# IMPLEMENTASI KEBIJAKAN PROGRAM CSR DI KOTA MATARAM (Study Arranging Implementation Policy Model of CSR in Community Empowerment)

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**ABSTRACT**

Development is a process of conscious, planned and sustainable change,   In general, the implementation of Corporate Social Responsibility (CSR) in the city of Mataram has not met the expectations, given that not all companies carry out the same obligations, generally the implementation of CSR is still limited to voluntary. For the City Government of Mataram, CSR is believed to be able to help local governments overcome the limitations of fiscal capacity, specifically to overcome poverty problems which are currently still relatively high, which in 2016 reached 9.80%. Realizing the importance of the existence of CRS, the Government of the City of Mataram has provided support by issuing regulations in the form of Local regulation No. 2/2014 on Corporate Social Responsibility and facilitating the establishment of a CSR forum, but the Mataram City CSR Forum was not effective, it was also in line with the stagnation of the NTB Province CSR forum so that CSR had not yet appeared on the surface. This was the background of the implementation of this research.

This study aims to examine the potential of Corporate Social Responsibility (CSR) for community empowerment in the city of Mataram, using a descriptive approach with the object of research is the process of implementing CSR program policies using elements of policy implementation according to Van Meter and Van Horn. The findings of this study indicate that CSR policy implementation is seen as a potential that can be optimized as an alternative source of development funding, CSR policies have been implemented with reference to the Van Meter and Van Horn public policy models. but there are still some shortcomings so that CSR does not appear on the surface, namely: (1). Implementation of CSR programs by companies still overlaps with regional government programs; (2). There is no accurate database; (3). An integrated system of coordination has not yet been created, because the CSR forum is not functioning and (4). financial resources support is inadequate. To create an ideal model for managing CSR programs in community empowerment, it is necessary to establish a special CSR management agency that will bridge the obligations of companies and governments as regulators in community empowerment by implementing the CSTA (Control Sustainability Transparency Account) model in managing CSR for community empowerment to achieve targets such as economic development.

**Keywords:** CSR, Corporate, Special Institutions, Local Government, Community  Empowerment, CSTA.

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## 1. INTRODUCTION

In essence, development is a process of change that takes place consciously, planned and sustainably which is not only the responsibility of the government, but also the responsibility of the private sector and the community. The direction of development in the city that is the most effective and more appropriate for achieving goals is a program that involves the community and the right elements of government with a small community development policy that is more active by providing the needs of the urban community (Suparjan, 2003: 1-5).

One of development programs that is currently developing, involving national and international private sector, is carried out using the Corporate Social Responsibility (CSR) empowerment model. The benefits of CSR for the government is to be able to create good relations between the government and the company in overcoming various social problems, such as poverty with the ultimate goal of creating economic sustainability of citizens

The Government of the Republic of Indonesia considers that CSR is important and regulated by law which confirms CSR, namely Law No. 25 of 2007 article 15 paragraph 1 where the company is obliged to carry out corporate social responsibility. Jurisdical corporate social responsibility is also regulated in Law No. 40 of 2007, concerning Limited Liability Companies, Chapter V, Article 74. In this article, the social and environmental responsibilities of the company are explained for their existence in business activities.

Implementively, the development of CSR in Indonesia still requires a lot of attention, both the government, the wider community and the company. Among the thousands of companies that exist, it is indicated that not all companies have truly implemented the CSR concept in their company's activities.

Likewise in the city of Mataram, until now there has not been any seriousness from the company to channel CSR programs, and not even managed properly. Even though in accordance with the existing law, the existence of CSR is inherently inherent with company management, so that the field of activity in CSR is still in the management of the company. Therefore it is deemed necessary to regulate the management of CSR so that it is more focused and more directed to reduce the economic burden of the community and can empower the community so that it can improve the social welfare of the community, where the poor population in Mataram in 2016 is still relatively high at 9.80%.

The current facts show that the implementation of CSR in the city of Mataram has not had a significant impact, while the Mataram City government has provided support by issuing regulations in the form of Regional Regulation No. 2 of 2014 concerning Corporate Social Responsibility. The management organization is still a CSR forum, which has not been effective in its implementation

Based on the description, the objectives to be achieved in this study are:

a) To find out the process of implementing CSR programs in the city of Mataram.

b) To find out the ideal model for managing CSR programs in community empowerment.


## 2. THINGKING  CONCEPT

1.   Public Policy

In efistimologi, the term policy comes from the English "policy". However, most people think that the term policy is always equated with the term wisdom. the term wisdom comes from the word "wisdom". Carl Friedrich in Wahab (2005: 3) defines policy as an action that leads to a goal proposed by a person, group or government in a particular environment due to the existence of certain obstacles while looking for opportunities to achieve goals or realize desired goals.

Policies contain an element of action to achieve goals and generally these goals are to be achieved by someone, group or government. Wahab (2005: 40) provides several guidelines consisting of:

a. Policies must be distinguished from decisions.

b. The real policy is not necessarily distinguishable from administration.

c. Policies include behavior and expectations.

d. The policy includes the absence of actions or actions.

e. Policies usually have the final results to be achieved.

f. Each policy has certain objectives or targets, both explicit and implicit.

g. Policy arises from a process that takes place all the time.

h. Policies include relationships that are inter-organizational and that are intra-organizational.

i. Public policy, although not exclusive, concerns the key role of government institutions.

j. The policy is formulated or defined subjectively.


