Proposed a New Sustainable CSR Model Canvas for Effectiveness and Evaluation of Current CSR Programs (Case Study: PD PAL Jaya)

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Abstract. When managed effectively, a Corporate Social Responsibility (CSR) program can produce significant benefits in terms of reputation and returns as well. Therefore, CSR should be evaluated regularly. However, based on a survey conducted by PIRAC (Public Interest Research & Advocacy Public), only 30 percent of 226 companies in Indonesia evaluate their CSR programs. This research was conducted to analyze the effectiveness of PD PAL Jaya's lavatory CSR project Petamburan District, Central Jakarta. PD PAL Jaya is Jakarta's Regional State-Owned Enterprise that operates in the waste management. This research has been conducted by using descriptive analysis on CSR Project, Importance Performance Analysis (IPA), and concluded with proposed a new canvas model to mapping various indicators to the Sustainable CSR Model Canvas. Based on the results by using IPA analysis, PD PAL Jaya's CSR with the lavatory project is under the wishes of the community. However, several things need to be improved, especially in construction and socialization. The final results of the research are Sustainable CSR Model Canvas and recommendations to PD PAL Jaya in order to improve the quality of the next CSR programs.

Keywords: Corporate Social Responsibility, CSR program effectiveness, evaluation, Importance Performance Analysis, Sustainable CSR Model Canvas (key words)

1. Introduction

Corporate Social Responsibility (CSR) is one of the efforts made by the company in providing benefits to the community and the environment. The CSR concept is introduced by Howard Bowen in his book entitled Social Responsibility of Businessman (1953). CSR is responsible for 3P, including profit, people, and planet. The concept was developed by Jonh Elkington in his book entitled Cannibals With Forks: The Triple Bottom Line in 21st Century Business (1998). According to this concept, the company conducts the CSR to pay attention to the needs of the welfare of the community (people) and sustainability of the environment (planet) besides gaining the economic benefits (profit).

According to the research that has been done by Swa (2006), 45 companies in Indonesia has gained the positive benefit from applying the CSR concept in their activities such as enhancing and maintaining the company’s brand (37.38%), managing the good relations with the community (16.82%), as well as supporting the activities and operations of the company (10.82%).

The CSR activities in Indonesia are increasing in the terms of quantity and quality. It can be proven from the growth number of financial contributions. Therefore, these numbers are showing the
improvement of the diversification activity and management. Based on one research conducted in 2001 by the Public Interest Research & Advocacy Public (PIRAC) in 10 towns in Indonesia, it appears that the CSR fund in Indonesia donates more than 115 billion rupiah from 279 social activities of 180 companies according to the record of mass media.

PD PAL Jaya is one of the regional owned enterprises (BUMD) of DKI Jakarta that has applied the CSR concept since 2018. PD PAL Jaya is a wastewater management company in DKI Jakarta.

The CSR activity leads to the social investment and also requires some evaluations to examine the achievement of the target established from the CSR activities. Evaluation is an effort made by the company towards the given donation. Evaluation is done to ensure that the CSR activities have been conducted according to the plan, and to assess the CSR activities that have been held.

2. Materials and Methods

2.1 Data

The data are collected through survey including the direct field observation and giving questionnaires to the resident of RW 6 Petamburan, Central Jakarta. 30 respondents are involved in this research. The data are collected using the probability sampling method in places that have been the location of CSR activities from PD PAL Jaya in 2019. This study is also used data from the public relation of PD PAL Jaya as the responsible party of the CSR activities.

2.2 Importance Performance Analysis (IPA)

The Importance Performance Analysis is proposed by Martilla and James in 1977, and the term is introduced in Journal of Marketing. This method is used to measure the consumer’s rate of satisfaction towards the services they received. However, this method requires the measurement of conformity level in order figuring out the level of consumer satisfaction to the company’s performance and also understanding the consumer’s desirable and needed things in the offered services.

PD PAL Jaya is one of the regional owned enterprises (BUMD) of DKI Jakarta, which actively conducts CSR activities to fulfill the CSR obligations. According to the CSR target of the program of PD PAL Jaya, the PD PAL Jaya CSR program is differentiated into two aspects, namely the CSR environment and the CSR community.

One of the CSR programs that have been successfully held by PD PAL Jaya is the development of the Communal Toilet (MCK Komunal) and one unit of IPAL Komunal (BIOPAL type 2) in RW 6 Petamburan, Tanah Abang, Central Jakarta, on 26 February 2019.

