

Evaluation of the Effectiveness of CSR Programs on Community Behavior Change in Forest Conservation

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ABSTRACT

Global warming can cause climate change and have a broad impact on people's lives. The increase in global temperature is caused by increased carbon emissions due to deforestation in various countries. Forests play a very important role in solving the carbon emissions problem. One source of carbon dioxide emissions throughout the world is the existence of Tropical Forests. One of the countries that has the largest tropical forest in the world is Indonesia. Kalimantan Island is one of the largest islands and has the largest forest area in Indonesia. This research was conducted at PT. Asmin Bara Bronang who runs the company's CSR program. The variables are the implementation of CSR programs, the targets of the CSR programs implemented and their impact on changes in community behavior in forest conservation. This research also discusses the relationship between implementing CSR programs with ISO 26000 and the Sustainable Development Goals. The sampling technique used was purposive sampling. Data collection was carried out through interviews with 43 sources consisting of PT Asmin Bara Bronang employees and community recipients of the CSR program. The collected data was then analyzed using the content analysis method. Research shows PT. Asmin Bara Bronang carries out a CSR program contributes to changes in the behavior of the Dayak Ngaju community in efforts to preserve Kalimantan's forests. It is hoped that this research can complement the literature regarding the implementation of CSR programs in supporting forest conservation programs

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Introduction

Global warming can cause climate change and have a broad impact on people's lives. The increase in greenhouse gases caused by industrial activities is one of the causes of global warming. Global temperatures have probably increased or exceeded 1.5 degrees Celsius in the past 20 years. Limiting global temperature rise to 1.5 degrees Celsius can be done by reducing carbon emissions ambitiously (Masson-Delmotte et al., 2019). The

increase in global temperature is caused by an increase in carbon emissions due to deforestation in various countries, which has an impact on decreasing water quality and quantity, increasing air pollution and greenhouse gases, decreasing biodiversity (Foley et al., 2011). One of the sources of carbon dioxide emissions worldwide is the existence of Tropical Forests (CNN Indonesia, 2021).

The International Union for Conservation of Nature (IUCN, 2021) states that forests play a very important role in solving the problem of global carbon dioxide emissions. Up to 25 percent of the world's carbon dioxide emissions come from land caused by deforestation. But an important solution to climate change is comprehensive forest protection.

According to the World Resources Institute (WRI, 2021), one of the countries with the largest tropical forests in the world is Indonesia. Indonesia's tropical forest area ranks third largest after Brazil and Congo. In the 1990s, Indonesia also had the largest mangrove forest in the world, covering an area of 4.25 million hectares. One of the lungs of the world is from Indonesian forests that are able to provide oxygen and bind carbon dioxide so that living things can survive (Shafitri et al., 2018). Natural resources that have an important role in life, community economy, culture and ecology are forests (Widodo & Sidik, 2020). This has an impact on the creation of greenhouse gases, because reduced forest area can lead to the extinction of various species (Novalia, 2019).

Based on data from the Ministry of Environment and Forestry of the Republic of Indonesia (KLHK RI, 2019), Indonesia has 94.1 million hectares of forests or 50.1% of the total area of the total area of Indonesia. The condition of forests in Indonesia is also affected by deforestation which is increasing every year. Kalimantan Island is one of the largest islands and has the largest forest area in Indonesia which is 40.8 million hectares. The Ministry of Environment and Forestry 2019 also reported deforestation in Kalimantan of 1.23 million hectares between 2000 and 2005. However, from 2019 to 2020, Indonesia succeeded in reducing deforestation by 75.03% or 115.46 thousand hectares. The number was reduced due to deforestation in 2018-2019 to 462.46 thousand hectares. Currently, Kalimantan is one of the lungs of the world and must protect its forests to maximize carbon emissions (CNN Indonesia, 2021).

Central Kalimantan is one of the provinces on the island of Kalimantan in Indonesia and has a population of 2.5 million people. Central Kalimantan has an area of about 15.7 million hectares, of which 13 million hectares are forests and 2.7 million hectares are peatlands. The population of the province is the Dayak tribe of Central Kalimantan and is dominated by the Ngaju Dayak tribe which has a population of more than 1 million people (Persoon & Minter, 2020).

PT Asmin Bara Bronang is one of the coal mining companies that currently has the largest third generation PKP2B license in Central Kalimantan (information from the Ministry of Energy and Mineral Resources of the Republic of Indonesia) and has implemented CSR programs that refer to the regulation. Number 1824 of 2018 Ministry of Energy and Mineral Resources of the Republic of Indonesia to local communities who adhere to the Ngaju Dayak tribe in Kapuas province, Central Kalimantan. Based on the results of social mapping of PT Asmin Bara Bronang (2014), community activities are still very dependent on forests, including cutting down forests to switch cultivation, cutting trees to be used as boards and blocks, and toe, namely looking for gold, sucking rivers or shooting forest land to get gold. Various activities of the Ngaju Dayak community as indigenous peoples of Central Kalimantan have an impact on deforestation in Kalimantan, because the community annually clears forests to make agricultural land.