2.   Policy Implementation

According to Mazmanian and Sebastiar in Wahab (2005: 68), that policy implementation is the implementation of basic policy decisions that are usually in the form of laws, but can also be in the form of orders or important executive decisions or judicial body decisions, usually, decisions itself identifies the problem you want to overcome, explicitly states the goals or objectives to be achieved, and various ways to structure or regulate the implementation process.

3.   Policy Implementation Model

Van Meter and Van Horn also formulated a policy implementation approach model called A Model of the Policy Implementation. Policy implementation is influenced by several variables which consist of: (1) policy standards and objectives and policy objectives; (2) sources (resources); (3) characteristics of the implementing organization; (4) the attitude of the implementers; (5) communication between related organizations and implementation activities; (6) social, economic and political environment.

4.   Community Empowerment

Etymologically empowerment comes from the basic word "power" which means strength or ability (Sulistiyani, 2004: 7). Starting from this understanding, empowerment is interpreted as a process to obtain power, strength or ability, and / or the giving of power, strength or ability from parties who have power to those who are lacking or not yet empowered.

Sumodiningrat (2002) states that efforts to empower people can be seen from three sides, namely:
a.   Creating an atmosphere or climate that allows the potential of the community to develop.

b.   Strengthen the potential or power of the community

c.   Empowering also contains the meaning of protecting. Protecting must be seen as an effort to prevent unbalanced competition between the strong and the weak.

Conceptually, empowerment includes six things which are habituation to power, as reinforcement and linking empowerment if carried out continuously so that the influence that is generated becomes stronger. The six things are as follows:
a.   Learning by doing. That is, empowerment is a process of learning things and there are continuous concrete actions, the effects of which can be seen

b.   Problem solving. That is, empowerment must give meaning to the occurrence of solving for crucial problems in the right way and time.

c.   Self evaluation. That is, empowerment must be able to encourage someone or group to carry out an evaluation independently.

d.   Self development and coordination. That is, empowerment must be able to encourage the occurrence of self-development and conduct coordination relations with other parties independently and more broadly.

e.   Self selection. That is, a collection that grows as an effort to select and assess independently in determining *future steps (Huraerah, 2007: 86).*

Community empowerment according to Susiladiharti (2002), can be described as follows:
a.   Fulfillment of basic needs.

b.   Mastery and access to various systems and resources needed.

c.   He has full awareness of various potentials, strengths and weaknesses of himself, and his environment.

d.   The ability to actively participate in various activities that benefit the wider environment.

e.   The ability to control themselves and their environment.

From the various concepts regarding community empowerment, it has been practiced in various community empowerment programs in the economic field, such as the Disadvantaged Village Inpres Program (IDT); Disadvantaged Village Support Infrastructure Development Program (P3DT); Kecamatan Development Project (KDP); Rural Infrastructure Development Program (PPIP); Integrated Village-Urban Area Development Program (PARUL); Local Community Economic Development (PEML / LED) and Regional Empowerment Programs Overcoming the Impact of the Economic Crisis (PDMDKE). These programs generally have similarities in the approach to change, such as: (1) revolving capital assistance; (2) infrastructure development assistance; (3) development of local institutions; (4) strengthening and building business partnerships; and (5) facilitation from the existing companion.

5.    Corporate Social Responsibility (CSR)

Kotler and Lee (2005: 3) explain that "Corporate Social Responsibility is a commitment to improve community welfare through business practices and contribution of corporate resources", which means corporate social responsibility is a commitment to improve community welfare through discretionary business practices and contributions company resources.

Lord Holme and Richard Watts in Hadi (2011) define CSR as follows: "Corporate Social Responsibility is a continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and social at large ", which means that CSR is a continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of workers and their families and the local and social communities in general.

Suharto (2008: 9), said that Corporate Social Responsibility can be said to be good if it fulfills four principles consisting of:

a.   Fairness.

b.   Transparency.

c.   Accountability.

d.   Responsibility.


**3.  METHODS**

The type of research used is descriptive research which includes data collection to answer questions about the final status of the research subject (Kuncoro, 2003: 8).
Kuncoro further explained that descriptive research seeks to obtain a complete and
accurate description of a situation. Arikunto (2001: 5) states that the object of research is the scope or things that are the subject matter in a study. In this study, the object of research is the process of implementing CSR program policies in the city of Mataram, so that in order to get answers to the CSR program policy implementation process researchers used several elements of policy implementation according to Van Meter and Van Horn which consisted of:

1)   Policy Standards and Objectives.

a.  Has the CSR program policy been implemented according to existing standards?

b.  How do CSR programs meet policy standards

c.  Have the CSR program policy objectives been achieved?

d.  How to achieve the CSR program policy goals?

2)   Resources.

a.  What are the implementing competencies of CSR programs in carrying out policies?

b.  What is the ability of CSR program implementers to carry out existing policies?

c.  What is the availability of funds to support the implementation of CSR program policies?

