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THE ECOSYSTEM OF SHARED VALUE MODEL FOR THE COMMUNITY DEVELOPMENT PROGRAM IN SAGULING HYDROELECTRIC POWER STATION AREA (WEST JAVA)

Billyandri Herfiantara[A], Melia Famiola[B]

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ABSTRACT

Purpose: This study aims to integrate CSR programs and stakeholders in the Saguling Reservoir area (West Java) by proposing recommendations in the form of an ecosystem of shared value model that can be implemented by all stakeholders in related ecosystems to restore the function of the Citarum River and increase regional competitiveness, to increase the standard of living of the people in the area.

Theoretical framework: The theoretical framework used is The Ecosystem of Shared Value as a New Model of CSR, Pentahelix Collaboration, and Nature-Based Solution Approach.

Design/methodology/approach: This study uses a qualitative research approach with an action research design. There are two types of data used in this study, namely Primary Data (Group Discussion, Observation, and Depth Interview) and Secondary Data (Literature and Document Review). This study also uses the data analysis technique of the Miles and Huberman model which consists of three stages that must be carried out, namely data reduction, data display, and data verification.

Findings: The results show that the CSR approach in the Saguling Hydropower area is quite good, but the shared value generated is still low, especially for the Saguling Reservoir and the hydropower itself, because the current community development programs are only aimed at the community. The community development program in the Saguling Reservoir has been running for a long time, but these programs have not been integrated, so an ecosystem of shared value model is needed that can integrate several of these programs. The mapping of community development programs along the Citarum river basin (West Java) from upstream to downstream (Citarum River ring 1 area) must be carried out through intense collaboration and coordination with stakeholders.

Research, Practical & Social implications: The practical implication is that this ecosystem of shared value model can help stakeholders carry out a common agenda, namely "Restoring the Functions of the Citarum River". In addition, the application of the model, which is also accompanied by the ongoing collaboration between stakeholders, can transform the Saguling Reservoir area into a tourist village area as a form of support for the development agenda in West Java and Indonesia.

Originality/value: The research carried out is very significant in the study of corporate social responsibility, especially in the implementation of the ecosystem of shared value model, the output of which is a change towards a tourism village area. This research is also research oriented to social change.

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[A] *Master in Business Administration. School of Business and Management, Bandung Institute of Technology, West Java, Indonesia. E-mail: billyandri_herfiantara@sbm-itb.ac.id*
Orcid: https://orcid.org/0009-0004-9810-2909
[B] *Doctor, Research in Management. School of Business and Management. Bandung Institute of Technology, West Java, Indonesia. E-mail: melia.famiola@sbm-itb.ac.id Orcid: https://orcid.org/0000-0003-3914-3204*

MODELO DE ECOSSISTEMA DE VALOR COMPARTILHADO PARA O PROGRAMA DE DESENVOLVIMENTO COMUNITÁRIO NA ÁREA DA CENTRAL HIDROELÉTRICA DE SAGULING (WEST JAVA)

RESUMO

Objetivo: Este estudo visa integrar programas de RSE e partes interessadas na área do reservatório de Saguling (West Java), propondo recomendações na forma de um modelo de ecossistema de valor compartilhado que pode ser implementado por todas as partes interessadas em ecossistemas relacionados para restaurar a função do rio Citarum e aumentar a competitividade regional, para aumentar o padrão de vida das pessoas na área.
Estrutura teórica: A estrutura teórica utilizada é O Ecossistema de Valor Compartilhado como um Novo Modelo de RSE, Colaboração Pentahelix e Abordagem de Solução Baseada na Natureza.
Design/metodologia/abordagem: Este estudo utiliza uma abordagem de pesquisa qualitativa com um design de pesquisa-ação. Existem dois tipos de dados usados neste estudo, a saber, Dados Primários (Discussão em Grupo, Observação e Entrevista em Profundidade) e Dados Secundários (Revisão de Literatura e Documentos). Este estudo também utiliza a técnica de análise de dados do modelo de Miles e Huberman que consiste em três etapas que devem ser realizadas, a saber: redução de dados, exibição de dados e verificação de dados.
Conclusões: Os resultados mostram que a abordagem de RSC na área da Hidrelétrica de Saguling é muito boa, mas o valor compartilhado gerado ainda é baixo, especialmente para o Reservatório de Saguling e a própria hidrelétrica, porque os atuais programas de desenvolvimento comunitário são voltados apenas para a comunidade. O programa de desenvolvimento comunitário na albufeira de Saguling está a decorrer há muito tempo, mas estes programas não foram integrados, pelo que é necessário um modelo de ecossistema de valor partilhado que possa integrar vários destes programas. O mapeamento dos programas de desenvolvimento comunitário ao longo da bacia do rio Citarum (Java Ocidental) de montante a jusante (área do anel 1 do rio Citarum) deve ser realizado por meio de intensa colaboração e coordenação com as partes interessadas.
Pesquisa, implicações práticas e sociais: A implicação prática é que este ecossistema de modelo de valor compartilhado pode ajudar as partes interessadas a realizar uma agenda comum, ou seja, "Restaurar as Funções do Rio Citarum". Além disso, a aplicação do modelo, que também é acompanhada pela colaboração contínua entre as partes interessadas, pode transformar a área do reservatório de Saguling em uma área de vila turística como forma de apoiar a agenda de desenvolvimento em West Java e Indonésia.
Originalidade/valor: A investigação realizada é muito significativa no estudo da responsabilidade social empresarial, sobretudo na implementação do modelo de ecossistema de valor partilhado, cujo output é a mudança para uma zona de aldeamento turístico. Esta pesquisa também é uma pesquisa orientada para a mudança social.

Palavras-chave: O Ecossistema de Valor Compartilhado, Desenvolvimento Comunitário, Colaboração Pentahelix, Solução Baseada na Natureza, Empresa para Comunidade, Responsabilidade Social Corporativa.