The sustainable CSR Model Canvas 0 represents the process of CSR activities which is constructing the toilet (MCK) by PD PAL Jaya. The mapping of each element explanation regarding to the process of CSR activities is done on this canvas model. This act has an aim to ease the process of deciding and describing the CSR process start from the finding the problem until giving the solution. Thus, the goal of CSR by PD PAL Jaya can be achieved by utilizing the optimal resources.
2.3 Sustainable CSR Model Canvas

The Sustainable CSR Model Canvas is a new method that conducted by mapping the important elements of the CSR activities process. This method aims to allow the company to determine the needed things in the CSR program, thus, the CSR program is able to be held effectively.

![Sustainable CSR Model Canvas](image)

**Figure 2.** Sustainable CSR Model Canvas

3. Results

DKI Jakarta as the capital of Indonesia faced a lot of environmental pollution problems, and one of them is the wastewater problem. Then, PD PAL Jaya was established as the realization over the importance of wastewater management to overcome the current problems. PD PAL Jaya covers the whole area of DKI Jakarta for its services. PD PAL Jaya has a vision to become a competent company in improving the quality of the city’s physical environment from the impacts of the wastewater pollution.

![Sustainable CSR Model Canvas](image)

**Figure 3.** Sustainable CSR Model Canvas
SDGs

- Good Health and Well Being (3)

Ensuring a healthy life and improving the prosperity of every one

- Clean Water and (6)

Ensuring the availability and management of clean water as well as decent sanitation for everyone

Problems

Environment (planet):
- The index of water pollution is increasing from 32% (in 2014) to 61% (2017) with the category of heavy pollution.
- There are still cibluk septic tanks, namely septic tanks that are not casted (directly connected to the ground)

Society (people):
- Public knowledge about septic tanks is that they only have a partition but the bottom of the septic tank is not casted
- It was determined by the Public Health that each region must be free from Buang Air Besar Sembarangan (BABS) or Open Defecation Free (ODF)

Benefit (profit):
- The function and primacy of PD PAL Jaya's products and services has not been known yet by society.

Key activities

Environment (planet):
- Introducing PD PAL Jaya's wastewater treatment products to the people of DKI Jakarta
- Helping with MCK and BIOPAL development Society (people):
- Introducing the function of PD PAL Jaya products to the people of DKI Jakarta
- Collaborate with the Public Health to conduct MCK’s construction
Benefit (profit):
- Conducting MCK’s construction using PD PAL Jaya products.

Channels
For the after attribute, it cannot be mapped because until now PD PAL Jaya has not evaluated the construction program of MCK in Petamburan Village.

| Table 1. Sustainable Csr Model Canvas 0: Channels |
|-----------------------------------------------|
| **Before** | **After** |
| Information on the construction of MCK from PD PAL Jaya to the local regional government (RT/RW) was given and then distributed by the local government (RT/RW) to the resident. |

Nonetheless, the initiation of PD PAL Jaya's CSR product, MCK, was conducted openly and was attended by the mayor and local residents.

*Providers*
- PD PAL Jaya
- Public Health Officer
- Government (Kelurahan / RT / RW)
- Contractor

*Beneficiaries*
- Residents of RW 06 Petamburan Village, Tanah Abang District

| Table 2. Sustainable Csr Model Canvas 0: Key Metrics |
|-----------------------------------------------|
| **Before** | **After** |
| The level of health in January and February based on data from the Petamburan Village health center is 6525 patients. | The level of health in March and April based on the data from Petamburan Village health center is 6001 patients. |

The Sustainable CSR Model Canvas 1 is the outcome of the addition of the results of the level of importance and level of performance measured using the Importance Performance Analysis method that obtained from the results of filling out the questionnaire by CSR MCK product users in Petamburan village. The attributes added to the sustainable CSR Model Canvas are attributes that are in quadrant I because they feel that these attributes are very important for the community but the performance of the company has not fulfilled the expectations of the residents.

In the sustainable CSR model canvas 1, there are some additions to the key activities elements and the channels elements. The following are the attributes that are found in quadrant I:
- Hygiene of MCK PD PAL Jaya
- The MCK size of PD PAL Jaya
- Good communication and information between PD PAL Jaya and the residents in RW 6 Petamburan Village
- Information about CSR programs in the development of PD PAL Jaya MCK
By that, the following changes to the sustainable CSR model canvas are based on the addition of the results of the importance level and the level of IPA performance on key activities elements and channels elements:

Key Activities
• Introducing PD PAL Jaya’s wastewater treatment products to the people of DKI Jakarta
• Helping with the construction of MCK and BIOPAL
• Introducing the function of PD PAL Jaya’s products to the people of DKI Jakarta
• Collaborate with the Public Health to develop MCK
• Conducting MCK construction using products of PD PAL Jaya
• Coordinating with local government officials to scheduling cleaning and maintaining of toilets regularly