3)   Characteristics of Implementing Agents

a.   Is the CSR program implemented according to the Operational Procedure Standard?

b.   Are CSR programs implemented in accordance with applicable norms?

4)   Implementor Disposition.

a.   What commitment do executors have in carrying out CSR programs?

b.   What is the perception of the implementers of the CSR program?

    c.   Do the implementers have an enthusiastic and responsive attitude in carrying out CSR programs?

5) Inter-Organizational Communication

    a.   How is the communication between members of the CSR program established?

    b.   How is the coordination carried out by the CSR program implementers?

6) Economic, Social and Political Factors

    a.   How are economic factors influencing CSR program policies?

    b.   How do social factors influence CSR program policies?

    c.   What are the political factors in influencing CSR program policies?

The main informants in this study were those who most knew and understood the Community Empowerment program through the routine implementation of CSR in the City of Mataram, namely:
1. State-Owned Enterprises (Bank Indonesia, Bank Rakyat Indonesia, and Bank Mandiri)

2. Regionally Owned Enterprises (PDAM Giri Menang Mataram)

3. Private company (PT. Toyota Krida)

The type of data contained in this study is based on the source using primary data. Primary data comes from data collected directly by researchers (Kuncoro, 2003: 136). The primary data contained in this study is observation and interview data.

**4. RESULTS AND ANALYSIS**Formal / Industrial Companies

Industry is one component that plays a role and contributes to economic development, both added value and employment, which has implications for reducing the unemployment rate.

During the 2011-2016 period, the formal industry in Mataram City reached 649 business units, or grew an average of 108 business units per year, experiencing an average growth of 7.53% per year.

While the non-formal industry during the period of 2011-2016, showed its development reached 213 business units, or grew an average of 36 business units per year, experiencing an average growth of 2.36% per year.

The formal and non-formal industrial sectors are able to absorb employment reaching 19,778 people. The growth of the industry in a region certainly has implications for the socio-economic conditions of the surrounding community.

Modern supermarkets / minimarkets in the city of Mataram in 2016 amounted to 106 units, which were spread almost evenly throughout the District. Hotels in Mataram City in 2016 recorded 123 hotels consisting of 21-star hotels, four-star hotels as many as 2 hotels, three-star hotels as many as 8 hotels, two-star hotels as many as 7 hotels, and one-star hotels as many as 4 hotels.

Central Banks, Commercial Banks and Credit Banks in the City of Mataram in 2016 amounted to 40 Banks. a number of banks mentioned above, 40 have a head office in Mataram, 252 Branch Offices.

A number of companies and financial institutions and banks mentioned above are potential resources for the organizer of Corporate Social Responsibility (CSR) activities in the city of Mataram.

1. Implementation and variety of CSR in Corporate Sample.

a) Indonesia Bank (BI)

Bank of Indonesia (BI) is committed to running a corporate social responsibility (CSR) program in three sectors, namely education, women's empowerment and food security.
b) BRI Bank Branch Mataram.

CSR activities at the BRI Branch of Mataram Branch are open menu, meaning that all types of proposed activities have benefits for the community, except the provision of business capital assistance. Basically the nominal value of BRI assistance is not determined by its value, but the mechanism for submitting financing must be through the BRI Center. Broadly speaking, the CSR activities carried out by BRI include: Prosperous Indonesia,

Indonesia Care, Healthy Indonesia, Sustainable Indonesia, Smart Indonesia, Indonesian Faith, Indonesia Build, Indonesia Partnership, and the Public

c)    Mandiri Bank Branch Mataram

The implementation of CSR by Mandiri Bank carries the vision of "Building an Indonesian Independent community through the PKBL program as an inspiration to become a progressive and growing financial institution with Indonesia".

The mechanism for obtaining CSR funding assistance through Mandiri Bank, namely: the community first submits a proposal to the Mandiri Bank Branch Mataram, to subsequently be submitted to Bank Mandiri Center for obtaining considerations funded or not.

d)    PDAM Giri Menang

As a regional company that manages regional natural resources and serves directly the livelihoods of the people of West Lombok and the City of Mataram, the Regional Water Supply Company (PDAM) Giri Menang, carries the vision of "Being the best drinking water service company, environmentally sound, excellent service and accountable".

Implementation of Corporate Social Responsibility (CSR) PDAM Giri Menang, through activities, in the fields of: Education, social, economic, and environment around the source of the spring.

e)    Indonesia Toyota Krida

Toyota Indonesia is one of the private corporations, which is committed to organizing activities in order to support the implementation of CSR in Indonesia. The program activities carried out include: Education, Community Empowerment & Humanitarian Assistance, the environment and traffic safety.

2.    Analysis of the CSR Potential in Mataram City

In general the companies in Mataram City, West Nusa Tenggara Province can be classified based on their ownership status, among others: BUMN, BUMD, and PRIVATE.

The role of corporate CSR is increasingly important in fostering corporate social responsibility for the creation of a balance of economic, social and environmental development. Aside from being an economic institution, the company is also a social control institution, so it is expected that the company can progress and develop in harmony with the community around the company.