Based on the above, this study wants to evaluate the effectiveness of PT Asmin Bara Bronang's CSR program to change the behavior of the Dayak Ngaju community in forest conservation in Barunang Village, Central Kapuas District, Kapuas Regency, Central Kalimantan Province.

Effectiveness of CSR Program Implementation

The effectiveness of corporate social responsibility program implementation can be measured by comparing between target goals and program implementation realization. The opinion of program recipients can be one of the benchmarks to determine the effectiveness of CSR program implementation. Companies must determine criteria that measure the effectiveness of the program, one of which is the determination of success indicators for the implementation of CSR programs.

According to (Indrayani, 2017), the effectiveness of CSR program implementation can be measured by several main parameters, including:

1. Program understanding, to find out the knowledge and understanding of the community towards the program being run.
2. Targeted is a metric that measures the extent to which program participants have determined their rights in advance.
3. Based on the use of time, implement the planned program on time as per previous expectations.
4. Achieve measurable goals by achieving the objectives of activities implemented through training programs or other activities.
5. Real change, measured to determine the impact and real change in people's lives.

Implementation of CSR Program

The implementation of CSR programs in Indonesia is regulated in Law Number 40 of 2007 concerning Limited Liability Companies, article 74 concerning CSR obligations for Limited Liability Companies (PT). In the mineral and coal commodity mining company sector in Indonesia, the Ministry of Energy and Mineral Resources of the Republic of Indonesia has issued ESDM Decree No. 1824 of 2018 concerning guidelines for the implementation of Community Development and Empowerment (PPM) programs. The term used in this Decree is Community Development and Empowerment (PPM), and not using the term CSR. Every mineral and coal mining company is required to prepare a PPM Master Plan Document (RI PPM) to run CSR programs in the field. In the regulation, there are 8 pillars of the PPM program that must be implemented, namely:

1. Educational programs
2. Health Program
3. Community Real Income Level Program
4. Community economic independence program
5. Social Programs
6. Environmental Program
7. Community Institutional Programs for Self-Reliance
8. Infrastructure Programs supporting other PPM programs

If the company does not submit the RI PPM Document, the Ministry of Energy and Mineral Resources has the authority not to approve the Annual RKAB Document submitted by the company. In Law No. 3 of 2020 concerning amendments to the Mining Law No. 4 of 2009 concerning Mineral and Barubara Mining, article 108 also states that the amount of PPM costs is determined by the Minister. However, until now, there has been no reference to determine the minimum cost of the PPM Program for mineral and barubara mining.

Therefore, the purpose of social and environmental responsibility is to carry out sustainable economic development to improve the quality of life and the environment, which benefits both the company itself, the local community, and society in general. It aims to support the development of harmonious, balanced and appropriate business relationships with the environment, values, norms and culture of the local community (Huda, 2011).

Target Program CSR

The definition of target according to the Big Dictionary Indonesian 2010 is a goal or limit to be achieved. According to (Tjiptono, 2014), a target is a goal set to be implemented through a plan. According to Mulyad 2010, a target is a choice between one or more achievable goals. Based on the above understanding, it can be concluded that the target of a social responsibility program is an activity that sets goals or limits to be achieved by planning a social responsibility program to be implemented.

Impact of CSR Programs

External impact is the result of the actions of certain parties on the welfare or condition of other parties. Externalities are costs or revenues arising from an activity that is delegated to other parties outside the activity. It is also called side effects or environmental impacts (Karl, 2012) Externalities consist of positive externalities and negative externalities. Positive externalities occur when the impact created by the company is positive, while negative externalities occur when the impact created by the company is negative. (Nguyen et al., 2016)

The impact of CSR programs carried out by PT Asmin Bara Bronang provides economic benefits to the people of Daya Ngaju. From the implementation of the CSR program, the behavior of the Dayak ngaju community in daily life activities can also have an impact on their environment so that it will cause both positive and negative externalities. Minter 2020 explained in his research that the behavior of the Dayak Ngaju community is influenced by positive and negative externalities.

Positive externalities can be seen from the fulfillment of the needs of the Dayak ngaju community from their daily behavior that utilizes forest products and CSR programs implemented by the company. Their basic needs are obtained from agricultural products, fields move with rice gardens to meet their needs for the next year. The rice products are not sold but to meet their basic needs. For other food needs can be produced from the results of fishing in rivers or hunting animals in the forest, including wild boars and deer that are their hunting targets. Meanwhile, to meet other needs, they earn income from gold prospecting activities by climbing and cutting trees to be used as boards and blocks. The results of their business are sold to shops or to collectors in their villages.

