

Regional Development Management through CSR in Pelalawan District, Riau Province

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In the dynamics of regional economic development, one aspect that needs to be taken into account is the ability to use resources (both human resources and natural resources) as effectively and efficiently as possible. The ability to allocate and use these resources will largely be determined by the capacity and availability of the resources referred to. In other words, the supply (in the quantitative aspect), the quality of the resource (in the qualitative aspect) and the dimensions of its use must be formulated in a good, fair regional economic development policy framework, which is environmentally friendly and sustainable. One of the sustainable resources that can be used is a company operating in Pelalawan Regency through Corporate Social Responsibility (CSR). CSR funds need to be considered to support regional development. Regional development management through CSR can help alleviate the government's role in implementing programs that have been established for regional development. This can be done through synchronisation of the company's CSR program and local government programs. Based on the data, Pelalawan has 421 companies consisting of 38 large companies (9.03 percent), 55 medium companies (13.06 percent) and 328 small companies (77.91 percent). They actively operate in Pelalawan Regency in 12 Districts. This certainly becomes interesting for the writer in terms of finding out about the management of regional development through CSR in Pelalawan Regency, Riau Province. The purpose of this study was to determine the management of regional development through CSR in Pelalawan Regency, Riau Province. This research is qualitative research. The findings in this study on Pelalawan Regency have made

the company a supporter in regional development in the fields of education, health, empowerment/economy, environment and social assistance. This was done by conducting 5 programs relating to community involvement, economic impact, livelihoods, health education & infrastructure and the Tanoto Foundation.

Key words: *CSR, management, regional development.*

Introduction

Historically, many companies have tried to make a profit but did not take into account the sustainability of the environment, neglecting of local workers within the company and lack of attention to the rights of communities in the company environment. The environment is treated as a raw material used in the production process, as well as an unlimited place to dispose of industrial waste. The challenge, in the future, is how to create a different form of modernisation that is characterised by a business life that continues to preserve the natural environment.

Various regulations related to the company's business activities have been made. A company that is founded with capital has the aim of being profitable. This makes operational companies consider social differences, uncomfortable environments, the waste of natural resources, the quality of changes in traffic between users and consumers and the quality of bargaining in company and employee positions. In fact, without realising it, companies must investigate the dignity of the environment.

According to Law Number 40 of 2007, a Limited Liability Company is a legal entity, established based on an agreement, that conducts business activities with authorised capital divided into shares. It fulfils the requirements determined by laws and regulations for its implementation.

The existence of companies has become a dominant form of business. Companies have contributed to national economic development. Company activities provide employment, increase technological capacity and capabilities, enhance economic development and make people develop competitive financial systems. On the other hand, the interactions between companies and communities are getting closer. Companies have entered and improved all lines of community life. Apart from being businesses, companies also become part of the lives of citizens who are directly involved with the dynamics of society. The sustainability of a company's business also depends very much on the economic conditions and the quality of life of the people. Companies may not only seek profit but must also consider environmental sustainability and care through social discussions regarding communities.

In general, business activities cannot be separated from human life. These principles are very closely related to the value system adopted by society. Principles in business ethics include the principles of autonomy, not committing evil, honesty, good, and justice. Social responsibility is basically the derivation of business ethics. Business ethics arise from business interconnections between people who complement each other to meet each other's needs and evolving, unlimited human needs. Business ethics can bridge the interests between the needs of the company and society. Both are related to the direct or indirect interests of the company's operations.

Viewed from the point of view of public administration, there is management that is carried out in the implementation of CSR. This is in the context of orderly administration of a company according to the applicable laws and regulations. PT. RAPP, in Riau Province, also has administrative guidelines regarding Riau Province's Regional Regulation No. 6 of 2012 concerning CSR.

According to Article 6 of this regulation, the implementation of the CSR program is carried out with the following principles:

- a. legal certainty,
- b. public interest,
- c. cohesiveness,
- d. participation and aspirations,
- e. openness,
- f. sustainability,
- g. independence,
- h. environmental insight,
- i. balance of progress and national economic unity, and
- j. local culture.