This commitment is reflected in the Decree of the Minister of Finance of the Republic of Indonesia No. 316 / KMK 016/1994 concerning the Small Business and Cooperative Development Program by State-Owned Enterprises. Through this policy, SOEs are required to participate in improving the welfare of the community and the surrounding environment through the Partnership and Community Development Program by setting aside a profit from the company.

But in fact, not all companies carry out their CSR obligations. The company considers CSR as a waste, because it does not bring profit. Even if implemented, current CSR practices are indicative of mere public relations practices so that they are imageentric and prioritize programs that can be seen by the public (as a communication strategy).

The potential of CSR in the city of Mataram is relatively large, it can be one of the alternatives to support local governments in overcoming the problem of development in the midst of regional fiscal constraints.

From the description of the data above, it can be estimated the potential of CSR receipts in Mataram City are as follows:

a)    Formal Industry amounts to 2,080, if it is assumed that only 70% (1,450) of companies carry out CSR, then the potential revenue is Rp. 72,905,000,000.

In this category, there are a number of large companies both BUMN and SWASTA which usually pay great attention to the implementation of Corporate Social Responsibility (CSR) such as: PT. PLN, PT. Pertamina, including the company PT. Newmond Nusa Tenggara.

b)    Large trading companies 3 companies, if it is assumed to be 100% implementing CSR, then the potential revenue is Rp. 300,000,000,-

c)    Intermediary Trading Company 61 companies, if it is assumed that only 60% (26) of companies carry out CSR, then the potential revenue is Rp. 1,290,000,000, -

d)    Supermarkets / minimarkets totaling 106 pieces, if 100% implement CSR, then the potential revenue is Rp. 5,300,000,000, -

e)    Star hotels as many as 21, if 100% implement CSR, then the potential revenue is Rp. 1,575,000,000, -

f)   Banking as many as 40 Banks consisting of 1 Central Bank, 7 Government Banks, and 32 Private Banks, with potential revenues of Rp. 4,000,000,000.

A number of National Banks and Private Banks have consistently given great attention to the implementation of Corporate Social Responsibility (CSR) such as: Bank Indonesia, BNI, BRI, Bank Mandiri, Bank BTN, Bank BPD NTB, Bank NTB. As well as a number of other National Private Banks.

The financial potential that can be optimized will reach a minimum of 85.370 million or more. Thus the Corporate Social Responsibility (CSR) company contributes to supporting local governments in overcoming fiscal limitations.

3.   Analysis of the implementation practices, conditions and problems in the community

The implementation of CSR must be created so that it can be implemented according to priorities based on the availability of the resources of each company that can be elaborated with the concept of planning and development in the city of Mataram comprehensively and holistically, which can support the limited budget of Mataram City, so that community needs are not answered through Mataram City's regional finance scheme has the opportunity to be financed from CSR funds as an alternative financing.

CSR should be expected to be a supporter of regional economic development, but in reality it is currently not as expected, because:

a)   CSR is still engaged in philanthropy only

b)   Not all companies carry out CSR obligations

c)   CSR is considered an unfavorable activity (not considered an obligation)

d)   CSR with public relation, imagesentric, which can be seen by the public

e)   The program does not touch basic needs but for consumption

f)   Assistance is not accompanied by efforts to strengthen community capacity

g)   The public does not have access to submit proposals (not transparent)

h)   Local governments do not have concrete information and data on CSR contributions (no company reports)

i)   Overlapping targets with local government programs.

4.   Analysis of CSR Implementation on People's wlfare

The implementation of CSR in Mataram City has not ben optimal yet, due to several:

a)   CSR activities are dominant in facilities and infrastructure in economical activities, upgrading human resources capasity, education, health, relatively gained small portion

b)   CRS overcomes just a short term problems

c)   No sustainable activities created

d)   No best applicable activities gained

e)   No control and guidance after assitance

5.   Analysis of the existence of the CSR Forum

To realize the prosperity and prosperity of the community as well as the preservation of environmental functions through CSR, the local government of Mataram City issued a Local Regulation No. 2 of 2014 concerning corporate social responsibility. The regulation intends to provide legal certainty and protection for the implementation of corporate social responsibility programs in the city of Mataram, giving direction, the realization of clear boundaries about social responsibility including the corporate environment, the creation of coordination.

To facilitate the implementation of coordination, the local government of Mataram City facilitated the establishment of a CSR Forum, which consisted of elements of the Company, Universities and Communities. But there were criticisms of the existence of a CSR forum that the existence of the Mataram City CSR forum was considered to be very ineffective in its path.

There are a number of fundamental issues in the ineffectiveness of the Mataram City CSR forum, namely:
a)   Coordination does not work;

b)   Unclear Forum working mechanism;

c)   Unclear Forum management;

d)   Unclear driving resources;

e)   Other problems.

Weaknesses in the implementation of the forum, are personal problems both capacity and continuity of its presence in implementing management functions, moreover the working mechanism of the CSR forum is only incidental. Therefore, CSR management institutions must consist of personnel who are in total duty to dedicate themselves and time as the operational support of the institution.