Meanwhile, negative externalities can be seen with the occurrence of deforestation in the Kalimantan region which is getting higher. The behavior of the Dayak Ngaju community who every year open new forests to be used as shifting field agriculture has an impact on the decreasing area of green forest in Kalimantan. This results in reduced carbon emission sequestration, contributing to global warming (Prastowo & Huda, 2011).

Mental Model Masyarakat Dayak Ngaju

Mental models are embedded assumptions, generalizations, or even images that influence a person's way of perceiving the world and one's way of acting (Senge, 2006). Mental models are how people think deeply about why and how they act in an organization. Mental models are deep assumptions in the form of generalizations about one's position to understand the real world in decision making.

The life of the Ngaju Dayak community is influenced by the spiritual model believed and developed in the community. The behavior of the Ngaju Dayak people according to their ancestors was passed down from generation to generation. They still maintain their cultural customs and local wisdom so that it affects their lifestyle. The Ngaju Dayak community mostly adheres to the Kaharingan religion and strongly believes in the spirits that live in their environment. Ancestor worship is also important. An important element of Dayak Ngaju culture and identity is the complex rituals that include burials and family members (tiwah) as well as the erection of wooden statues around small houses where bones are stored (Klokke, 2012). Traditionally, the main livelihood of the Ngaju Dayak community is fishing, growing rice, and collecting non-timber products. In addition to this extensive ecological knowledge, many indigenous peoples have knowledge or memory of certain natural hazards such as volcanic eruptions, earthquakes, or tsunamis, and this knowledge tends to be passed on to the next generation through stories and oral traditions (Perez, 2010).

Based on the results of these past studies, it can be concluded that the mental model of behavior of the Dayak Ngaju community has been passed down from generation to generation but is not recorded in writing, but only orally. This is still believed and carried out by the Dayak Ngaju community to this day.

Research Methods

This research will use the Qualitative Research method because it is very relevant to the research problem, namely to analyze the effectiveness of the implementation of PT Asmin Bara Bronang's CSR program to change the behavior of the Dayak Ngaju community in forest conservation in Barunang Village. The data collection method uses semi-structured interviews which is a data collection process by conducting face-to-face interviews directly between researchers and resource persons who refer to a list of open questions.

The resource persons came from the company's management and employees of PT Asmin Bara Bronang and the community of Barunang Village as beneficiaries of the implementation of PT ABB's CSR program. In this interview process, resource persons were asked to explain various information related to the effectiveness of CSR program implementation and targets, the impact of program implementation, challenges in program implementation, partnerships established by companies to run programs, and mental models of program recipient communities.

Sampling was taken by Purposive Sampling Technique, namely by conducting interviews with PIC CSR PT Asmin Bara Bronang and the people of Barunang Village, which are located in 4 population centers, namely in Barunang Main Village, Tumbang Mamput Hamlet, Pendarawah Hamlet and Sakakarangan Hamlet. The data used in this study are in the form of primary data and secondary data. Primary data were obtained by conducting the Semi Structure Interview and Observation method. While secondary data are obtained from various documents relevant to this research topic

The data analysis method used is to use content analysis. The initial stage of data analysis is in the form of finding keywords from each source's answer, then interpreting these keywords so that they get meaning.

Results and Discussions

PT. Asmin Bara Bronang (PT. ABB) is one of the largest coal producers in Central Kalimantan province. Based on data from the Ministry of Energy and Mineral Resources,

in 2022 PT. ABB produces coal of 6 million tons. With the realization of this production, PT. ABB is ranked twelfth coal producer with PKP2B license type in Indonesia. Based on data owned by PT. ABB, total proven coal reserves until the end of 2043 reach 50 million tons. PT. ABB has received Green PROPER 2 times which is an award for beyond compliance performance in the field of environmental management and community empowerment. The recognition was given by the Ministry of LHK RI in 2021 and 2022, where PT. ABB scored in the Green Proper category.

In carrying out production operations since 2013 until now, PT. ABB has carried out CSR programs in the community while still being guided by the ESDM Decree No. 1824 of 2018 concerning guidelines for the implementation of community development and development programs (PPM). According to the ESDM Ministerial Decree, the term used in implementing corporate social responsibility programs is PPM and not CSR anymore.

PT. ABB has received various awards from CSR program competitions held in Indonesia, both from the Ministry of Indonesia, National Media, National CSR Institutions and several other Lebaga. CSR programs implemented by PT. ABB has benefited a lot by the surrounding community. This award was obtained since 2017 until now. In its implementation, the community has undergone changes, namely: CSR programs provide direct benefits to meet the needs of daily life and CSR programs, especially integrated agricultural programs, have changed community behavior in preserving forests.