According to Article 7, in implementing CSR, the Company has the right to

- a. develop a CSR program that will be implemented by the company as part of the company's ongoing internal policies,
- b. determine the target community who will receive the benefits of the CSR program from the company concerned (after coordinating with the Regional Government), and
- c. obtain facilities and/or awards from the Regional Government based on the company's contribution in implementing CSR.

Furthermore, according to Article 8, in implementing CSR, the Company shall

- a. Prepare a plan for the implementation of the CSR program in accordance with the principles of social responsibility of the business world. It will do so by taking into account local government policies and legislation.
- b. Grow, strengthen and develop a network system of cooperation and partnerships with other parties and study, monitor and evaluate of the implementation of CSR. It will do so by paying attention to companies, local governments, communities and environmental sustainability.
- c. Determine the commitment of the CSR program, which is an inseparable part in the management policy and company development program in company regulations.
- d. Receive proposals from the community, both individuals and groups, that meet the needs of the community.

Implementation of CSR (CSR) shows that a company is not only a business activity, but the company is an agency that must also think about the economic, social and environmental conditions needed around the company.

Economic and business growth have positive impacts on society. They meet needs and improve quality of life. Ideally, these effects are caused by all companies, regardless of all legal forms, sizes, and types of needs. However, a basic consideration that is often raised by companies is the large amount of funds needed to realise their social responsibility. Officially, companies must fulfil economic responsibility to achieve profit. Legal responsibility (fulfilling all obligations stipulated by the Manpower Act) are no less important, along with social responsibility.

Companies must have an appreciation for the awareness of those who have implemented CSR. However, this problem is not only up to implementation. The company must also be serious in implementing CSR, not just the conditions for carrying out the obligation. Therefore, it is important for companies to deeply know and assess how CSR implementation can actually develop an area.

Development, among other things, can be defined as a process of social change. Its implementation is not only intended to improve status and well-being, but at the same time it is intended to develop the potential of human resources economically, socially, politically, culturally, environmentally and morally through improvement, growth and change.

One solution to increase the empowerment and development of rural communities is to take advantage of the active role of third or private parties through the role of CSR (CSR). Government Regulation No. 47 of 2012, concerning the Social and Environmental

Responsibility of Limited Liability Companies, indicates that corporate responsibility is to continue a business' commitment to be ethical and moral. It should also contribute to economic development and to improve the quality of life for workforce and their families as well as local communities.

In its development, the existing development has been slow. It is not yet fully felt by the community evenly and thoroughly. There are still many damaged roads and pieces of infrastructure, minimal public facilities, incomplete pieces of village infrastructure along with inadequate transportation facilities and communication tools. PT RAPP is a large company that operates in Pelalawan Regency. The problems that the authors focus on are how regional development is managed by PT RAPP's CSR Fund in Pelalawan Regency, Riau Province. Based on the description above, the authors are interested in researching Regional Development Management through CSR in Pelalawan Regency, Riau Province.

Literature Review

According to Solihin (2000, p. 11), development is a human effort to improve the quality of society. It is carried out in a planned and sustainable manner with due regard to the ability of resources, technological progress and global development. According to Siagian (in Bratakusumah 2000, p. 4), it provides an understanding of development as a business or a series of change efforts and growth. Planning is carried out consciously by a nation, state or government. It aims towards modernity in the context of fostering the nation (nation building). According to Tjiproherjanto (1993, p. 19), there are three important values of development objectives: (a) fulfillment of basic human needs in the form of clothing, food, shelter, health and protection against threats; (b) the ability to be yourself. In other words, the ability to be a tool for other humans; and (c) the ability to choose freely, which is considered beneficial. Thus, the purpose of development, both physical and non-physical, is to improve the welfare of the people and to reduce the social economic gap in villages through the implementation of programs organised by the Government or the private sector (companies). In general, this is done through the implementation of CSR in two forms:

a. Physical development:

It is often called tangible development, which is development that is measured physically and can also be liquidated or replaced with a number of prices if traded. According to BS Muljana (2001, p. 3), development carried out by the government is generally infrastructural. Physical development refers to institutions that have production, logistical, and marketing activities regarding goods and services as well as other activities in the economic, socio-cultural, political and defence sectors.

b. Non-physical development:

