

**BASINERGI MAMBANGUN NAGARI: POVERTY ALLEVIATION PROGRAM LUBUK KILANGAN PADANG THROUGH OPTIMIZATION OF CSR BASED ON FORUM NAGARI AS MINANGKABAU LOCAL WISDOM****Albi Boykhair¹, Nur Lely Sofia¹, Rizka Aulia¹, Fajar Romadhon¹, Shoimatul Fitria¹**[✉]¹ Universitas Diponegoro, Semarang**Article Information Abstract***History of Article:*

Received June 2022

Accepted July 2022

Published November 2022

*Keywords:**Corporate Social Responsibility, Local wisdom, Poverty, PT Semen Padang, Minangkabau*

As a part of BUMN companies, PT Semen Padang (Persero) helps the government in order to overcome poverty problems in Indonesia, particularly in the environment around the company. PT Semen Padang (Persero) operates in the midst of the Minangkabau community and helps the community through Corporate Social Responsibility (CSR). This study aims to explore the design of the CSR program of PT Semen Padang (Persero) in alleviating poverty in the community. The method used is descriptive qualitative with the Analytic Network Process (ANP) approach and Miles & Huberman analysis. The results of the study show that CSR, which collaborates with local wisdom in carrying out assistance programs, makes the community's financial condition better. The assistance from CSR can increase household income, but it is not optimal and not evenly distributed. Furthermore, this research also found the importance of collaboration between CSR, Nagari Forums, Local Community Organizers, Nagari Financial Bams, Nagari Business Groups, and Nagari Traditional Densities in the running of the Mambangun Nagari Basinergi program to alleviate community poverty.

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Email: shoimatulfitria@lecturer.undip.ac.id**INTRODUCTION**

Poverty is one of the factors that hinder the achievement of community welfare as the goal of national development (Suharlina, 2020). Poverty is always accompanied by inequality, inequality, social injustice and further social problems as a relationship or a continuation product of poverty (Susantyo, 2019). Poverty is one of the most serious socio-economic problems in Indonesia (BPS, 2019). So far, the Indonesian government has tried to run various programs to alleviate

existing poverty (Ferezagia, 2018). One of the poverty alleviation programs is the social and environmental responsibility of the company, especially for SOEs through the Corporate Social Responsibility (CSR) program. CSR is a program of a company whose business activities are related to the field of natural resource processing. This provision is stipulated in UU No. 40 Pasal 74 of 2007 concerning Company and PP No. 47 of 2012 concerning Social and Environmental Responsibility of Company.

The CSR program is in line with Freeman(2010) which states that companies must consider the interests of all stakeholders in their business decisions, such as employees, consumers, local communities, and shareholders. In addition, the triple bottom line theory states that companies must consider three aspects, namely profits, planet (environment), and people (society). Companies can achieve long-term success by considering these three aspects (Elkington, 1999). PT Semen Padang (Persero) is one of the companies that run natural resource processing business activities and is the oldest and largest company in West Sumatra since 1910 (Zalti, 2018). As one of the state-owned enterprises, PT Semen Padang should carry out CSR programs based on the Minister of SOE Regulation Number Per-02/MBU/7/2017.

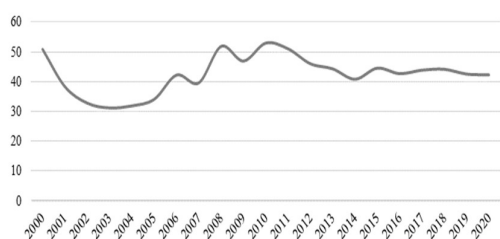


Figure 1. Total Poor Population of Padang in 2000-2020 (Thousand People) Source: BPS, 2020

PT Semen Padang obtains raw materials for cement production from Bukit Karang Putihah in Lubuk Kilangan District, Padang City. The area is also the site of the headquarters of PT Semen Padang. However, even though PT Semen Padang has implemented a CSR program for the community around the company, the poverty problem in Padang City as shown in Figure 1 still tends to be stagnant from 2000 to 2020. The main programs run by PT Semen Padang's CSR are partnership programs and community development. The partnership program aims to improve the ability of small and micro businesses and/or small businesses and cooperatives to become strong and independent. Meanwhile, the community development program aims to improve the empowerment of the environmental conditions of the community. PT Semen Padang's CSR program consists of 3 scope areas, namely Lubuk Kilangan District as Ring I, Padang City as Ring II, and West Sumatra Province and its surroundings as Ring III.

