows that the CSR provider consists of corporates and individuals (grants). That also illustrates the increasing number of development projects with CSR funds in the last 5 years. This indicates that there is an increasing the level of trusts from grantor to the city government. The development financing pattern through CSR is very strategic to overcome the limitation of development financing through the city government budget fund. This development financing pattern through CSR should be followed by a clearer set of rules relating to the rights and responsibilities of each party. The agreement of cooperation between parties should be done through the negotiation process at the planning stage, the



determination of detail design engineering, project implementation, delivery and maintenance phase.

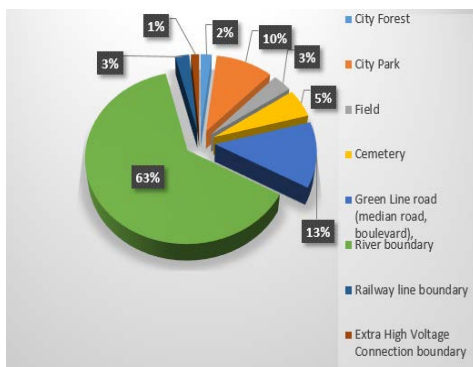


Figure 4. Existing Type of Green Open Space Area Composition of Malang City

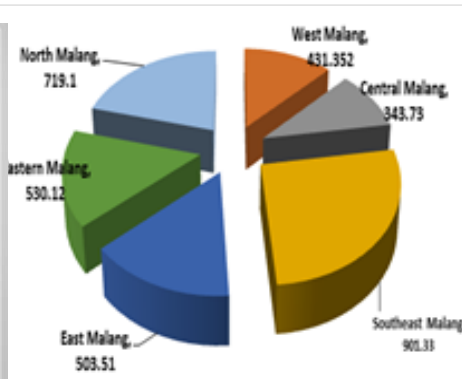


Figure 5. The need of Green Open Space Area by Section Development Area

From the review of policies on the development and provision of GOS found there are several problems, namely:

1. There is a fact that the GOS in Malang city has not been properly validated from the area and its location.
2. Spatial planning products after the enactment of Government Regulation No. 8 of 2013 has not been reviewed and adjusted, so the planning map accuracy has not met the planning standards.
3. There is a gap between the needs of GOS planning and its implementation following the adoption of GOS revitalization policy through CSR.

### 3.2 Malang City Green Open Space Revitalization

The city's green open spaces have ecological, aesthetic, social, and economic functions. In accordance with the function of open space has a role in the provision of space for social activities, recreation, city parks, environmental sustainability, and other values in accordance with its utilization (Brander & Koetse, 2011; Shen, Sun, & Che, 2017). A good ecological function of the space will ensure the sustainability of an urban area. Other spatial functions (social, economic, architectural) is a function of support and improvement of environmental quality and culture of the city. According to Wolch, Byrne, and Newell (2014) green space also promotes physical activity, psychological well-being (Bertram & Rehdanz, 2015), and general public health of the city (Shen, Sun, & Che, 2017). City green open spaces have a very strategic function in an effort to create a conducive city environment to place the interaction between the human life (Shen, Sun, & Che, 2017) order with the natural environment harmoniously and sustainably (Wolch, Byrne, & Newell, 2014). The question is how to manage the GOS that naturally exists to be a natural environment comfort for a harmonious and integrated urban human activity.

Malang City is located in the highlands that crossed by 5 rivers, typologically has great potential for the provision of green open spaces. Table 1 indicate that the GOS of Malang city is dominated by river bank boundary open spaces, 11.41 % of total city area or 59.61 % of total open space area. This area has enormous potential as an urban open space development area. Riverside open space can be developed into a reserve area of open space provision through the normalization program of the riverside.

Revitalization of green open spaces conducted by the government through CSR program has impacted the reduction of green open space as much as 23.62 percent. Table 3 illustrated that of the 13 revitalization projects on an area of 88.159 m<sup>2</sup> have been reduce about 20,821.26 m<sup>2</sup>. Ecologically has not had a significant impact because most of hard spaces are uses a porous material. According to Erik, head of DKP Malang, this condition can still be tolerated. Due to the use of porous material of this phenomenon the overall theoretical calculation is still less than 20 percent or below the maximum threshold. However, in detail referring to Table 3, with reference to each project, stricter control measures are required through the revitalization design negotiation process.