EL MODELO DE ECOSISTEMA DE VALOR COMPARTIDO PARA EL PROGRAMA DE DESARROLLO COMUNITARIO EN EL ÁREA DE LA CENTRAL HIDROELÉCTRICA DE SAGULING (JAVA OCCIDENTAL)

RESUMEN

Propósito: Este estudio tiene como objetivo integrar los programas de RSE y las partes interesadas en el área del embalse de Saguling (Java occidental) al proponer recomendaciones en forma de un modelo de ecosistema de valor compartido que puede ser implementado por todas las partes interesadas en los ecosistemas relacionados para restaurar la función del río Citarum y aumentar la competitividad regional, para aumentar el nivel de vida de las personas en el área.
Marco teórico: El marco teórico utilizado es El Ecosistema de Valor Compartido como Nuevo Modelo de RSE, Colaboración Pentahelix y Enfoque de Solución Basada en la Naturaleza.
Diseño/metodología/enfoque: Este estudio utiliza un enfoque de investigación cualitativa con un diseño de investigación de acción. Hay dos tipos de datos utilizados en este estudio, a saber, datos primarios (discusión en grupo, observación y entrevista a profundidad) y datos secundarios (revisión de literatura y documentos). Este estudio también utiliza la técnica de análisis de datos del modelo de Miles y Huberman que consta de tres etapas que deben llevarse a cabo, a saber, reducción de datos, visualización de datos y verificación de datos.
Resultados: Los resultados muestran que el enfoque de RSE en el área de Saguling Hydropower es bastante bueno, pero el valor compartido generado aún es bajo, especialmente para el embalse de Saguling y la propia hidroelectricidad, porque los programas de desarrollo comunitario actuales solo están dirigidos a la comunidad. El programa de desarrollo comunitario en el embalse de Saguling ha estado funcionando durante mucho tiempo, pero estos programas no se han integrado, por lo que se necesita un modelo de ecosistema de valor compartido que pueda integrar varios de estos programas. El mapeo de los programas de desarrollo comunitario a lo largo

de la cuenca del río Citarum (Java Occidental) desde río arriba hasta río abajo (área del anillo 1 del río Citarum) debe llevarse a cabo a través de una intensa colaboración y coordinación con las partes interesadas.
Implicaciones sociales, prácticas y de investigación: La implicación práctica es que este modelo de ecosistema de valor compartido puede ayudar a las partes interesadas a llevar a cabo una agenda común, a saber, "Restaurar las funciones del río Citarum". Además, la aplicación del modelo, que también va acompañada de la colaboración continua entre las partes interesadas, puede transformar el área del embalse de Saguling en un área de aldea turística como una forma de apoyo a la agenda de desarrollo en Java Occidental e Indonesia.
Originalidad/valor: La investigación realizada es muy significativa en el estudio de la responsabilidad social empresarial, especialmente en la implementación del modelo de ecosistema de valor compartido, cuyo resultado es un cambio hacia una zona de aldea turística. Esta investigación es también una investigación orientada al cambio social.

Palabras clave: El Ecosistema de Valor Compartido, Desarrollo Comunitario, Colaboración Pentahelix, Solución Basada en la Naturaleza, Empresa a Comunidad, Responsabilidad Social Corporativa.

INTRODUCTION

The Citarum River has become a global concern because it was designated as one of the 10 most polluted rivers in the world in The World's Worst 2013: The Top Ten Toxic Threats as a result of an investigation by the environmental organization Green Cross Switzerland and the Blacksmith Institute in 2013. Potentially critical land in the watershed The Citarum River Basin is approximately 200 thousand hectares. Meanwhile, more than 166 thousand hectares of critical land, 76 thousand hectares of critical land, and more than 2 thousand hectares are in very critical condition.

Meanwhile, the World Water Conference in Stockholm in 2010 stated that the Citarum river provides 805 water needs in Jakarta, flows 5% of irrigation for rice farming in Indonesia, and is a source of water for 2.000 companies. Slums and the behavior of throwing garbage into the waters, pollution from industrial and livestock waste, and unsustainable farming patterns are the main causes of pollution in Citarum. This condition has received international attention as a bad picture of rivers in Indonesia. This contamination of Citarum river water causes pollution of water sources for agriculture and fisheries, threats to health (respiratory problems, skin diseases) due to heavy metal content in fish, and annual flooding due to siltation.

Saguling Reservoir is one of three reservoirs on the Citarum River. The main purpose of this reservoir is to produce electricity. However, after being used several times as a power plant, the Saguling Reservoir was converted into a multi-purpose reservoir, namely for the needs of fisheries, agri-aquaculture, tourism, and others. Saguling which is in the top position automatically becomes the initial recipient of the water flow from the upstream Citarum, including all the sediment it carries. The sedimentation problem has become a crucial problem for Saguling in recent years. High sedimentation means that the dam, which was built during the administration of President Soeharto, is predicted to live for another 30 years.

Currently, the quality of reservoir water is showing a decline, both due to pollution by industrial and household waste, as well as the quantity factor of the decrease in the amount or volume of water, especially the drought that has frequently occurred in recent years. The Saguling Reservoir is the first entrance to the Citarum River so all the dirt will be filtered here and eventually make the reservoir dirtier when compared to the Cirata and Jatiluhur Reservoirs. In addition, many things make the Saguling Reservoir even shallower, starting from being surrounded by housing, fish cages, and water hyacinth, to becoming the largest septic tank or latrine in the world. Based on data from PT Indonesia Power Saguling POMU, the land for the Saguling Reservoir is decreasing, one of which is due to a land dispute with a housing developer. A total of 6.7 hectares of reservoir land is converted into housing.