The company's CSR program should be able to improve the quality of the community's economy. Empowering women through local value-based CSR programs is considered quite successful in alleviating poverty in Nigeria (Mogaji, 2021). Likewise in Cilacap, local value-based CSR programs are able to empower the surrounding community with local community-based creativity (Nurjanah, 2018). In addition, Sumanti (2020) found that the implementation of CSR programs with the Triple Bottom Line principle in the economic field such as community empowerment can encourage economic independence. For this reason, it is necessary to explore the design of PT Semen Padang's CSR development in Lubuk Kilangan District and also policymaking by relevant stakeholders. This study aims to explore the design of PT Semen Padang's CSR program in alleviating poverty in the Minangkabau community. So that the CSR programs distributed to the community are more targeted and able to significantly improve the welfare of the community.

RESEARCH METHOD

This study uses a qualitative descriptive approach to explore the role of PT Semen Padang's CSR based on local wisdom on poverty in Lubuk Kilangan District, Padang City. The research was carried out with a blended concept which was carried out online and offline by complying with health protocols. The data used in this study were sourced from primary data and secondary data. Primary data was obtained through in-depth interviews and distributing questionnaires to stakeholders. Interviews were conducted with ten relevant stakeholders. While secondary data comes from reputable journals, books and other literature that are published and trusted.

This study uses the concept of analytic network process (ANP) in processing the results of the questionnaire assessment of PT Semen Padang's CSR program at the Forum Nagari with predetermined criteria. These criteria include economic, environmental, and social. The results of the assessment involve the consistency of the assessment and the assessment matrix. This study also uses the concept of Miles & Huberman analysis which consists of three streams of activities that occur simultaneously, namely: the process of data reduction, data presentation, and drawing conclusions. The three activity lines are used to process the results

of the phenomena found in the field through observations, interviews, questionnaires and documentation that have been carried out on Semen Padang CSR research.

RESULT AND DISCUSSION

Description of Research Object

PT Semen Padang is the first cement producer in Indonesia, which was established on March 18, 1910, under the name NV Nederlandsch Indische Portland Cement Maatschappij (NV NIPCM). As one of the largest companies in West Sumatra Province and part of a State-Owned Enterprise (BUMN), PT Semen Padang is committed to participating in improving the quality of life and the environment that benefits the community (Semen Padang, 2020). Therefore, the company has implemented a CSR program in accordance with the mandate of UU No. 40 of 2007 concerning the Company.

PT Semen Padang runs a CSR program for the community because PT Semen Padang is established and operates on Tanah Ulayat. According to the Regional Regulation (Perda) of West Sumatra Province No. 16 of 2008 concerning Tanah Ulayat and Its Utilization, Tanah Ulayat is an inheritance area of land along with the natural resources that exist on it and in which it is obtained from generation to generation is the right of the customary law community in the province of West Sumatra. Therefore, PT Semen Padang has a responsibility under customary law to the people in West Sumatra, especially those around the company.

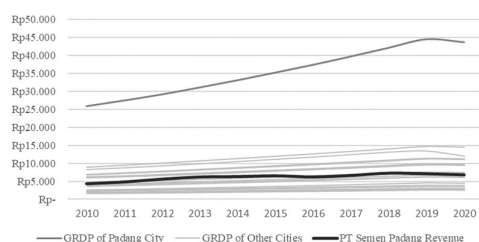


Figure 2. GRDP in West Sumatra and PT Semen Padang Revenue (Billion Rupiah)
Source: BPS, 2020

As the largest company in West Sumatra Province, the income received by PT Semen Padang is equivalent to the average GRDP of the City/Regency in West Sumatra, except for the City of Padang. This income of PT Semen Padang is equivalent to 17% of the average GRDP owned by the City of Padang from 2010-2020.