Also called intangible development, it is more directed towards humans or cultural and educational structures. The development of an area must not only carries out development programs that are engaged in physical development but must also contribute to non-physical or social development. Bachtiar Effendi (2002, p. 114) indicates that in a development there must be a balance between physical and non-physical development. What is meant by non-physical development is human development, health and education. According to Adi Sasmita (2006, p. 20), rural development is carried out with a multi-sectoral (holistic) approach. It is participatory and based on a spirit of independence. It is environmentally sustainable and implements the utilisation of development resources in harmony, direction, and synergy so that optimality is achieved. From the explanation above, it can be concluded that village development is a rural-based development movement. It strengthens community demographic structure, socio-cultural characteristics, physical/geographical characteristics, rural activity patterns, rural-urban economic linkages, the village institutional sector and settlement characteristics. In the course of rural development, it has a priority scale of development based (a) physical development, which includes (1) village infrastructure development and (2) the completion of village operational tools; and (b) non-physical development, which includes (1) local economic development (2) community empowerment and (3) institutional development.

The implementation of the CSR program itself requires inputs and processes that will have an impact on the results of the implementation of the program. Input is an effort carried out by presenting a variety of physical and non-physical things that form the basis for completing the implementation of the process. These also form the mechanism of programs for the achievement of objectives. The process implements a variety of activities and program work mechanisms for the achievement of objectives. The smoothness and quality of this process will illustrate whether the inputs that have been presented are sufficient and effective and whether the strategy is appropriate in the context. Included in this are the organisational and institutional structures, community participation, problems and solutions as well as the monitoring of activities. The series of processes will ultimately produce results that illustrate the effectiveness of its implementation (Yayasan Indonesia Sejahtera, 1999).

Basically, the concept of social responsibility is not very different from the concept of responsibility in general. The difference only lies in perspective. The responsibility theory emphasises the meaning of responsibility that was born from the provisions of the legislation. This is so that the theory of responsibility is interpreted in terms of liability. On the other hand, social responsibility theory itself was born out of positive freedom, which emphasises responsibility. The main philosophy of social responsibility theory is really radical because it limits freedom in a positive sense. In practice, this theory is very familiar according to Busyra

(2012, p. 54) because responsibility itself means a condition that can be accounted for. The state of responsibility requires the intervention of the state, as shown by the libertarians.

According to the Riau Province Regional Regulation Number 6 of 2012, concerning CSR in Riau Province, the implementation of the CSR program is carried out with the following principles:

- a. legal certainty,
- b. public interest,
- c. cohesiveness,
- d. participation and aspirations,
- e. openness,
- f. sustainable,
- g. independence,
- h. environmental insight,
- i. balance of progress and national economic unity, and
- j. local culture.

According to Riau Province Regional Regulation Number 6 of 2012, concerning CSR in Riau Province, Article 7 indicates that by implementing CSR, the Company has the right to

- a. develop a CSR program that will be implemented by the company as part of the company's ongoing internal policies,
- b. determine the target community who will receive the benefits of the CSR program from the company concerned (after coordinating with the Regional Government), and
- c. obtain facilities and/or awards from the Regional Government based on the company's contribution in implementing CSR.

Furthermore, according to Riau Province Regional Regulation Number 6 of 2012, concerning CSR in Riau Province, Article 8 indicates that by implementing CSR, the Company shall

- a. prepare a plan for the implementation of the CSR program in accordance with the principles of social responsibility in the business world by taking into account local government policies and legislation;
- b. grow, strengthen and develop a network system of cooperation and partnerships with other parties and carry out studies. These should monitor and evaluate the implementation of CSR by paying attention to companies, local governments, communities and environmental sustainability;
- c. determine that the commitment of the CSR program is an inseparable part of the management policy and company development program in company regulations; and

- d. receive proposals from the community, both individuals and groups, that meet the needs of the community.

Ernie (2009, p. 54) said there are 8 indicators that should be used in measurements of key performance in implementing CSR:

1) Leadership:

- CSR programs can be said to be successful if they get support from top company management.
- There is philanthropic awareness in leadership, which is the basis of the program's implementation.

2) Proportion of assistance:

- CSR is designed not solely on the budget range, but also at the level of maximum absorption, meaning that if the area is broad, the budget must also be greater. So, it cannot be used as a benchmark, if a large budget would produce a good program.