*Table 3.* The calculation of the reduction of green open space on the revitalization program

No	Location	Area of Green Space (m <sup>2</sup> )	Decreasing green space (m <sup>2</sup> )	Decreasing Green space (%)
1	Ken Dedes Park	5,002	250.10	5
2	Trunojoyo Park	9,145	1,271.75	15
3	Merbabu Family Park	4,181	1,045.25	25
4	Suhat Park	254	26.67	10.5
5	Design implementation of Alun Alun Park	23,970	8,749.05	36.5
6	Malabar Urban forest	16,812	2,101.50	12.5
7	Kunang-kunang Park	14,777	2,881.52	19.5
8	Slamet Park	4,919	1,475.70	30
9	Sawojajar Green Space Corridor	672	151.20	22.5
10	Taman Dieng Pedestrian	3,498	1,749.00	45
11	Unmer Park	1,954	450.19	23.5
12	Sawojajar Green Corridor	500	62.5	12.5
13	Dempo Park	2,475	606.38	24.5
SUM		88,159	20,821.26	23.62

According to the Minister of Home Affairs Regulation No. 1 of 2007, urban green open space planning requires an ideal area at least 30% of urban area (Article 9 paragraph 1). The area consists of public and private green space (Article 9 paragraph 2). The extent of public space provision is the responsibility of the city government which is done in stages in accordance with the financial capability of each region (Article 9 paragraph 3), public open space can't be converted. The private green space provision is the responsibility of private parties / institutions, individuals and communities controlled through the use of space permit by the local authority (Article 9 paragraph 4).

The policy of green space provision and utilization is done to maintain the sustainability and balance of urban ecosystem. This policy is undertaken to improve, maintain a microclimate, aesthetic value, groundwater absorb, creating balance and harmony of the physical environment of the city. The local government should be supervising and controlling of the change of urban open spaces. The management of urban space provision must be done starting from planning process, appointment, development, comprehensive and integrated care. The existence of Green Open Space is very important in controlling and maintaining the integrity and quality of the environment ([de la Barrera, Reyes-Paecke, & Banzhaf, 2016](#)). Controlling the implementation of urban development should be done proportionally and balanced between economic interests, social and environmental sustainability.

There are several important issues that to be considered in relation to the issues of the green open space revitalization within the framework of sustainable development, namely;

- 1.Reduction of green open space due to revitalization efforts must be minimized, in accordance with the predetermined threshold, in accordance with the provisions of existing regulations.
- 2.The reduction control measures, carried out in the process of planning and revitalizing green open space design process.
- 3.The CSR provider's involvement in the design process is carried out to optimize the design in accordance with the financing provided and guarding changes to existing green open spaces.
- 4.The process of revitalizing green open space through CSR requires a policy model that includes the process of negotiation, planning and design processes, and its implementation.

Figures 6 - 11 showed the concept of the use of riverfront space as the green space of the city. Typology of watershed form that extends along the river form can be developed as a substitution of green open space of the city. Open areas along the river have been transformed into residential areas that are illegally harnessed by communities without city government permits. The potential of this extraordinary space should be a serious concern to realize the obligation to provide green open space by 30%. The existence of riverfront space can be used as a substitution space for the reduction of open space due to changes in ecological functions to the public space. Figure 6-11 also give illustrated the city's green open space development plan in the six development areas. The development of open spaces of river banks became the dominant pattern in the effort to provide green open spaces of the city. Substantially it is possible because the open space in waterfront area dominates the open space of Malang city, which is about 63% of the total open space of Malang city.