CSR Program Effectiveness

The results of in-depth interviews with CSR PT Semen Padang and representatives of the Forum Nagari were then mapped using coding methods. Through this coding, a questionnaire was compiled that refers to previous research. The results of the questionnaires distributed to the public were then analyzed using the ANP technique, resulting in priority categories for the community that could be implemented by PT Semen Padang's CSR to increase the effectiveness of its programs.

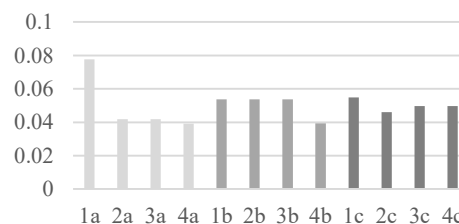


Figure 3. The result of Analytic Network Process (ANP)

Description:

- a = Economic sector
- 2b = Facility construction
- b = Social sector
- 3b = CSR officer service
- c = Environmental sector
- 4b = Differences of opinion between people
- 1a = community development
- 1c = Equity
- 2a = improvement of financial condition
- 2c = Impact maximization
- 3a = Increased revenue
- 3c = Environmental safety
- 4a = Poverty reduction
- 4c = Company responsibility

1b = Aspiration screening

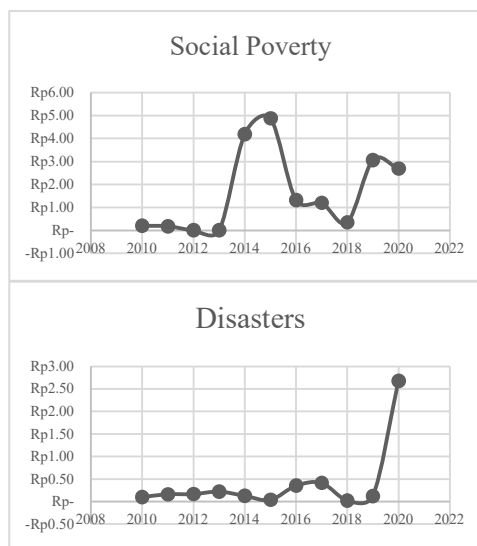
Based on the results of the analytic network process, it is known that community development (0.0775) is the main priority that must be carried out by PT Semen Padang CSR with an inconsistency level of 0.02271 (2%). This is in line with Jalungono's research (2018) which states that community development has a positive effect on the economy. However, community development must also pay attention to local Minangkabau cultural values. Community development based on local wisdom has been proven to increase community competitiveness in business development (Arcana et al, 2021).

In addition to community development, PT Semen Padang's CSR must also pay attention to the Equity of aid as a second priority (0.0549). The role of the Forum Nagari as a bridge between the community and PT Semen Padang's CSR should be able to map the condition of the community in general through a social mapping program. Through the results of the mapping, the Forum Nagari can make a priority scale for aid funding for communities around the company. So that the inequality of PT Semen Padang CSR assistance can be minimized.

This study also found that the CSR program implemented by PT Semen Padang to help the community has involved important aspects that exist in the community itself. CSR PT Semen Padang together with the Forum Nagari and community leaders held a Muskito or Musyawarah Kito to determine the program to be assisted. This program is an annual meeting where the Forum Nagari will report on programs that have been implemented in the previous year. After that, a meeting was held to determine the program to be carried out in the coming year. The results of the analytic network process show that this kind of aspirational screening has the same points as the construction of facilities and services for CSR officers (0.0536).