Not only housing, the siltation of the Saguling Reservoir also occurs due to illegal sand mining. Illegal sand caves around rivers or reservoirs cause the soil to become unstable and collapse, resulting in erosion which causes the siltation of the reservoir to increase. There is also the encirclement of residents' fish cages which causes more and more water hyacinth plants to expand, thus increasing the sedimentation rate in the reservoir. Dozens of community fish cages adorn the river. The cages are equipped with a semi-permanent building as a residence.

Based on these, the Government feels the need to accelerate water control around the Citarum watershed through Presidential Regulation of the Republic of Indonesia Number 15 of 2018 concerning the Acceleration of Pollution Control and Damage to the Citarum River Basin. The result of this policy is the birth of the Citarum Harum Program which aims to control pollution and damage to watersheds for the preservation of functions including prevention, mitigation, and recovery. The Citarum Harum program is one of the development agendas in the province of West Java which is also stated in the West Java Governor Regulation Number 37 of 2021 concerning the Action Plan for Controlling Pollution and Damage to the Citarum River Basin for 2019-2025.

However, the implementation of development is not only the responsibility of the government but is the responsibility of all stakeholders in the community. The government, the business world, and the community have a responsibility to realize development goals through the functions and roles they have. Frynas (2009) stated that there are at least 3 (three) main challenge in implementing CSR for companies operating in developing countries, including developmental challenges, environmental challenges, and governance challenges. The business world/company is one of the parties that can contribute to achieving development targets through the implementation of Social and Environmental Responsibility or known as

CSR/Corporate Social Responsibility. Companies need to establish relationships with various stakeholders who are directly or indirectly related to their business.

Referring to this concept, CSR can be understood as a company activity that seeks to pay attention to the social conditions of the community and strives that all its activities do not have negative impacts that can damage the environment. The phenomenon of CSR in Indonesia itself is experiencing dynamics that require companies not only to have a profit orientation. Mapisangka in his research on "Implementation of CSR on the welfare of people's lives" (2008) stated that the demands of regional autonomy, the limited budget of local governments in carrying out development as a whole need to be assisted by the active participation of companies so that development targets can be achieved. Especially in West Java, the implementation of CSR shows a pretty good stretch. The West Java government seeks to involve companies in the implementation of development with the West Java CSR Partners managed by the West Java Regional Development Planning Agency (Bappeda Jabar).

Related to the interests of its business continuity, PT Indonesia Power Saguling POMU has a CSR program that is directly related to the Citarum Harum program. Following Presidential Regulation (Perpres) Number 15 of 2018 concerning the Acceleration of Control of Pollution and Damage to the Citarum Watershed, PT Indonesia Power Saguling POMU integrates the company's CSR activities with the Citarum Harum program initiated by the government.

PT Indonesia Power Saguling POMU has indeed implemented its CSR program in the Saguling reservoir area and these programs have been established for quite a long time. However, these programs have not been integrated, so there is a need for an ecosystem model that can integrate these programs. Several companies and stakeholders also seem to be walking alone in carrying out their CSR programs in the reservoir area. It would be better for companies and other stakeholders to collaborate in carrying out their CSR programs in the reservoir area as a form of support for the Citarum Harum program and sustainability for the company itself. Ecosystem Shared Value is a collaboration of every stakeholder who has an interest and they must benefit from the program that has been implemented. The program implemented is a joint agenda that can increase regional competitiveness for sustainable development. The key to ecosystem shared value is a collaboration from an area of the same ecosystem.

Based on the background and justification in the previous, the objectives to be achieved in this research are: (1) Integrate CSR programs and stakeholders in the Saguling Reservoir area to make it easier for them to coordinate as a form of collaboration in development. (2)

Identify, analyze, and evaluate CSR programs in the Saguling Reservoir area that support the Citarum Harum program. (3) Provide recommendations for new models that can be implemented by all stakeholders in related ecosystems to support sustainable development and increase regional competitiveness.

LITERATURE REVIEW

Most of the Community Development Program in the Saguling Reservoir area is a PT Indonesia Power Saguling POMU program whose implementation is the responsibility of all stakeholders in the community. Existing programs have not been carried out in an integrated and collaborative manner within an existing ecosystem, so a new CSR model is needed that requires collaboration between stakeholders including the government, the private sector, academics, and local communities to develop a common agenda and increase regional competitiveness. The implementation of the Community Development Program in the Saguling Reservoir area is expected to be in line with the goals of common interest.

The Ecosystem of Shared Value as a New Model of CSR

Companies must sometimes team up with governments, NGOs, and even rivals to capture the economic benefits of social progress (Kramer & Pfitzer, 2016). The ecosystem of shared value ensures that there is mutual benefit among all stakeholders in the business as well as the community. It ensures that all major decisions made in the company consider the value they make in society. Companies whose brand is associated with sustainable development are stronger and gain recognition for how it creates shared value (Corazza et al., 2017). It is prudent to make a difference in society because the success of the company is directly related to the efforts of the local community.

There are five elements to collective impact, a common agenda, a shared measurement system, mutually reinforcing activities, constant communication, and dedicated support from one or more independent organizations. In the common agenda element, the participants must reach a shared vision for change and establish a joint approach to a solution. Each agenda must take into consideration each participant's interest and perspective. As you can imagine it would be very challenging to reach an agreement among all participants. In the shared measurement system element, participants must agree on a single short list of indicators that will determine how success will be measured and reported. This will help to formalize the common agenda. The next element is mutually reinforcing activities, with this each organization involved focuses

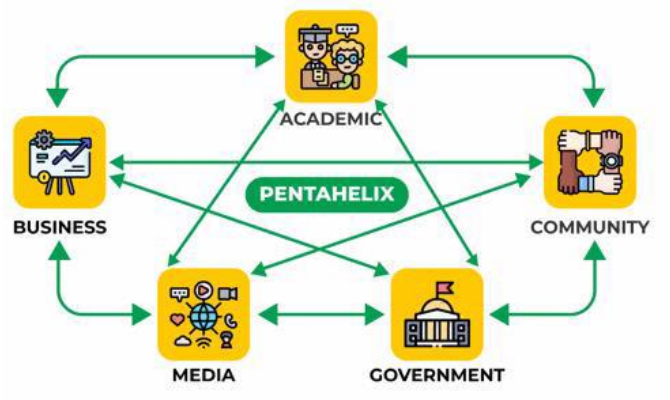
on what they can do best and then typically form multiple work groups to address different aspects of the problem. Constant communication is the next element which is self-explanatory. All players must engage in frequent and structured communication to build trust and coordinate mutual objectives. The last element is dedicated support which is a separately independent funded staff dedicated to the initiative of the project, they are there to guide vision and strategy, support activities, establish shared measurement practices, build public will, advance policy, and mobilize resources.