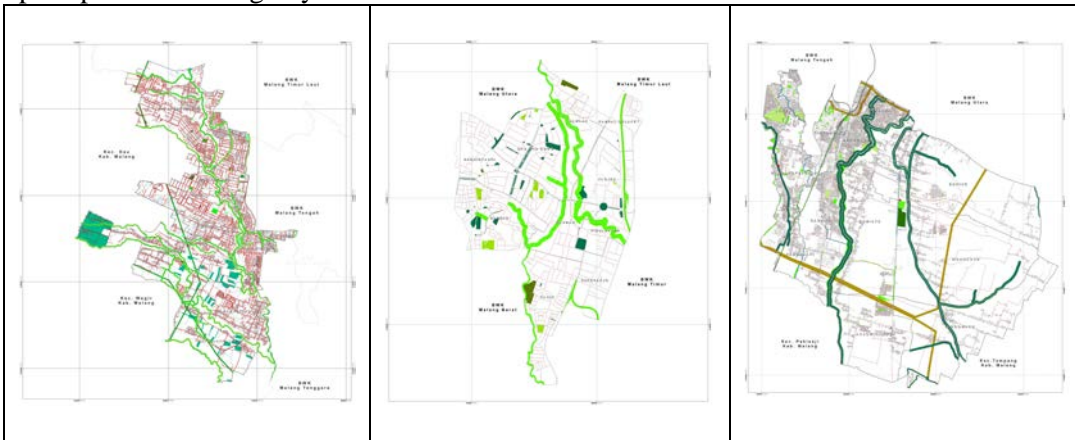


Figure 6. Development Plan of GOS West of Malang

Figure 7. Development Plan of GOS Center of Malang

Figure 8. Development Plan of GOS Southeast of Malang



Figure 9. Development Plan of GOS Northeast of Malang

Figure 10. Development Plan of GOS East of Malang

Figure 11. Development Plan of GOS North of Malang

#### 4. THE ROLE OF CSR DUE TO GOS REVITALIZATION POLICY

The term of social responsibility came into widespread use in the early 1970s. Attention to social responsibility in the past has focused primarily on business. The Company will set aside its benefits for the benefit of the surrounding community, as a form of compensation which is packaged in the form of CSR. The initial idea of social responsibility is oriented towards philanthropic activities such as charitable giving. Today the form of implementation of CSR is increasingly shifting and diverse in accordance with community development needs. According to [Julia, Rahayu, and Yudi \(2010\)](#), CSR is the theoretical basis of the need for a company to build a harmonious relationship with the surrounding community. Corporate social responsibility can be defined as a company's moral responsibility to its stakeholder strategy, especially for communities around the work area. The parameters of a company's success in the perspective of CSR is to promote moral and ethical principles, namely to achieve the best results without harming the community. One of the principles of morality in running a company is to do business by promoting moral and ethical principles will give the greatest benefit to society and company.

Objects of corporate social responsibility also change from the object of social community to become the object of a wider scope to the national development problems such as human rights, environmental sustainability, consumer protection and avoidance of fraud and corruption and so on ([Jamali, 2014](#)). This shift has caused the term of CSR to become more familiar to most people than to social responsibility. At this level a view of social responsibility applies to all organizations that also have a responsibility to contribute to society towards sustainable development programs in a broader sense.

The CSR concept involves partnership responsibilities between government, community resource agencies, as well as local communities that are not passive and static and are a shared responsibility socially between stakeholders. The concept of corporate philanthropy (social phenomena) in social responsibility is no longer sufficient, since the concept does not involve a socially responsible partnership with other stakeholders. The complexity of social problems in the last decade and the implementation of decentralization have placed CSR as a concept that is expected to provide a new breakthrough in empowering communities around the company. Strategic CSR planning will enable the program to become a social investment to empower communities, in order to be able to fully support economic and social life independently and sustainably.

The CSR activity in developing countries is therefore portrayed as ongoing and extensive, although it tends to be less formalized, more sunken, and more philanthropic and nature ([Visser, 2008](#)). It also draws on deeply engrained cultural/religious values and is primarily oriented toward local communities ([Jamali, 2014](#); [Visser, 2008](#)). From several definitions of CSR, it can be concluded that CSR is a corporate or business commitment to contribute resources in sustainable development as a form of corporate social responsibility by emphasizing on the continuity of attention to economic, social and environmental aspects.

Post-MDG's by the end of 2015, an agreement on the Sustainable Development Agenda to be achieved by 2030, hereinafter referred to as Sustainable Development Goals (SDGs). SDG's is a new development agreement that encourages shifting changes toward sustainable development based on human rights and equality to promote social, economic and environmental development ([Haughton, 1997](#)). SDGs are enforced with the principles of universality, integration and inclusion to ensure that "No one is Left Behind." This understanding means that social responsibility is closely linked to sustainable development.