CSR Program

The CSR program implemented by PT Semen Padang is based on the Triple Bottom Line, namely Profit (economy), People (social) and Planet (environment) which is integrated with ISO 26000 SR. The CSR program is carried out in accordance with the Regulation of the Minister of State-Owned Enterprises Number Per-09/Nibu/07/2015, namely the Partnership and Community Development Program. The Community Development Program aims to improve the empowerment of the environmental conditions of the community. The scope of the Community Development Program is shown in figure 4, namely assistance for the development of infrastructure and/or public facilities, assistance for improving health, assistance for religious facilities, assistance for victims of natural disasters, assistance for education and/or training, assistance for nature conservation, and social assistance for community development.



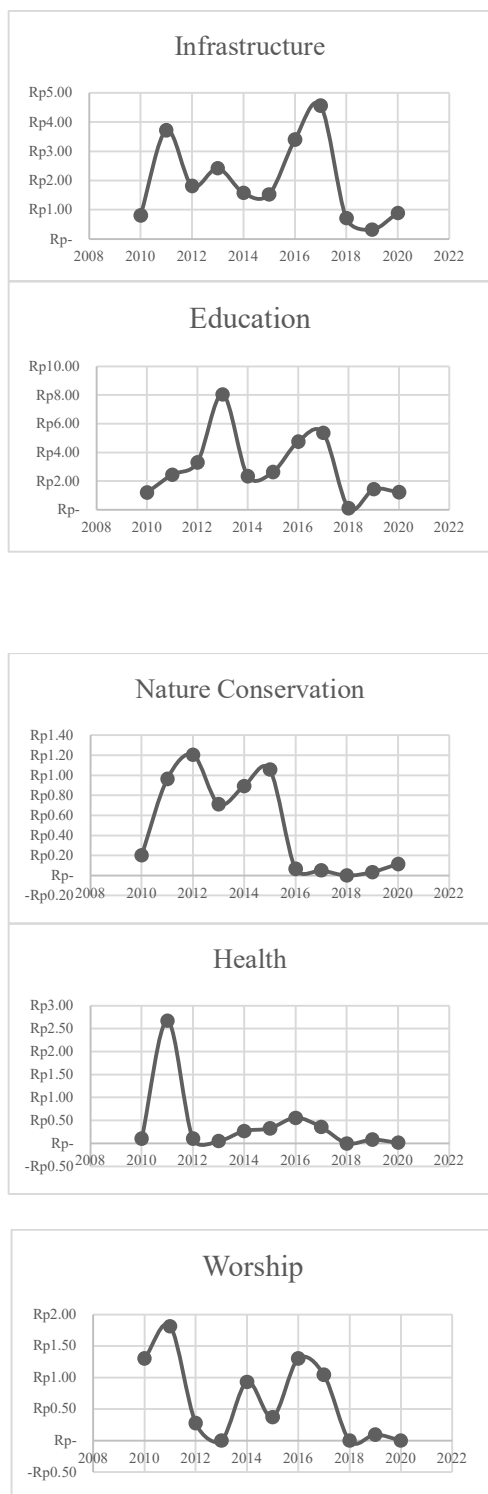


Figure 4. PT Semen Padang CSR Budget Realization (Billion Rupiah)
Source: Annual Report PT Semen Padang, 2010-2020.

The Partnership Program is intended to improve the ability of small and micro businesses and/or small businesses and cooperatives (Guided Partners) to become strong and independent. This Partnership Program consists of loans to finance working capital and/or purchase of fixed assets in order to increase production and sales as well as additional loans to finance short-term needs in order to fulfill orders from business partners of Foster Partners. In addition, CSR also conducts monitoring, mentoring and coaching through training, promotion, and marketing to foster partners. However, since 2019 lending activities to foster partners have been stopped and activities are focused on collection (collectibility), and system improvements so as to minimize excess installments and unidentified installments.

In addition to running the Partnership and Community Development Program, the Company also continues to strive to implement a Non-Partnership and Community Development Program, including in the form of social, cultural and sports assistance. This is done by the Company in order to maintain good relations with other stakeholders. In addition, the Company has also developed a CSR Strategic Flagship, namely Basineri Mambangun Nagari, with four pillars consisting of Semen Padang Campin Nagari, Semen Padang Pandai Nagari, Semen Padang Paduli Nagari, and Semen Padang Elok Nagari.