Carrying out the ecosystem shared value as a new model of CSR will have a positive impact and greater benefits for both the company itself and related stakeholders. As a concrete example of CSR programs that can be carried out by companies with the spirit of sustainability, among others: the development of bioenergy through the creation of an Energy Independent Village which is the forerunner of the formation of an eco-village in the future for Indonesia. It is hoped that a sustainable CSR program with an ecosystem shared value concept will be able to shape or create a more prosperous and independent community living. Each of these activities will involve the spirit of synergy from all parties to continue to build and create prosperity which in the end will create independence from the people involved in the program.

Pentahelix Collaboration

In the theory of change, there is the term Pentahelix Collaboration. Amrial & Muhamad (2017) stated that the Pentahelix Collaboration Model is an integration design between five sectors that coordinate with each other. The Pentahelix is a partnership principle built by various stakeholders with different backgrounds (Hoerniasih, et.al., 2022). The concept of Pentahelix Collabroation involves the government, academia, business, media, and communities, which synergize and work together to make changes. The government element has political power, to formulate a policy through decisions, supported by the second element is a community that has social power. Third, is the element of academics who has the power of knowledge to present knowledge that helps various life activities to be faster, cheaper, and more useful. The fourth element of Pentahelix is the businessman or entrepreneur, who has the power of capital, and the last is the media that controls publication and communication. The philosophical foundation of the pentahelix method lies in its vision that places the benefit at the local, national, and global levels as a priority in every organizational goal (Hoerniasih, et.al., 2022).

Figure 1. Pentahelix Collaboration



Source: Amrial & Muhamad (2017)

The failure to apply the Pentahelix Collaboration principle in the management of the Saguling Reservoir is marked by the implementation of programs that are sometimes out of sync between institutions. In addition, each party seems to highlight the ego and interests of their respective institutions. If the various parties are still working separately, the results will not be optimal. The pentahelix strategic partnership concept is applied as an approach in this study with the hope that all stakeholders can collaborate in implementing their programs so that synchronization and harmonization occur between institutions.

Nature-Based Solution Approach to Address Socio-Environmental Challenges

Environmental and social issues have become serious problems for all of us amid increasingly rapid development. So, to overcome these problems, we need a solution that must be based on nature. Nature-based solutions (NBS) or nature-based solutions are solutions that refer to the sustainable management and use of nature to address social and environmental challenges. The challenges include issues such as climate change, water security, water pollution, food security, human health, loss of biodiversity, and disaster risk management.

Nature-based Solutions (NBS) is a new concept and approach to managing natural resources for sustainable living initiated by the International Union of Conservation of Nature (IUCN) in the early 21st century in 2002 to be precise (Somarakis, et.al., 2019). IUCN defines NBS as actions to protect, sustainably manage and restore natural or modified ecosystems, aimed at effectively and adaptively addressing social challenges while benefiting human well-being and biodiversity.

NBS is an umbrella concept and approach of all approaches related to ecosystems. These approaches include ecosystem protection approaches (area-based conservation), ecosystem-based disaster risk reduction, green infrastructure, ecosystem-based management (integrated

coastal and water resource management), and restoration (forest area restoration, ecological restoration) (Cohen-Shacham, 2016; Seddon, et.al., 2020). All these ecosystem approaches are embodied in concrete actions in overcoming social challenges to achieve two main benefits targets in parallel, namely: the benefits of biodiversity and human welfare. Thus, NBS is holistic-integrative and multi-functional.

Based on NBS's name, concept definitions, approaches, social challenges, and global standards, NBS places nature as an essential factor in efforts to improve the quality and existence of human life. Nature Based Solutions emphasize the sustainable use of nature in solving social, environmental, and economic challenges. In principle, a nature-based solution is not only a matter of conserving and managing biodiversity by "refocusing" but will specifically integrate social factors such as human welfare, poverty alleviation, socio-economic development, and governance principles.

MATERIAL AND METHODOLOGY

This study uses a qualitative research approach. This is following what is needed by this study, considering that the procedures carried out by the researcher require a lot of observation and discussion. Qualitative research is research that deals with dynamic things that occur in the field. The characteristic of qualitative research is that it is flexible so with this flexibility, the course of research can change according to existing situations and conditions (Herdiansyah, 2010). In the research entitled “The Ecosystem of Shared Value Model for The Community Development Program in PLTA Saguling” the author uses action research design.

Stringer (2007) suggests that in action research, those who are positioned as subjects should participate directly in the research process and the process in its application must be of direct benefit to all participants. Neuman (2017) explains that action research tries to balance the power relationship between research participants and researchers. Researchers must avoid control, status, and authority over the people being studied. Instead, researchers must support fairness and direct engagement with research participants. Stringer's Action Research model has a strong basic framework marked by steps: look, think, and act (Yaumi & Damopolii, 2014). Look includes activities to collect relevant information (data collection) and describe the situation (defining and describing). Think includes activities to explore and analyze what is going on, interpret and explain or theorize. The act includes planning (reporting), implementing, and evaluating activities.