Channels
The after attribute cannot be mapped because the PD PAL Jaya’s CSR program under study is a program that produces physical products. It means that the after attributes in the MCK development program is not required for PD PAL Jaya.

| Table 3. Sustainable Csr Model Canvas 1: Channels |
|-----------------------------------------------|
| **Before** | **After** |
| Information on the construction of MCK from PD PAL Jaya to the local regional government (RT/RW) was given and then disseminated by the local government (RT/RW) to the residents. | Collaborate with local authorities such as the PKK to conduct socialization to the residents who receive CSR programs so that the aims of CSR can be achieved. |

4. Discussion
Sustainable The CSR Model Canvas is a framework created to assist company in formulating strategies for the company’s CSR model. The purpose of the Sustainable CSR Model Canvas is to define clearly the things that are needed and must be done on the company's CSR programs to increase the effectiveness of CSR programs and also to help achieve the aims of the company's CSR programs. In addition, until now, there has been no form or canvas that contains strategies in helping companies to formulate CSR programs so that the programs that are run would work better.

![Figure 6. Sustainable CSR model canvas 1.0](image)
On the Sustainable CSR Model Canvas 1.0, six elements have been mapped with the following explanation:

1. Problems
   Problem is an element in the Sustainable CSR Model Canvas that wants to be resolved through CSR activities. The activities must be appointed based on the problems encountered.

2. Key Activities
   Ke activity is an element in the Sustainable CSR Model Canvas which is all forms of activities that carried out through CSR activities in order to be able to solve the problem elements in the Sustainable CSR Model Canvas.

3. Programs
   Program is an element in the Sustainable CSR Model Canvas which describes the activities carried out in order to fulfill the company's CSR.

4. Beneficiaries
   Beneficiaries are the parties who receive CSR activities.

5. Provider
   Providers are those who support the realization of CSR activities.

6. Outcomes (Key Metrics)
   Outcome (Key Metrics) are the elements in the Sustainable CSR Model Canvas functioning as an indicator to measure the level of success and effectiveness of CSR activities that is being done.

   | SUSTAINABLE CSR MODEL | SDGs | SDGs |
   |------------------------|------|------|
   | COMPANY’S NAME         |      |      |
   | PROVIDERS              |      |      |
   | PROBLEMS               |      |      |
   | KEY ACTIVITIES         |      |      |
   | PROGRAMS               |      |      |
   | OUTCOMES (KEY METRICS) |      |      |

   **Figure 7.** Sustainable CSR model canvas 2.0

In the Sustainable CSR Model Canvas 2.0, an update has been carried out by adding two sustainable development goals.

SDGs (Sustainable Development Goals) are 17 goals with 169 achievements and are determined by the United Nations as the world’s development agenda for the safety of people and earth. These goals include aspects of education, poverty, and health.

Sustainable CSR activities are expected to create community welfare and improve environmental quality. The SDGs elements are mapped in the Sustainable CSR Model Canvas because SGDs and CSR elements have aligned goals, encouraging the achievement of human welfare and the
environment. Therefore, CSR activities are related to SGDs and need to encourage the realization of the goals that want to achieve by the SDGs.

**Figure 8.** Sustainable CSR model canvas 3.0

In the Sustainable CSR Model Canvas 3.0, several elements are associated with 3P consisting of society (people), planet (environment), and benefit (profits) which are pillars that can measure the success of a company, and usually company implements it through CSR activities. The elements associated with the 3P element are as follows:

1. **Problems**
   Problem is an element in the Sustainable CSR Model Canvas that wants to be resolved through CSR activities. The problem element is divided into three aspects, namely aspects of society (human), planet (environment), and benefit (profit). CSR activities must be appointed based on the problems faced by the residents or a community, environmental problems, and problems faced by the company.

2. **Key Activities**
   Key activities is defined as the elements in Sustainable CSR Model Canvas which are all forms of activities carried out through the CSR in order to be able to resolve the problems elements in Sustainable CSR Model Canvas. The element of key activities is categorized into three aspects, which are: people (society), planet (environment), and profit (benefit). The activity of CSR have to solve the problems that are faced by the society or a community, environment, and also the company.