3) Transparency and accountability:

- There is an annual report.
- Having a social and financial audit mechanism where social audits are related to testing the extent to which CSR programs can be addressed properly. This should be according to the needs of the community. Companies get feedback from the community correctly by conducting interviews with beneficiaries.

4) Regional coverage:

- There is an orderly and rational identification of beneficiaries based on a predetermined scale of priorities.

5) Planning, monitoring and evaluation mechanisms:

- In planning there needs to be guarantees to involve multi-stakeholders in each project implementation cycle.
- There is awareness in terms of paying attention to aspects of locality (local wisdom), when planning. There is a contribution to, understanding of, and acceptance of existing local cultures.
- There is a blue-print policy which is the basis for implementing the program.

6) Stakeholder engagement:

- There is a regular coordination mechanism with stakeholders, especially the community.
- There is a mechanism that guarantees community participation to be involved in the project cycle.

7) Sustainability:

- There is a transfer of roles from the corporation to the community.
- There is a growing sense of belonging in the program and the results of the program in the community. The community can take part in maintaining the program well.
- There is a choice of program partners who can guarantee that, without the participation of the company, the program can continue until the partner is finished.

8) Real results:

- There is documentation of results that indicate a reduction in morbidity and mortality (in the health sector) or a reduction in illiteracy rates. This is accompanied by indications of an increase in the abilities of human resources (in education) or other parameters according to the CSR field chosen by the company.
- A change in the mindset of the people occurs.
- Dynamic economic impacts are provided in the community.
- Community empowerment occurs.

CSR is a theoretical basis for the need for a company to build harmonious relationships with local communities. Theoretically, CSR can be defined as the moral responsibility of a company towards its strategic stakeholders, especially the community or the community around the work area and its operations. CSR views companies as moral agents. With or without the rule of law, a company must uphold morality. The parameter of the success of a company in the perspective of CSR is to promote moral and ethical principles, namely achieving the best results without harming other community groups. Some of the moral principles that are often used are the golden rules, which teach that a person or party should treat others the way they want to be treated. That way, companies that work by promoting moral and ethical principles will provide the greatest benefit to society. According to Suhandari in Hendrik (2008, p. 1) CSR is the commitment of the company or the business world to contribute to sustainable economic development. It does so by paying attention to CSR and focusing on the balance between attention to economic, social, and environmental aspects.

According to Hendrik (2008, p. 9), the purpose of CSR is to empower the community. Empowerment aims to create an independent community.

Method

This research uses qualitative. It is research used in social science that is fundamental to human research and relates to people in their discussions and terminology (Moleong, 2007).

According to Faisal (1990), in social science research methods, qualitative research is used to test limited facts by focusing on facilitating and asking questions about participant resolution.

Qualitative research is rooted in natural settings. As a necessity, it relies on human research, using qualitative methods and collecting analytic data inductively. In addition, qualitative research is aimed at examining a basis. It prioritises a separate proposal process to check the validity of the data and make the study temporary (Sutopo, 2006).

This type of research is descriptive (Suharna, 2006). The basic method of descriptive research focuses on solving existing problems. It starts from data collected and analysed during research. Exploratory research is carried out with phenomenological research.

This study is a qualitative study that describes or illustrates a phenomenon, or an event, based on the facts or data available. It then examines the problem of studying and describing Regional Development Management through CSR in Pelalawan Regency, Riau Province. The nature of this research is to explore and trace based on the available facts and then to analyse it.

Discussion and Results

APRIL Group (PT.RAPP) adheres to the principles of Free, Prior, Informed Consent (FPIC) in carrying out its operations in Indonesia. APRIL Group (PT. RAPP) seeks to resolve existing social conflicts in a fair and transparent manner. It does this through openness in receiving advice and input from stakeholders in community development in Pelalawan Regency in particular. Several community development programs of PT. RAPP can be explained as follows:

1. Community Engagement:

APRIL group (PT. RAPP) continues to involve the community around its place of operation. In line with the principles of Free, Prior, Informed Consent (FPIC), APRIL Group (PT.RAPP) conducted a review of community needs in a number of villages. It conducted dialogue to discuss land management and answer questions raised by local community members. APRIL Group team (PT. RAPP) also regularly visits and meets with representatives of various surrounding villages.