There are two types of data used in this study, namely primary data (Group Discussion,

Observation, and Depth Interview) and Secondary Data (Literature and Document Review). Primary data is data that comes from data sources that directly provide data to data collectors and is collected by authors from the agencies, companies, agencies, institutions, or organizations studied. Secondary data is data that comes from sources that do not directly provide data to data collectors. The data is obtained through literature, scientific reports, and other data sources related to the research conducted, which is intended to obtain a theoretical basis. This study also uses the technical data analysis model Miles and Huberman. Miles & Huberman in Herdiansyah (2010) explained that this model consists of three stages that must be carried out, namely data reduction, data display, and the stages of concluding and/or verification.

RESULTS AND DISCUSSION

Results

Evaluation of ecosystem shared value in the saguling reservoir area

The success or failure of a company's CSR program can also determine the "social legitimacy" of the corporation itself. For this reason, an evaluation is needed so that the company can see the shared value of the CSR program that has been carried out. This evaluation is very important to do to build and ensure good relations between the corporation and its stakeholders. The CSR approach that has been carried out by PT Indonesia Power Saguling POMU is quite good, but according to observations that have been made by researchers it shows that the shared value is still low, especially for the company and the PLTA itself. Currently, the CSR program carried out by PT Indonesia Power Saguling POMU is only aimed at the community and has not yet supported the operation of the hydropower plant and the Saguling reservoir area itself.

The high or low shared value of the CSR program carried out by PT Indonesia Power Saguling POMU does not guarantee the good or bad corporate relations of stakeholders. However, from the performance of this shared value, it will be seen how the commitment, policies, and actions of the corporation towards their stakeholders or especially towards the Saguling Reservoir area and its PLTA. Particularly at PT Indonesia Power Saguling POMU which is engaged in the Electrical Operations Sector, CSR programs are becoming increasingly important for both environmental and social reasons. Moreover, PT Indonesia Power Saguling POMU manages hydropower, in which the CSR program carried out must increase the value of the hydropower plant and the Saguling reservoir area itself. Implementing a CSR program

that has a high shared value for the Saguling reservoir area and the PLTA itself, will directly increase regional competitiveness and indirectly restore the function of the Citarum river ecosystem.

From the results of observations and discussions conducted by researchers with PT Indonesia Power Saguling POMU and several communities in the Saguling Reservoir area, researchers will present an evaluation of ecosystem shared values in the Saguling reservoir area based on the 5 elements of shared values in the table below.

Table 1. Evaluation of Ecosystem Shared Value in the Saguling Reservoir Area

Element of Shared Values	Conditions	Trend
A common agenda	Within the elements of the common agenda, stakeholders must achieve a shared vision for change and develop a common approach to a solution. Each agenda must consider the interests and perspectives of each stakeholder. As one might imagine, it will be very difficult to reach an agreement among all stakeholders. Restoring the function of the Citarum River ecosystem in the Citarum Harum program is a common agenda of every stakeholder. But the programs implemented by Citarum Harum stakeholders have not been integrated. Each stakeholder only focuses on their program without any ongoing collaboration. It can be said that Citarum Harum is only jargon in a common agenda without collaboration from the same ecosystem. Not surprisingly, this is a challenge and an opportunity. The challenge is that it may take a relatively long time to build multistakeholder collaboration. The opportunity is that Citarum Harum is already quite established, so it is easier to integrate one program with another.	Neutral
A shared measurement system	Within this element, participants must agree on a short list of indicators that will determine how success will be measured and reported which will also help formalize a common agenda. The action plan that has been prepared in the Citarum Watershed Pollution and Damage Control Framework 2019-2025 by the Citarum Task Force contains agendas, objectives, and measurements that have been mutually agreed upon. This is very positive because the planning document has been prepared as a joint guide by stakeholders in implementing the program. What is of concern is that the reaction that has been compiled should not just be a script. Stakeholders must be able to carry out their program under the predetermined action plan as a form of supporting regional development and supporting the common agenda, namely Citarum Harum.	Positive
Mutually reinforcing activities	In this element, the collective impact of course does not require all participants to do the same thing. Instead, the various stakeholders involved in the activity must mutually reinforce one another. This has not been seen in the community development program in the Saguling reservoir area. Each stakeholder only focuses on their program without seeing opportunities for collaboration. The key to the shared value ecosystem itself is the collaboration of the same ecosystem in an area. Therefore, program integration and collaboration are a must for every common interest. Every stakeholder who has the same interests will benefit from the collaboration program, both directly and indirectly.	Negative

Element of Shared Values	Conditions	Trend
Constant communication	Constant communication is the next element which is self-explanatory. Each stakeholder must engage in frequent and structured communications to build trust and coordinate common goals. The CSR forum initiated by Bappeda West Java has been good enough to build trust between NGOs, government, and businesses. Continuous and consistent communication must be continuously strengthened to minimize miss-coordination and prolonged silos.	Neutral
Dedicated support from one or more independent organizations	The last element is independently funded dedicated support dedicated to program initiatives. The meaning of independence in this case is a group that stands alone and is free from conflicts of interest. This has not been very visible in the community development program in the Saguling Reservoir area, because the current program only seems philanthropic towards the community and has not directly supported the operation of the hydropower plant and the Saguling Reservoir. In this case, the CSR Model Innovation with the concept of Business to Community can be an opportunity in the Saguling reservoir area. Communities who become "consultants" of community development programs must be experienced in program development. These communities can become the “backbone” of the program because they are tasked with carrying out activities, building public will, advancing policies, and mobilizing resources. So that other stakeholders can focus on carrying out their duties in substantive terms.	Negative

Source: Prepared by the authors (2023)

Evaluation of stakeholder collaboration in the saguling reservoir area

The implementation of the CSR program model in the Saguling Reservoir area requires support from several parties. To create an ideal ecosystem of shared value in the Saguling Reservoir area, collaboration with several actors both internal and external is required. The CSR approach taken by PT Indonesia Power Saguling itself is quite good. However, the current CSR program only has a direct impact on the community and has not yet supported the operation of the Saguling hydropower plant itself. This is what causes shared value which is still low, especially for the company and the PLTA itself.