Corporate social responsibility in sustainable development focuses and concerns about the role of the company in assuming the organization's responsibility to society and the environment in addition to business interests ([Burke & Logsdon, 1996](#)). The company through its business advantages has a role and responsibility in the development of the surrounding environment. The role of CSR will be more real if CSR funding opportunities can be well organized by the local government. According to [Stele \(2010\)](#), the granting of CSR by the company should be based on its actions on standards, guidelines or regulations in accordance with applicable principles or norms. In applying these standards it is recommended that organizations take into account the diversity of society, environment, law, culture, politics and organization, as well as differences in economic conditions, by maintaining the consistency of international norms. There are 7 principles that have to be consider in the implementation of CSR in the International Standards ISO 26000 ([Stele, 2010](#)) that are:

1. Accountability; an organization should be accountable for its impacts on society, the economy and the environment.
2. Transparency; an organization should be transparent in its decisions and activities that impact on society and the environment.
3. Ethical behaviour; an organization should behave ethically. An organization's behaviour should be based on the values of honesty, equity and integrity. These values imply a concern for people, animals and the environment and a commitment to address the impact of its activities and decisions on stakeholders' interests
4. Respect for stakeholder interest; an organization should respect, consider and respond to the interests of its stakeholders. Although an organization's objectives may be limited to the interests of its owners, members, customers or constituents, other individuals or groups may also have rights, claims or specific interests that should be taken into account.
5. Respect for the rule of law; an organization should accept that respect for the rule of law is mandatory, in the context of social responsibility, respect for the rule of law means that an organization complies with all applicable laws and regulations.
6. Respect for international norms of behaviour; an organization should respect international norms of behaviour; while adhering to the principle of respect for the rule of law
7. Respect for human right; an organization should respect human rights and recognize both their importance and their universality

The Green Open Space development program through CSR is an effort to improve the function of urban open space not only as an ecological function, but also for socio-cultural functions for public activities, that funding by CSR providers. This condition brings consequences for the reduction of green open spaces. The results of the 13 GOS revitalization project (Table 3) shows that the reduction or change of soft space to hard

space has a wide range of percentages. There is no pattern or relationship between the open spaces of origin with the proportion of open space reduction. The percentage of change is more due to the design decisions and functions of the public space to be provided. Designing is done through consultation mechanism between CSR provider, designated planner, Housing and Settlements Office (DKP) technical team, and resource persons from various parties appointed by DKP.

The reduction in green open space ranges from 5 % to 45 % of the revitalized space area, with a reduction rate of 23.62% (see table 3). According to Erik the head of DKP, the reduction of green space due to the revitalization program is still tolerated up to 20 %. This means that excess tolerance limits should bring consequences for the necessity of providing substitution land. However, this provision still does not exist in the regional regulations on the Malang city Green Open Space Master Plan. Thus, a new regulation on substitution of green open spaces should be drafted due to the increase and / or changes in the function of some green open spaces for public spaces.

The city government's has to be gives more attention by making the control mechanism policy through the provision of at least 30% of cities for green open spaces. Implementation of this provision is applied to the design or process of Detail Engineering Design (DED) or consultation process of program design of open space revitalization implementation through CSR. The role of the Design Consultation Team of the Housing and Settlement Office becomes very strategic in maintaining and negotiating the consequences of reducing the open area of the city.

Community participation through CSR programs and grants if managed well will increase community confidence in urban development management. Accountability and transparency of CSR funds and grants is the key to success to encourage CRS and provide funding as an alternative to city development funding, especially the provision of green open spaces. Stakeholder engagement in urban development is a long and ongoing process that requires accountability, transparency and commitment of the city government ([MacKillop, 2012](#)) to ensure that the GOS revitalization program is in the interests of the urban community. The openness of the GOS development program to every part of the city will provide a great opportunity for the community to participate in the implementation of the city plan ([Ballard et al., 2007](#)). The municipal government through the Housing and Settlements Office shall prepare all the rules and regulations regarding the terms of conditions and guidelines for the implementation of CSR in the GOS revitalization policy.