Seeing these conditions, a management concept that is comprehensive and holistic is needed, which is operational that can minimize the risk of ineffective CSR management institutions, therefore it needs to be done to strengthen existing institutional forums (restructuring / management arrangements, mayor regulations) or take alternative actions to form a special institution for managing Mataram City CSR that is independent in nature that has tasks and functions not only coordinative, but normatively performs its duties and functions as an institution that carries out management functions where the IPO is implemented.

The special agency for CSR management should have Inputs consisting of 5 MPT (Man, Money, Material, Method, Machine, Place and Time). Special institutions for CSR management also run a process in the form of POAC (Planning, Organizing, Actualiting, and Control) to produce output in order to realize corporate social responsibility (Social, educational, economic and environmental activities).

6.      Analysis of the implementation of integrated CSR systems

The integrated system of CSR is basically principled in a cycle consisting of six stages. As a cycle, all stages in the system must continue to rotate and increase continuously so that a continuous process of improvement is created. The six stages include:
1.  Planning

2.  Organizing

3.  Application

4.  Monitoring and Evaluation

5.  Reporting

6.  Continuous Improvement.

The above cycle is a system that must be played continuously. The rotation is basically also a learning process so that the system and its performance become even better. If consistently implemented the Integrated System will be able to improve the CSR performance of the City of Mataram, which in turn will contribute to the performance of the Mataram City CSR Management Agency as a whole.

7.      Analysis of the implications of implementing a new system

The study of the implications of implementing the new system which will be regulated in the Regional Decree of the City of Mataram concerning special institutions for managing CSR, will have implications, both on aspects of people's lives, as well as on aspects of regional financial burden.
a.   Aspects of Community Life

In the implementation of a special agency for CSR management, community development programs (community development) are important instruments in empowerment, because this program can be improved and utilized by social capital both owned by the company and the community.

It is hoped that there will be a synergy between business entities through various kinds of assistance with the potential that exists in the community. So that CSR is not merely generosity, but is an effort to develop the capacity of the community on an ongoing basis.
b.   Regional Finance Aspects

As understood together, that the implementation of a new system, especially in relation to the enactment of a Regional Decree governing Special Institutions for CSR Management, will certainly have an impact on regional financial burdens. So that the Legislature and Executives, must make every effort to be able to approve funding through the Mataram City Budget to finance the operations of this special CSR management agency. Whereas CSR funds originating from companies are managed for the benefit of CSR programs for the community. As a form of public accountability, this institution will be audited by an official auditor who has clean credibility.

8.     Concept of the model of a special institution for managing CSR in Mataram City

The existence of a special CSR management agency for the Mataram City Government is seen as very important intended as a forum that brings together various stakeholders to communicate, consult, plan and act together on an ongoing basis in the development and management of CSR in order to optimize the use of funds and CSR activities so that they are more targeted and correct -be effective and efficient in supporting the priority program of the City of Mataram.

a.     The purpose of special institutions for managing CSR

The purpose of the establishment of a special institution for managing CSR (Corporate Social Responsibility) in the city of Mataram is:
1)   Coordinating the planning and implementation of CSR in the city of Mataram;

2)   Inventory of CSR programs between Corporations and Government;

3)   Conducting cross-institutional cooperation to carry out CSR activities;

4)   Give input to businesses when they want to carry out their own CSR activities in the city of Mataram to be effective and efficient.

c.     Main Tasks and Functions of Special Institutions for CSR

The main task of the CSR management agency is to plan programs that are in synergy with the Regional Medium-Term Development Plan (RPJMD) that does not overlap with the Regional Development Work Plan (RKPD), the results of the planning must be approved by the region. these programs are offered to companies that have social responsibility and submitted one year before.
Broadly speaking, the duties and functions of the Corporate Social Responsibility (CSR) Management Institute include:
1)   Conduct an inventory of potential and CSR issues in the city of Mataram;

2)   Carry out the tasks and functions of planning CSR program activities in the City of Mataram;

3)   Carry out communication with the regional government and the business world to obtain input and considerations about the planned CSR program and its synergy with the RKPD and RPJMD of the City of Mataram;

4)   Propose ratification of CSR programs to the local government of the City of Mataram;

5)   Coordinating the program financing plan to the company;

6)   Plan operational funds, manage and account for them;

7)   Monitoring and evaluating the implementation of CSR in the city of Mataram;

8)   Submitting a report to the City Government of Mataram also to the business entity.

d.     Scope of CSR Management Institutions

The scope of the Special Institution for CSR Management, covers the fields:
1)   Education, Health, Arts and Culture, Sports and Religion

2)   Economic and Employment Empowerment;

3)   City Infrastructure / Facilities and Environment;

4)   Emergency Response, Disaster Mitigation and Reconstruction.