Based on the observations that have been made, PT Indonesia Power Saguling POMU is currently only carrying out intense collaboration with the West Java Provincial Government (Bappeda West Java) and communities that are not located along the Citarum watershed. Collaboration with the West Java Provincial Government is only limited to directives for the implementation of priority programs owned by the West Java Provincial Government. Meanwhile, with the community, the collaboration is only in the form of financial and material support for existing programs (philanthropy).

Table 2. Existing Collaboration Trends

Stakeholder		Trend		
		Low	Medium	High
Government	Central Government	√		
	Regional Government		√	
Business	Private Companies & Other SOEs	√		
	Business Parties & MSMEs		√	
Community	Environmentalist Community	√		
	Social Community		√	
	CSO		√	
Academia	Universities	√		
	Independent Research Institute	√		
Media	Regional		√	
	National	√		
	International	√		

Source: Prepared by the authors (2023)

Until now there has been no synergistic collaboration for the implementation of the shared value CSR ecosystem model program with academics, communities along the Citarum watershed which is ring 1 of the Saguling Reservoir, other business actors, and the media. Furthermore, the collaboration referred to by the author is not only collaboration between two elements (PT Indonesia Power Saguling POMU and the Government) but also with other elements such as academia, the business world, communities along the Citarum watershed (ring 1 of the Saguling reservoir), and the media. Collaboration between these 5 elements is called the "pentahelix collaboration", which to accelerate innovation and accelerate change quickly and precisely, a synergistic and integrated collaboration is required between the 5 elements.

DISCUSSION

Stakeholder Analysis using Pentahelix Collaboration

To accelerate changes towards implementing community development programs with better-shared value ecosystems in the Saguling Reservoir area, synergistic collaboration with Academics, Business, Government, Community, and Media is required. Cooperation that can be carried out by PT Indonesia Power Saguling POMU with the pentahelix scheme is as follows:

Table 3. Pentahelix Collaboration for Saguling Reservoir Area

Helix	Actor	Collaboration Needed
Academia	Universities (especially in West Java)	The university is a center for the development of science. Collaboration with universities is needed to conduct in-depth research related to the implementation of the ecosystem shared value model in community development programs in the Saguling Reservoir area, especially in terms of business, economy, investment, and public policy. PT Indonesia Power Saguling POMU can also work with universities to conduct a feasibility study in planning for the implementation and development of the ecosystem shared value model in the future.
	The Independent Research Institute (especially in West Java)	The Independent Research Institute is a place to produce innovative scientific products and is free from political interests. PT Indonesia Power Saguling POMU can cooperate with Independent Research Institutes to develop scientific products to create environmentally friendly energy so that PT Indonesia Power Saguling POMU's business operations are more environmentally friendly.
Business	Private Companies & Others SOEs	Until now, various CSR forums have been formed on the Citarum River, which is managed by the government and the private sector. CSR managed by the government is under the coordination of Bappeda West Java, while those managed by the private sector are under the auspices of the CFCD (Corporate Forum for Community Development). With other private companies or BUMN, the collaboration that can be carried out by PT Indonesia Power Saguling POMU is in the form of a CSR program collaboration in the Saguling watershed ring 1 area. This is also a form of savings in terms of the budget issued by each company in implementing CSR programs.
	Business Parties & MSMEs	Business actors have great potential to initiate or continue efforts to support community development and environmental preservation. Usually, this can be done through collaborative Corporate Social Responsibility (CSR) programs. In addition, PT Indonesia Power Saguling POMU can collaborate with MSMEs in the West Java area in its CSR product innovation.
Community	Environmentalist Community	PT Indonesia Power Saguling POMU can collaborate in creating a sustainable business and jointly solving environmental problems. The collaboration can be in the form of River Waste Identification, environment-based development, Saguling Reservoir Border Arrangement, Environment-Based Tourism Village Development, and others.
	Social Community	PT Indonesia Power Saguling POMU can collaborate in terms of Compost, Coffee, and Biogas Development, Development of Conservation Village Models, Community Socio-Economic Mapping, and Ecotourism Development with Social Communities. This has a positive impact on human development which is a multiplier effect for the community, especially the people in the Saguling Reservoir area along the Citarum watershed.
	CSO in West Java	PT Indonesia Power Saguling POMU can collaborate with CSOs in West Java. These CSOs are groups related to community development programs, especially those engaged in activities related to the Citarum River and the Saguling Reservoir.
Government	Central Government	Establishing Regulations and Action Plans as a national policy related to accelerating the implementation of handling the Citarum River and providing a long-term vision. In addition, the Central Government can establish comprehensive and integrated regulations between regions related to the handling of the Citarum River and Saguling Reservoir. The Central Government also has the authority to set policy directions for the Citarum Integrated Water Resources Management Program.
	Regional Government	In addition to the involvement of the Central Government, the involvement of Regional Governments both at the Provincial and

Helix	Actor	Collaboration Needed
	(West Java Provincial & Regency Government)	Regency/City levels is very much needed in handling and managing Water Resources in the Citarum River Basin and Saguling Reservoir. Coordination between PT Indonesia Power Saguling POMU and all OPDs in West Java Province regarding the management of the Citarum Watershed and the Saguling Reservoir must be carried out more intensively in terms of program planning, budgeting, and implementation.
Media	Regional, National, or International	The role of the media is very important because the media can provide information and educate the public regarding business continuity and the concept of CSR with a shared value ecosystem model. Furthermore, with the existence of the media, the delivery and dissemination of information about the Company and the Saguling Reservoir, especially regarding events and agendas related to environmental and social aspects, will be increasingly widespread to the public.