## 5. CONCLUSION

The green open space revitalization program through CSR is currently one of the models of community involvement in realizing sustainable urban development. Transparent public fund management by the city government can increase community participation in urban development. Accountability and transparency of CSR funds and grants are key to success to encourage CRS and grant funds as an alternative to city development funding, especially the provision of green open spaces. The funding of the open space provision effort through CSR program from private sector were considerable close to 81% of all green open space revitalization program. From discussion and result related to the question of the potential and problems of

private sector involvement in the provision of urban open spaces, it can be concluded that:

1. The involvement of the private sector in the provision of open spaces of the city has enormous potential. Involvement of the private sector is a form of participation of the urban community through the planning and design process, the implementation of design and even financing through the provision of CSR funds;
2. Participation of the financing of the provision of green open spaces of the city can be done through CSR;
3. The level of trust of private parties (both personal and corporate) to the government in managing CSR funds in the provision of green open spaces of the city, is the key to success in the management of development donation funds, especially CSR programs.
4. The municipality should immediately make a new regulation on the substitution of green open spaces of the city due to the increase and / or changes in the function of some of the green open spaces for public spaces.

Based on the findings and results of the discussion of research issues, needs to be given recommendations to the city government, in particular the Housing and Settlement Office (DKP) in order to manage the revitalization of GOS through CSR. Some of the things that can be recommended are:

1. The municipality shall immediately review and adjust the product of the urban spatial plan using standard geospatial data in accordance with applicable legislation, to ensure that the achievement of the green open space provision of the city on which its obligations are more measurable and valid;
2. The green open space revitalization program should be integrated with efforts to provide urban open spaces, as there is potential for a large GOS reduction problem in the GOS revitalization program;
3. Corporate social responsibility program is a potential to be developed as a policy of private sector involvement in urban development, as well as increasing community participation in realizing sustainable urban development;
4. Revitalization of GOS through CSR as a municipal policy should formulate mechanisms through an approach model that guarantees control functions according to sustainable development schemes.
5. The framework of the role of private involvement in the provision of green open space through CSR as outlined above can be illustrated in Figure 12. The provision of green open space through CSR programs can be a model of community engagement in sustainable urban development. This model consists of negotiation process, planning, implementation and maintenance of green open space, especially in CSR implementation process.

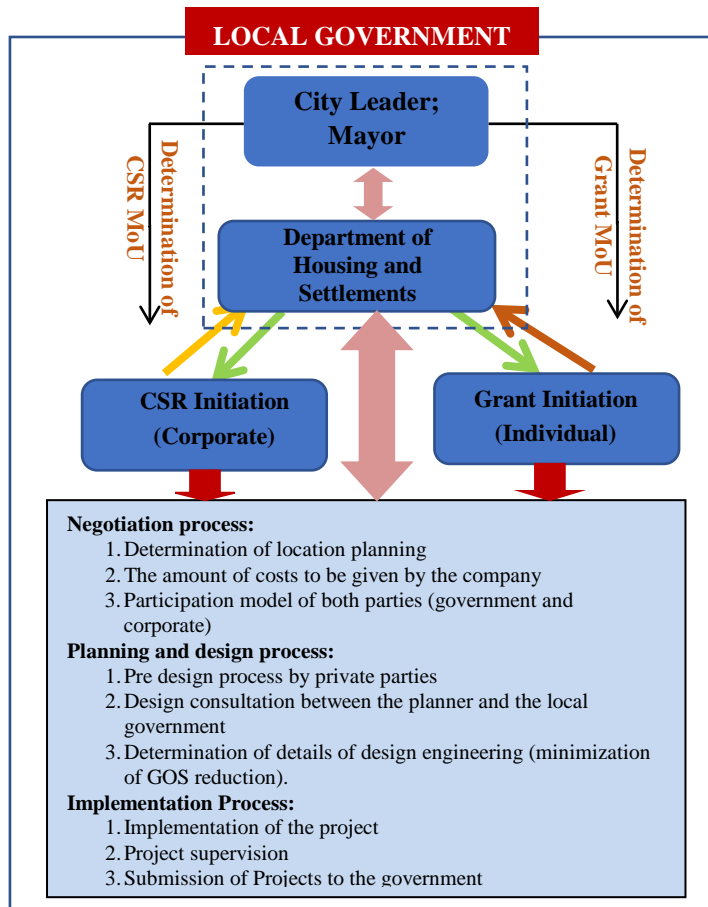


Figure 12. The initiation process of giving CSR / Grant to the city government

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