APRIL Group (PT. RAPP) realises that activities that involve the community, especially in Indonesia, are a complex matter, considering that each individual has different views. Therefore, APRIL Group (PT. RAPP) seeks to reach a consensus or majority vote of villagers around the concession area of APRIL Group (PT. RAPP) before taking the next steps in land management.

Signing an agreement with the local village leaders shows APRIL Group's commitment to accommodate the needs of the surrounding villagers. An agreement, in general, contains the commitment of APRIL Group (PT.RAPP) to contribute to community development related to livelihoods, health, education, infrastructure, agriculture and animal husbandry.



In the event of a dispute, APRIL Group (PT.RAPP) has a good and transparent dispute resolution process designed to resolve the situation fairly for all parties. If needed, the settlement process includes working with third parties to help mediate fair results.

2. Economic Impact:

As a large, successful company, APRIL Group has consistently made a significant contribution to the local, regional and national economy. This can be seen in the results of a study conducted by the University of Indonesia Economic and Social Research Unit:



3. Livelihoods:

APRIL Group continues to strive to create jobs and offer a variety of skills and training needed to support the livelihood activities of local residents. These programs include:

Integrated Agricultural System (IFS)

IFS aims to improve the skills of local farmers. It covers horticultural crops, plantations, animal husbandry, fisheries and rice processing development. APRIL Group provides various training, facilities and ongoing technical support to farmers.

- In the beginning, IFS only handled village farmland covering 170 hectares. Now, IFS has grown to 2,400 hectares;
- 1,618 households have received assistance for agricultural materials;
- 566 farmers have participated in training and 4,845 hectares of agricultural land have been cultivated through the IFS training centre and program; and
- 2 training centres have been established and managed to provide technical and practical knowledge to local farmers, including a training centre donated to the local district government.

Fibre Farmers Society

In general, landowners will carry out illegal logging to process the land. The Peasant Farming Community Program aims to encourage partnership with landowners to develop Acacia plantations, which they then manage themselves. In this context, APRIL Group provides financial assistance, nurseries, fertilisers, and maintenance of plantations.

- 28,384 hectares have been dedicated to community fibre farmers.

- US \$1,200 have been invested in each hectare of crop.
- 30-35 job opportunities are created for every 100 hectares of crops.

Small and Medium Enterprises (UKM)

APRIL Group launched an SME development program with the aim of assisting entrepreneurs in terms of technical and financial assistance. The program targets businesses that either directly or indirectly support the operations of APRIL Group.

- APRIL Group consistently helps 189 entrepreneurs directly to support their operational activities.
- It has created 1,600 jobs.

APRIL Group also provides a number of specialised skills training programs. Skills include sewing, salon work, cooking, honey processing and production, wood cutting, and automation work.

4. Education, Health & Infrastructure:

APRIL Group believes that access to education, health and infrastructure is the main key to alleviating poverty. Therefore, APRIL Group (PT. RAPP) consistently seeks to contribute to the surrounding communities where it operates. They are involved in

a. Education:

In order to assist the community in gaining access to education, APRIL Group (PT.RAPP) provides a number of scholarship programs for elementary schools, tertiary institutions and teacher training as well as providing school facilities and equipment.

- It has provided 17,613 scholarships for elementary and middle school students.
- It has Offered 50 scholarships for local high school graduates to continue strata 1 agriculture studies at INSTIPER.
- It has assisted in the renovation and development of 219 schools in rural areas since 1999.
- It has sponsored training for 600 teachers from 2009 to 2012.

b. Health:

APRIL Group (PT.RAPP) is committed to improving access and health services in rural areas, the majority of which are still outside the reach of the government. The program has two approaches: health education targeting schools; and assistance to health workers in the local village. APRIL Group (PT. RAPP) also sponsors nutritional supplement programs for mothers and babies in rural areas.

- From 1999-2012, 132,716 residents have benefited from APRIL Group's health program (PT.RAPP).
- From 2011-2012, APRIL Group (PT.RAPP) has run 25 health campaigns.

c. Infrastructure:

In an effort to provide better transportation access and facilities, APRIL Group (PT. RAPP) has built a number of infrastructure projects and improved facilities to support community activities.