Source: Prepared by the authors (2023)

Figure 2. Pentahelix Collaboration Model for Saguling Reservoir Area

Source: Prepared by the authors (2023)

Restoring citarum river functions using a nature-based solution approach

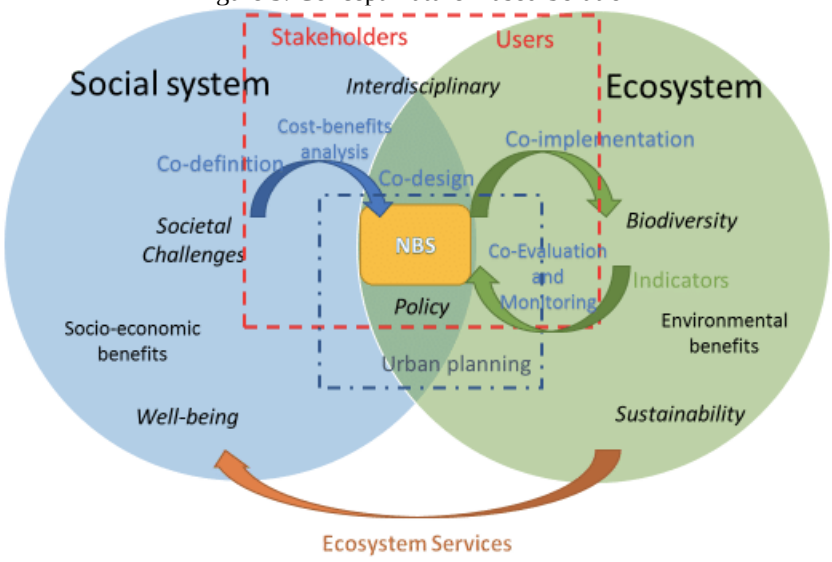
The issue of restoring the condition of the Citarum River so that it can return to its initial condition is not as easy as turning the palm. Often the intensified programs also experience problems such as coordination problems, not all stakeholders are fully involved in formulating solutions, and not all understand the meaning of shared responsibility in managing the Citarum River.

One of the efforts to be able to restore the function and condition of the Citarum River

so that it can return to its initial condition is the Natural Based Solution approach. Nature-based Solutions (NBS) are new concepts and approaches that are integrated with the management of natural resources to support a sustainable life. The determination of a Nature-based Solution as a solution to restore the function of the Citarum River is inseparable from several solution models that adapt the workings of nature. One of them is with nature-based solutions that can improve ecosystem services and community resilience.

Nature-based solutions directly address and contribute to increased community resilience. NBS can provide the location to create, strengthen, and reinforce a focus on complexity and interactions in social-ecological systems, which in turn supports governance and planning approaches to resilience. Ecosystem services contribute to thriving cities during times of stability, particularly through the provision of cultural ecosystem services that bring social, cultural, and community benefits and well-being.

Figure 3. Concept Nature-Based Solution



Source: Cohen-Shacham (2016); Seddon, et.al (2020)

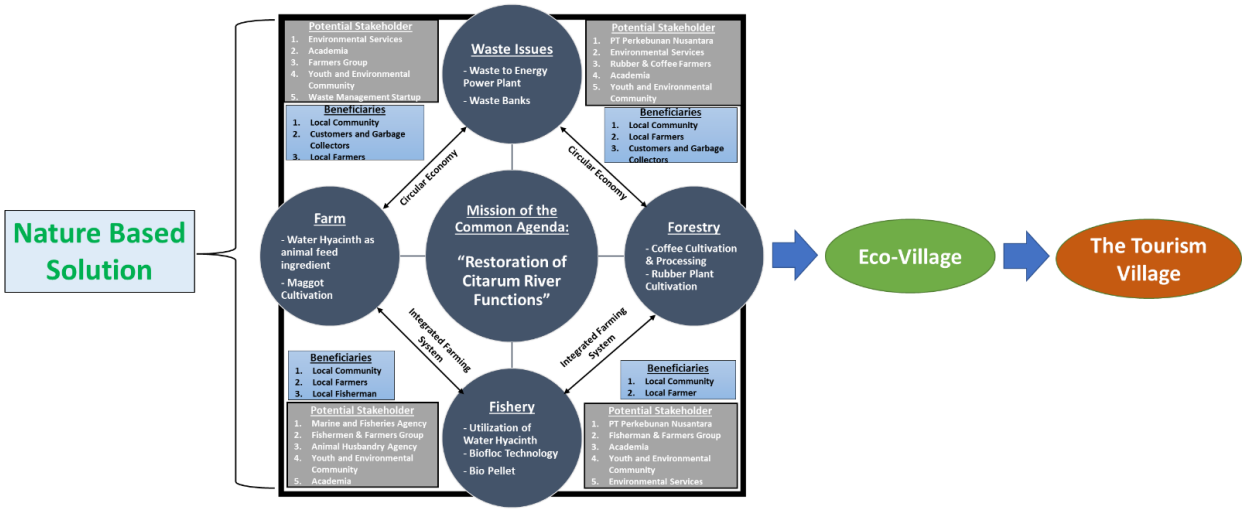
So far, the programs that are often run only revolve around ecosystem services, but these programs do not provide direct impacts and benefits for the surrounding community. Therefore, the programs and facilities provided must be multifunctional to restore and improve the Citarum River ecosystem service by empowering the surrounding community. By increasing ecosystem services and community resilience, this nature-based solution must also raise the status of the community around the Citarum.

Proposing the ecosystem of shared value model for community development programs in the saguling reservoir area

Corporate social responsibility (CSR) has developed into a concept of "shared value" by which companies improve economic and social conditions while increasing their profits and competitiveness. However, organizations need to think beyond a shared value creation model to "share" benefits across ecosystems by introducing "ownership" and "responsibility" as mandatory variables which will complement coordination with a bottom-up approach (resulting in "shared" responsibility).