5)   Strengthening HR Capacity

6)   Dissemination of Development Information to Business Actors and Broad Communities..

e.   Organizational Structure of CSR Management Institution

The organizational structure of the Mataram City CSR Management Institution consists of local government leadership elements, company leadership elements, and community elements. Composition in the organizational structure consists of:

A.   Board of Trustees and Directors

-  Patrons:

  - Mayor of Mataram City
  - Chairman of the Mataram City People's Representative Council
-  Referrer:

  - Deputy Mayor of the City of Mataram
  - Secretary of the City of Mataram

B.   Implementing Agency

-   Director

-   Deputy Director

-   Secretary

-   Treasurer

-   Fields

    o   Economics

    o   Social and Cultural Affairs

    o   Infrastructure Sector

    o   Health and environment

Mekanisne appointment of administrators of the City of Mataram CSR Management Institution is done through selection according to the principle of the merit system where each personnel must have competency skills based on their respective fields, so that the CSR management institution of Mataram City can be an institution that has integrity, credibility and accountability. Determination of the organizational structure of CSR management institutions is determined by the Regional Decree of the City of Mataram

9.   Application of the Van Meter and Van Horn Policies in CSR

The views of Van Meter and Van Horn on the implementation of the CSR Program policies in the city of Mataram can be influenced by several interrelated variables, among others:

a.   Policy Standards and Objectives

The policy of the CSR program in the city of Mataram carried out has clear objectives. This is due to the existence of a CSR program policy that is carried out in accordance with the objectives of each company.

b.   Resource

In carrying out internal quality assurance, most of the city of Mataram has been supported by adequate resources. Implementers of CSR programs have the appropriate competencies in carrying out CSR programs and are experienced.

c.   Characteristics of Implementing Agents

Characteristics of implementing agencies include bureaucratic structures, Standard Operating Procedures (SOPs), norms, and patterns of relations that occur in the bureaucracy, all of which will affect the implementation of a program.

The CSR program implemented in the city of Mataram is currently in accordance with the Standard Operational Procedure in which the making of CSR SOPs aims to ensure that all decisions and actions taken in implementing CSR programs run effectively and efficiently.

d.    Implementor Disposition

The commitment of the implementers so far is quite good as seen from the willingness of CSR implementers to carry out CSR in a sustainable manner

The community is enthusiastic and responsive in accepting CSR programs, and so far the implementers are seen always responding quickly when there are problems in implementing CSR programs

e.    Inter-Organization Communication

The success of policy implementation requires that the implementor know what must be done, where the policy goals and objectives must be transmitted to the target group, thereby reducing the distortion of implementation through communication.

Communication in this case is used in the framework of delivering information to policy implementers about what is the standard and goals must be consistent and uniform (consistency and uniformity) from various sources of information. The communication between the members of the CSR program is quite good, which is supported by adequate communication media such as cellphones and social media.

f.    Economic, Social and Political Conditions

Socio-economic and political conditions, which include resources, environmental economics that can support the successful implementation of policies, the characteristics of participants, namely supporting or rejecting, the nature of public opinion in the environment; and whether the political elite supports policy implementation. As logical inferences can be drawn from the chart of the policy system in advance, social, economic and political conditions also influence the effectiveness of policy implementation

## 5. IMPORTANT FINDINGS, RESEARCH IMPLICATIONS, AND PROPOSITIONS

1.    Important Findings

There are several important findings that are a problem in the CSR program policy as an effort to empower the community in order to help improve the welfare of the community, so that attention needs to be paid to improvements.

The company's CSR program policies have clear objectives and the CSR program policies have been achieved. all CSR programs carried out are in accordance with the company's platform with funding that passes the verification mechanism. CSR program policies already have fulfilled standards such as ISO standards and meet applicable laws and regulations. In addition, in its implementation, the CSR program in the city of Mataram has several objectives, namely poverty alleviation which can then provide economic improvement. The mechanism for determining the CSR program is through submission of proposals, then administrative and assessment verification is carried out which then conducts field observations.

The implementation of the CSR program in the city of Mataram has been supported by adequate human resources which can be seen from the ability and competence of the implementers in accordance with their fields. In addition, in carrying out CSR programs, most implementers have good abilities that can be seen from the ability to run CSR programs according to the stages. However, financial resources or funding needs are inadequate and do not support the implementation of CSR programs, because companies are hesitant in providing funds for fear of being misused.

The characteristics of the implementing agency indicate that the implementation of the CSR program has been carried out in accordance with the Standard Operational Procedure which aims to ensure that the implementation of the CSR program can run effectively and efficiently. In addition, the CSR program implemented in the city of Mataram is in accordance with existing norms, especially international norms in corporate social responsibility towards the community for the welfare of society.

In addition, the implementation of CSR has been supported by a good commitment from the implementation of the program in realizing CSR targets, the existence of positive perceptions on CSR programs which can be seen from the assumption that CSR programs are important for people's welfare, enthusiastic and responsive attitude towards implementing CSR programs. . This can be seen from most implementers who always respond quickly when there are problems in implementing CSR programs. In addition, the implementation of CSR programs in the city of Mataram is

well supported by the communication that is established quite well with the support of adequate media such as the existence of Mobile and Social Media. Good communication can also be seen from the coordination that exists between the implementers is quite good, so that it can help the implementation of CSR programs that are getting better. Then through CSR, welfare and the socio-economic life of local communities and the wider community will be more secure. These important findings indicate that the implementation of CSR programs is basically run by several companies that are quite good but there are still some shortcomings, so that the implementation of the CSR program policies that have not been implemented optimally.