3. **Outcomes (Key Metrics)**
   Outcomes (Key Metrics) is defined as the elements of Sustainable CSR Model Canvas which used as the success and the effectiveness indicators of CSR activities. Outcomes (key metrics) elements are divided into three aspect, which are: people (society), planet (environment), and profit (benefit). Therefore, the success indicator or the target that wants to be achieved have to be set based on people, planet and profit aspect and can be measured with a certain measurement (capacity, amount, and time).
In Sustainable CSR Model Canvas 5.0, there was a change in the position of the key activities element which placed close to the problems element in order to answer the problems element. Thus, the company have to do the activities that can be mapped in key activities element. Both of the element, problems element and key activities element) have to be intertwined with each other and mapped close to each other. Furthermore, there was the change programs element that had been changed into channels element because in CSR activities, it is needed to unsure the continuation of CSR element.

Channels is defined as the element in Sustainable CSR Model Canvas that works as tool, media or the way to deliver the key activities element to beneficiaries’ element. Channels element can be linked with three aspects, which are: people (society), planet (environment), and profit (benefit).

Figure 9. Sustainable CSR model canvas 4.0

In Sustainable CSR Model Canvas 4.0, the position of programs element and key activities element had changed because the programs element is intertwined with the problems element. Element programs are activities that will become the answer of the problems element. Thus, element programs is placed close to the problems element. Furthermore, in company’s name column which is used to describe the CSR activities, is completed with the description of for period. It is used to describe the type of CSR activities that had been held by the company.

Figure 10. Sustainable CSR model canvas 5.0
In Sustainable CSR Model Canvas 6.0, the addition of complementary element in channels element and key metrics element had been done. The addition of before and after as the attribute is supposed for CSR activities which the impact of the change can be seen and measured. Moreover, with the addition of complementary elements in outcomes element (key metrics), there was a change in the name of the element became key metrics.

1. **SDGs**

   SDGs (Sustainable Development Goals) is 17 goals with 169 achievements that can be measured and standardized by United Nations as the world development agenda for the sustainability of people and the earth. The goals includes in education, poverty, and health aspect.

   The continuation of the CSR activities is expected to create the society prosperity and improve the quality of the environment. Element SDGs is mapped in Sustainable CSR Model Canvas because the SGDs element and CSR elements have the same goals which encouraging the well-being society and environment. Therefore, it is important to link the CSR activities with the SDGs in order to encourage the achievement of the SDGs goals.

2. **Problems**

   Problems is defined as the element that have to be finished through the CSR activities. Problems element is divided into three aspects: people (society), planet (environment), and profit (benefit). The CSR activities is based on the society or a community, environment and company problem.

3. **Key Activities**

   Key activities is defined as the element in Sustainable CSR Model Canvas which are all forms of activities carried out through the CSR in order to be able to solve the problems elements in Sustainable CSR Model Canvas. The element of key activities is categorized into three aspects, which are: people (society), planet (environment), and profit (benefit). The activity of CSR have to solve the problems that are faced by the society or a community, environment, and also the company.

4. **Channels**

   Channels is defined as the element in Sustainable CSR Model Canvas that works as tool, media or the way to deliver the key activities element to beneficiaries’ element. Channels element can be linked with three aspects, which are: people (society), planet (environment), and profit (benefit). In channel elements, before and after as the attribute is used to see the change of the CSR activities.
5. Beneficiaries
   Beneficiaries are the parties that achieve the CSR activities.

6. Providers
   Providers are the parties that supports the CSR activities.

7. Key Metrics
   Key metrics is defined as the elements of Sustainable CSR Model Canvas which used as the success and the effectiveness indicators of CSR activities. Key metrics elements are divided into three aspect, which are: people (society), planet (environment), and profit (benefit). Thus, the success indicator or the target that wants to be achieved have to be set based on people, planet and profit aspect and can be measured with a certain measurement (capacity, amount, and time). In key metrics element, before and after as the attribute is used to see the change of the CSR activities.

Thus, it can be concluded that there are two types of PD PAL Jaya CSR’s programs: CSR environment program and CSR social program.

PD PAL Jaya's lavatory CSR project is already in accordance with the need of people in RW 6 Petamburan. Moreover, the development of communal toilet (MCK) that has been built by PD PAL Jaya can improve the quality of health. It is supported by the health data from public health center in Petamburan. However, there are some points that need to be improved by PD PAL Jaya such as: the socialization of CSR program. It is important to develop the good communication between PD PAL Jaya with the people in RW 6 Petamburan in order to deliver the information of the CSR program regarding the PD PAL Jaya's lavatory CSR project.

The results of sustainable CSR model canvas prototype consist of 7 elements and each of their explanation had been mapped. There is an increase in the sustainable CSR model canvas 0 and sustainable CSR model canvas 1 in the key activities and channel section.

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