This also includes what researcher are currently doing in this study who are trying to propose an ecosystem-shared value model in a community development program in the Saguling Reservoir area to restore the function of the Citarum River ecosystem. The Ecosystem of Shared Value Model for the Community Development Program in the Saguling Reservoir area that the researcher proposes will be described in the image below:

Figure 4. The Ecosystem of Shared Value Model for Community Development Programs in the Saguling Reservoir Area



Source: Prepared by the authors (2023)

The Community Development Program is proposed to be carried out along the Citarum watershed area (Ring 1 of the Citarum River Area) so that the implemented program can support the operations of the Saguling hydropower plant and the reservoir area itself. From upstream to downstream the Citarum River must be managed by the ecosystem that has been formed so that the shared value is better. Recommendations for the Community Development Program from PT Indonesia Power Saguling POMU are 70% of programs along the Citarum watershed (Ring 1 of the Citarum River Area) and 30% of programs outside the Citarum watershed

(Philanthropy).

Improving regional competitiveness is the output of the Community Development Program on the Ecosystem of the Shared Value model. The increase in regional competitiveness that the author proposes in the Saguling Reservoir area is in the form of a Tourism Village Area with the Eco-Village concept. This is of course also a manifestation of the Nature Based Solution (NBS) concept, because this concept is the most suitable concept for restoring the ecosystem of an area, with the condition that the infrastructure built must be multifunctional and have a direct impact on the community and the area itself. Tourism development in rural areas is considered a strategic step to lower the poverty level through new potentials in household livelihoods (Hahury, et.al., 2023). Due to the huge contributions of tourism to regional income, it needs more focus and coordination between the stakeholders.

In addition, the key to the ecosystem shared value model is the collaboration of an ecosystem in the same area. The collaboration that was built by each stakeholder has the same interests and agenda, namely to restore the function of the Citarum River. When they have run the program with the proposed model indirectly, they will also get benefits from the program that has been implemented.

Proposing CSR model innovation with the business to community concept

In the past, the sole purpose of a business used to be about capital gains, but businesses today are expected and need to embrace other elements of society for the sake of their development and the development of the community, one of them being partnering with the community. CSR Model innovation with the Business to Community Concept could drive the next wave of innovation and productivity growth in the global economy.

In this case, the CSR Model Innovation with the concept of Business to Community can be an opportunity in the Saguling reservoir area. The community who become "consultants" of community development programs must be experienced in program development. These communities can become the “backbone” of the program because they are tasked with carrying out activities, building public will, advancing policies, and mobilizing resources. So that other stakeholders can focus on carrying out their duties in substantive terms.

What is of concern in the concept of CSR today is sustainability. The shared value creation (SVC) model, although quite popular, has been criticized for being difficult to sustain over the long term, and for where thinking in terms of stakeholder timeframes is equated with increased costs and consequently reduced profitability. While there are examples of the SVC

model being implemented on an ongoing basis, the approach to putting it into practice is largely top-down. By proposing a bottom-up approach with the concept of Business to Community, the authors close this circle and provide a better approach that creates long-term sustainability.

Business to Community is the new normal for CSR business in the 21st century, with an implied switching cost that is minimized by the proven benefits. Business to Community idea, when properly executed and managed, is indeed capable of accomplishing both stakeholder and shareholder value creation. The growing symbiosis between shareholders and stakeholders is shaping a business ecosystem in which Business to Community will gain ever more influence and impact. By embracing Business to Community, the essential sense of shared responsibility by all is accomplished, most assuredly with the addition of accountability and ownership that advocated, closing the loop for a true win-win for all.

CONCLUSION

The Ecosystem Shared Value Model is a new idea and model that has emerged in the world of community development. The author suggests that PT Indonesia Power Saguling POMU and the Saguling Reservoir Area adopt an ecosystem-shared value model as part of their commitment to carry out a common agenda, namely "Restoring the function of the Citarum River". Of course, it is not easy, because many things must be considered so that the implementation of the shared value ecosystem model can run well.

Based on the discussion in the previous, it can be concluded regarding The Ecosystem Shared Value Model for The Community Development Program in Saguling Reservoir Area (PLTA Saguling) that: (1) The CSR approach that has been carried out by PT Indonesia Power Saguling POMU is quite good, but the resulting shared value is still low, especially for the Saguling Reservoir and the PLTA itself, because the community development programs currently being carried out are only aimed at the community; (2) The current community development program in the Saguling Reservoir has been established for quite a long time, but these programs have not yet been integrated, so there is a need for an ecosystem-shared value model that can integrate several of these programs. The mapping of community development programs along the Citarum river area from upstream to downstream (ring 1 of the Citarum River) must be carried out through intense collaboration and coordination with stakeholders in the pentahelix; (3) Improving regional competitiveness is the output of the Community Development Program in the Ecosystem Shared Value realm. Departing from the concept of Nature-Based Solution (NBS) which results in a Tourism Village Area, there needs to be

collaboration from an ecosystem in the same area because the key to ecosystem shared value is the collaboration of each stakeholder. The impact of the program that will be implemented will be felt by every stakeholder, both directly and indirectly.

When these steps have been carried out properly, the common agenda of Restoring the Functions of the Citarum River is not just wishful thinking and can become a reality. The researcher realizes that this research has limited areas/points of environmental and social problems in the radius around the Saguling Hydroelectric Power Sation area so it cannot see the maximum potential of the area and the research only focuses on CSR programs whose implementation is only carried out by PT Indonesia Power Saguling POMU. Therefore, further researchers can develop this shared value ecosystem model and perfect the Business to Community approach as a new concept in the realm of community development that might depart from other phenomena that exist in Indonesia and more complex problems. Considering that the potential for community development in the Saguling Reservoir area and the Citarum River area has been included in the national development agenda, this research is very interesting and can be an opportunity for future researchers to develop new CSR models.

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