The important findings that became in this study were:
  i.  Policy Standards and Objectives

      a.  Based on each company's platform.

      b.  Funding passes the mechanism of verification and central approval.

      c.  In accordance with ISO standards and applicable laws and regulations.

      d.  Support the alleviation of poverty & increase the welfare of the community.

      e.  Targeting through proposal submission, verification (adm & location)

 ii.  Resource

      a.  Has the appropriate competencies to run a CSR program.

      b.  Has the ability to run a CSR program in accordance with the existing stages.

      c.  The available funds are inadequate and do not support the implementation of CSR because companies are hesitant to provide funds for fear of being misused..

iii.  Characteristics of Implementing Agents

      a.  Has run the program in accordance with the Standard Operational Procedure

      b.  The CSR program in most companies is run by a special division of CSR (General Division or Public Relations and Community Development).

      c.  The CSR program implemented in the city of Mataram is in accordance with existing norms

 iv.  Implementor Disposition

      a.  Most implementers have a high commitment to run CSR.

      b.  Implementers have a positive perception on CSR, and view CSR as important and contribute to economic development.

  v.  Inter-Organization Communication

      a.  Communication between implementors and beneficiaries is established through both Mobile and Social Media.

      b.  Coordination between the implementor and the government and other stakeholders is not good enough.

      c.  The role of the Forum is not effective.

 vi.  Economic, Social and Political Conditions

      a.  CSR is one of the supporting factors for the welfare and social economy of the community.

2.  Research Implications

a.  Theoretical implications

In the perspective of theoretical development, this research can be considered as the development of several theories, where research discussing the Implementation of CSR Programs by companies both private and government, explains that the CSR policy implementation model runs linearly from public policy Van Meter and Van Horn, implementor and policy performance , where this model is influenced by six factors, namely:

1) Policy Standards and Objectives

Based on the theory of Van Meter and Van Horn, where policy implementation must be clear and directed standards and targets so that they can be realized, because if the standards and targets are not clear, there will be multiple interpretations so that it easily causes failure in policy implementation.

The author's criticism is that a policy has affirmed certain standards and targets that must be implemented by implementers (according to the Van Meter & Horn theory). However, policy performance is basically an assessment of the level of achievement of these standards and targets. Because it is used as an assessment criterion, standards and targets must be formulated specifically and concretely.

If the policy does not have clear standards and targets, it can lead to multiple interpretations, misunderstandings and conflicts between implementers.

The results in this study indicate that the policies carried out related to CSR programs in Mataram City are in accordance with the policy standards adopting ISO standards and referring to the applicable laws and regulations.

2) Resources

Based on the theoretical concept of the implementation of the policies of Van Meter and Van Horn, which in a policy implementation needs adequate resource support (HR and Finance).

The results in this study show that the implementers have competencies, the ability to run CSR programs according to the existing stages, this can theoretically contribute to the theories of Van Meter and Van Horn on the importance of resources in implementing a policy. On the other hand the research findings show that financial resources do not support CSR programs, companies are hesitant to provide funds, afraid of being misused. and consider unprofitable. It is clear that from a financial standpoint it does not support the theory of Van Meter and Van Horn which suggests that a policy implementation must be supported by non-human resources including funds.

3) Characteristics of Implementing Organizations

Based on Van Meter and Van Horn, the characteristics of the implementing agency refer to the bureaucratic structure. More clearly the characteristics relate to the ability and criteria of the hierarchical supervisor level staff to sub unit decisions in the implementation process. The characteristics of organizational organizers have a certain scope and cannot implement the problem when it comes to matters of synergy, it needs to be formed like a task force so that implementation can be optimal.

Faced with the findings of the research carried out on the CSR program in Mataram City, the characteristics of the organization in implementing CSR are in accordance with the Standard Operational Procedure. In addition, the CSR program implemented in the city of Mataram is in accordance with existing norms. This shows that the characteristic supporting factors are more to establish cooperation with stakeholders and related professional organizations, where the existence of this will be able to facilitate the implementation of policies in accordance with the objectives to be achieved.

The results of this study theoretically can contribute to the theory of Van Meter and Van Horn on the importance of the characteristics of implementing organizations in implementing a policy that refers to existing standard operational procedures and norms to facilitate the implementation of policies in accordance with the objectives to be achieved.

4) Implementor Disposition

In the implementation of the policy the attitude or disposition of the implementor is divided into three things, namely: (a) the response of the implementor to the policy, which is associated with the willingness of the implementor to implement public policy; (b) conditions, namely understanding of policies that have been set; and (c) the intensity of the disposition of the implementor, namely the value preference possessed.

The results of the research carried out on the CSR Program in Mataram City showed that most implementers had good attitudes as indicated by high commitment and positive perceptions on CSR programs as seen from the assumption that CSR programs were important and could contribute to economic development. .

The results of this study theoretically can contribute to the theory of Van Meter and Van Horn on the attitudes of implementers who need to be considered in implementing policies such as high commitment, implementing positive perceptions of policy and enthusiastic attitudes of implementers in implementing policies that will help implement policies. better.

5) Communication

Based on the Van Meter and Van Horn theory the success of policy implementation requires that the implementor know what must be done, where the policy goals and objectives must be transmitted to the target group, thereby reducing implementation distortions. This can be realized with good communication.