- It has built 178 places of worship and religious schools, 96 public schools and 17 sports facilities.
- It has committed to building 30 health, water and sanitation facilities.
- It provides 98 electricity generators.

5. Tanoto Foundation:

The Tanoto Foundation is committed to be a pioneer in poverty alleviation through education programs, community empowerment, and improving the quality of life.

The Tanoto Foundation was founded on the belief that everyone has the same opportunity to develop their potential. In line with this principle, the Tanoto Foundation seeks to contribute to alleviating poverty by working with communities to address the root causes of poverty in rural areas of North Sumatra, Riau and Jambi Provinces.

The Tanoto Foundation's efforts to reduce poverty are based on the belief that the best solution to alleviate poverty is in the hands of future generations. This prompted the Tanoto Foundation to focus on aspects of education and empowerment.

More specifically, the Tanoto Foundation focuses on a number of innovative programs aimed at building capacity and community empowerment as well as providing skills and practical training. Although most of the Tanoto Foundation's programs are implemented in a number of rural areas on the island of Sumatra, APRIL Group (PT.RAPP) is also committed to running these programs in all regions in Indonesia.

For example, there are several programs in the field of education that APRIL Group (PT.RAPP) has undertaken. These include the granting of educational scholarships for all levels (from elementary school to tertiary level), teacher training, the establishment of kindergarten, elementary and junior high schools, as well as the provision of books, equipment and teaching activities. At the university level, the Tanoto Foundation has provided funding to a number of professors at various universities for research activities in the fields of health, renewable energy and forestry. In addition, the Tanoto Foundation also



collaborates with various universities in Indonesia and abroad to improve its quality as a centre for higher education. In the City of Pangkalan Kerinci, the Tanoto Foundation is partnered with APRIL Group (PT. RAPP) in coordinating and carrying out its programs. These include scholarships, assistance to schools and community services.

APRIL Group (PT.RAPP) also has various programs to develop small and medium enterprises (SMEs) in rural areas through vocational training and financing. At the same time, the SMEs can benefit from the presence of APRIL Group (PT.RAPP) in their area. Through this program, APRIL Group (PT.RAPP) and SMEs are expected to grow together in prospering the surrounding residents.

In addition, the Tanoto Foundation works closely with partnered companies to promote integrated farming systems. It has the aim of changing traditional farming practices (which often adversely affect the environment) to sustainable and independent agricultural management. This initiative was carried out by establishing a Fibre Farmers Community in villages around the concession area of APRIL Group (PT.RAPP). These farmers will also receive training and support equipment assistance.

Based on the third pillar, improving quality of life, the Tanoto Foundation and partnered companies carry out various programs. These include providing clean water and improving the quality of services for the community.

The Tanoto Foundation and partnered companies are also committed to providing natural disaster response assistance. In recent years, APRIL Group (PT. RAPP) has distributed assistance to communities affected by the tsunami, earthquake, landslides, volcanic eruptions and floods.

The Tanoto Foundation and its partner companies have consistently made contributions. These include

- 71 renovated classrooms in 25 schools;
- 5,283 scholarships;
- 1,184 teachers trained in contextual teaching and learning;
- 30,816 books for surrounding villages;
- 14,533 cleaning supplies for schools;
- initial capital for 128 SMEs
- the integrated agricultural system, in which 3236 farmers have participated;
- health campaigns that have benefited 2,304 people;
- benefits of clean water facilities for 1,739 people;
- 5 kilometres of improved roads;



- The improvement of 84 religious facilities;
- 903 pieces of sports equipment provided to the surrounding community; and
- volunteer programs in which 2,020 people have participated.

Conclusion

RAPP companies operating in the Pelalawan Regency area are supporters of regional development in the fields of education, health, empowerment/the economy, the environment and social assistance by conducting 5 programs. These programs are in the areas of community involvement, economic impact, livelihoods, education, health & infrastructure and they include the Tanoto Foundation. With the help of CSR funds for regional development in Pelalawan Regency, the community will get a positive impact that is felt for by the regional development of Pelalawan Regency, Riau Province, Indonesia.

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