Program Design

Minangkabau has a unique leadership system. This is because, in addition to having a formal leader that applies in the state of Indonesia, Minangkabau implements its own informal leadership which has been passed down from generation to generation from their ancestors. The policy of informal leaders, commonly known as Tigo Tungku Sajarangan, is one of the factors that will determine development because it is informal leaders who are closer to the community and know what the community wants (Kurniawan, 2020). Therefore, the implementation of PT Semen Padang's CSR

program in Minangkabau must pay attention to these values.

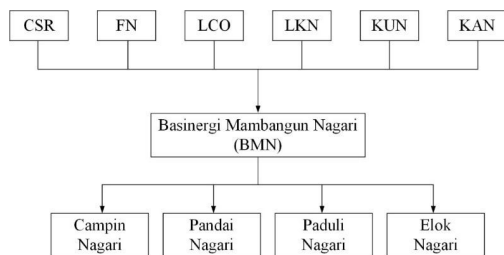


Figure 5. Desain Program CSR PT Semen Padang

Source: CSR PT Semen Padang (processed)

1. The CSR Committee acts as an internal communication forum for the Management of PT Semen Padang in coordinating, bridging and synergizing programs with the CSR Bureau of PT Semen Padang.

2. Forum Nagari (FN) is a forum formed at the village and sub-district level which is representative represented by LSEM, KAN, Religious Leaders, and Community Leaders as the declarator for the establishment of the Forum Nagari by involving other parties. The Forum Nagari was formed independently as a partner of the CSR bureau of PT Semen Padang, where the legal aspects of the existence of the Forum Nagari are based on the decisions of the Lurah and Camat.

3. The Local Community Organizer (LCO) acts as a community companion in the Basinergi Mambangun Nagari program. The LCO acts as the leader of the social mapping team to map the changes that occur in the community from time to time.

4. The Lumbung Kauangan Nagari (LKN) is a financing institution and collects funds in the implementation of the Nagari Development Assistance program, which is formed by the community democratically through the Forum Nagari.

5. Kelompok Usaha Nagari (KUN) are target communities that are entitled to become participants in the Basinergi Mambangun Nagari in each sub-district consisting of

business groups or groups of non-business activities.

6. Kerapatan Adat Nagari (KAN) is the highest representative body for customary deliberation and consensus, which has existed and been inherited from generation to generation in the midst of the nagari community in West Sumatra. KAN consists of several elements in the Minangkabau indigenous people, namely:

- a) Penghulu or Datuak of each tribe:
- b) Manti, come from intellectual (cadiak pandai);
- c) Malin, from religious leaders; and
- d) Dubalang, in charge of maintaining the safety and security of citizens.

The elements other than the penghulu, are referred to as the Tungku Tigo Sajarangan. If the penghulu element is included, it is referred to as Nan Ampek Jinih (Element of the Four Kinds).

CONCLUSION

The problem of poverty is one of the main unresolved problems in Indonesia. The CSR program is a form of concern for a company to overcome problems that exist in the environment and society. PT Semen Padang as one of the largest companies in West Sumatra Province has been active in carrying out CSR programs, in the form of the Partnership Program and the Community Development Program. This study found indicators that should be prioritized by PT Semen Padang in carrying out CSR programs to alleviate poverty, especially in Lubuk Kilangan District, Padang City. These indicators are community empowerment and distribution of assistance to the community.

In addition, PT Semen Padang, which stands on Tanah Ulayat, which is in the midst of the Minangkabau indigenous people, should carry out CSR assistance programs by taking into account local Minangkabau values. Among them is Tungku Tigo Sajarangan, who is an informal leader in the Minangkabau

community. The element of the Tungku Tigo Sajarangan is found in the Kerapatan Adat Nagari (KAN), as a government institution in the Minangkabau community. The Tungku Tigo Sajarangan is seen as an instrument capable of representing the aspirations of the community in making policies to alleviate poverty in the community.

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