Analysis shows that communication is only good between the implementor and the beneficiaries through mobile phone and social media, while the coordination between the implementor and the government and other stakeholders is not good and the role of the CSR Forum is not effective

The results in this study theoretically can contribute to the theory of Van Meter and Van Horn related to the importance of communication in the implementation of a policy such as the coordination and media support in establishing good communication will have a positive impact on the success of the policy, otherwise the achievement of goals will not optimal.

6) Social, Economic and Political Conditions

In Van Mater's theory Van Horn includes environmental economic resources that can support the success of policy implementation; characteristics of participants, namely supporting or rejecting; how is the nature of public opinion in the environment; and whether the political elite supports policy implementation. As logical inferences from the front of the policy system chart can be taken, social, economic and political conditions also influence the effectiveness of policy implementation. Socio-economic and political conditions without any real manifestations that make policy better will make it futile.

Associated with the results of the study show that through CSR, welfare and the socio-economic life of local communities and the wider community will be more secure.

b. Practical implications

The results of the analysis show that the implementation of CSR carried out by these companies and banks is quite good because it fulfills the principles of policy implementation proposed by Van Meter and Van Horn.

Based on the results of the field findings, discussion of the theory, the critical writer / researcher produced, this research can produce a new policy implication in the CSR program. The implications of this new policy are not only able to achieve what is the intended goal and target, but also be able to keep up with the dynamics that apply in corporate social responsibility. The implications of the new policy are a form of real implementation of Control Sustainability Transparency Accountability (CSTA).

In order for optimal, integrated and synergy management of CSR with RPJMD, RKPD, it is necessary to implement the CSTA model by elaborating on the existing model with the theory of CSR by David Crowther, the Planting Law on Capital and the Law on Limited Liability Companies, that:

The main principle of CSR by David Crowther (2010): namely:

a. Sustainability
b. Transparency
c. Accountability

Law No. 25/2007, concerning Investment stipulates that CSR is an obligation that must be controlled by the government as a regulator.

Law No. 40/2007, concerning Limited Liability Companies confirms that CSR leads to the concept of synergy between stakeholders

3. Research Proposition

Based on the above theories and existing explanations, propositions can be arranged as follows:

a. CSR programs can run well when done using the CSTA (Control Sustainability Transparency Accountability) approach.

b. If the CSTA (Control Sustainability Transparency Accountability) model is integrated and becomes part of a special institutional management system for CSR management, it can guarantee the implementation of transparent and accountable CSR through a synergy control mechanism of various stakeholders.

## 6. CONCLUSION

Based on the results of the discussion, conclusions can be drawn as follows:

1.  Implementation of CSR policies in the city of Mataram is seen as a potential and alternative source of financing that can be used to assist local governments in overcoming development problems, CSR program policies have been implemented with reference to the Van Meter and Van Horn public policy models:

    a.  The policies and objectives of the CSR program have complied with the prevailing laws and regulations that have referred to standards such as ISO, each company sets the standard and target of each program policy (partial);

    b.  The resources of the implementers have the ability and competence in carrying out CSR programs;

    c.  The characteristics of implementing agents in carrying out CSR programs refer to the applicable SOPs and are adapted to global norms;

    d.  The implementor's disposition of implementers who are highly committed to carrying out CSR and have a positive perception on CSR programs, even though not all companies carry out CSR obligations;

    e.  The welfare and socio-economic life of local communities and the wider community are relatively helped by the contribution of CSR.

2.  On the other hand the implementation of CSR in the context of community empowerment is not yet very visible, because it still shows some disadvantages, including:

    a.  Planning of CSR activities programs carried out by each company has not yet synergized and is integrated with the work plan of the Mataram City regional government;

    b.  The target of the company's CSR activities is still overlapping with the targets of the Mataram City development program;

    c.  In general, the policy of implementing empowerment through CSR is still Charity, it needs to be done social mapping so that CSR activities answer the problems that occur;

    d.  There is no accurate database available on how much the business sector contributes through CSR in each sector;

    e.  The weak coordination and facilitation in CSR planning between CSR companies and local governments causes the benefits of CSR not to appear significantly in the surface;

    f.  The CSR forum that was formed is not structured and is currently not running (stagnant) due to their respective activities, its function is limited to carrying out coordination.

## 7. SUGGESTION

To create an ideal model for managing CSR programs in community empowerment that refers to and fulfills the prerequisites based on the Van Meter and Van Horn theory and the fulfillment of the principles of community empowerment through CSR, it is recommended to pay attention to the following:

1.  Establish a special agency for CSR management that bridges the obligations of companies and the government as regulators in efforts to empower the community through CSR to carry out the functions of coordination, planning, implementation, monitoring and evaluation as well as reporting in a transparent and sustainable manner that is synergized, integrated and targeted with plans for the regional development activities of the City of Mataram;

2.  Applying the CSTA (Control Sustainability Transparency Accountability) model in managing CSR for community empowerment through integrated control, involvement of stakeholders and HR, commitment to achieving targets such as economic development;

3.  The issuance of regulations (regional regulations and mayor's regulations) that are binding on companies to support the existence of specialized CSR management institutions in the city of Mataram.

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