The following is a summary of the analysis of the implementation of PT. ABB is especially to change the behavior of the Dayak Ngaju community.

Table 1. Analysis of the implementation of CSR programs of PT. ABB in particular to change the behavior of the Dayak Ngaju community

| Indicator | Findings | Analysis |
|---|---|--|
| 1. There is Sustainable economic development | Program CSR PT. ABB has supported the economic development of communities around the mine. CSR programs implemented include: | In accordance with the CSR theory of Prastowo & Huda (2011), that the CSR program of PT. ABB that has been implemented |
| 2. There is an improvement in the quality of life and the environment | 1. Education Programme (Smart Home) 2. Health Program (Rumah Sehat) 3. Economic Program (KPB Taraku Mandiri) | provides can contribute to sustainable economic development, provide improvements in the quality of life of the community and the environment and benefit all parties. |
| 3. Benefit to all parties | 4. Social Program (Art Studio) 5. Environmental Program (Pranaraksa Center) 6. Rural Infrastructure Program In the implementation of CSR programs PT. ABB, the community has felt the benefits directly, namely: 1. Increased quality of life as evidenced by an average income of 3 million per month. When compared to them before joining the CSR program, their income is | Implementation of CSR programs of PT. ABB has also complied with Law No. 40 of 2007 |

| Indicator | Findings | Analysis |
|-----------|--|--|
| | <p>uncertain every month because their lives depend on nature.</p> <p>2. The community has realized to maintain the preservation of the forest environment because they no longer clear forest land every year. The community uses the existing land to be used for integrated agricultural areas to be able to meet their needs.</p> <p>The implementation of PT ABB's CSR program has provided benefits to all parties, namely:</p> <ol style="list-style-type: none"> 1. People can meet the needs of daily life 2. CSR programs, especially integrated agriculture programs, have changed community behavior in conserving forests. Communities no longer clear forests but rather make maximum use of existing land for integrated agricultural programs. | <p>concerning PT and still refers to the ESDM Decree No. 1824 of 2018.</p> |

Source: analysis of interview results

PT. ABB in carrying out CSR programs, has prepared a Master Plan for Community Development and Empowerment (PPM) Document for a period of 5 years and has received approval from the Ministry of Energy and Mineral Resources of the Republic of Indonesia. In the document, there is a program activity plan and indicator objectives to be achieved from each program. The target to be achieved from the economic and environmental program is an average community income of at least 3 million / month and a decrease in forest land clearing by 50% from the previous year.

PT ABB set this target by considering the Kapuas district sector minimum wage (UMSK) of 2.9 million per month set by the local government. As for the target of reducing forest clearance, PT ABB's CSR Team assisted by the Police Pam on duty at PT ABB has socialized all villagers not to clear forests and land by burning. This is one of the causes of forest and land fires in Central Kalimantan. PT ABB's CSR team appealed to the community to use the land that has been cleared for use and join the Taraku Mandiri KPB so that the land can be maximized for integrated agricultural programs so that there is no need for forest re-clearing every year.

The following is a summary of the target analysis of the implementation of PT. ABB.

Table 2 Target analysis of the implementation of PT. ABB

| Indicator | Findings | Analysis |
|---|--|---|
| <ol style="list-style-type: none"> 1. There is a defined CSR program plan • There are objectives of the | <p>PT. ABB has determined the targets of the implementation of this CSR program, namely:</p> <ol style="list-style-type: none"> 1. The average income of the community is at least 3 million / month. | <p>Implementation of CSR programs of PT. ABB has been in accordance with the target theory of Tjiptono (2011), and Mulyad (2010),</p> |

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| Indicator | Findings | Analysis |
|----------------------------|--|--|
| CSR program to be achieved | 2.A 50% decrease in forest clearing from the previous year. In the RI PPM DOCUMENT, PT ABB has the ultimate goal to be achieved, namely post-mining independent communities | namely there is a CSR program plan and there are goals to be achieved. PT. ABB has also prepared a PPM Master Plan Document for 5 years in accordance with the mandatory in the ESDM Decree No. 1824 of 2018. |

Source: analysis of interview results

CSR programs implemented by PT. ABB has been included in all program effectiveness indicators, namely:

1. The recipient community can understand from the program being run. This is because PT ABB's CSR Team explained the aims and objectives of the program during the dissemination of the program to the community.
2. CSR programs are carried out right on target to communities directly impacted by the company's operations, namely people living in Barunang Main Village, Tumbang Mamput Hamlet, Pendarawah Hamlet and Sakakarangan Hamlet.
3. The program is carried out on time because PT ABB has prepared a program implementation schedule that is appropriate in the RI PPM document and is described in the RKAB Document every year to obtain approval from the Ministry of Energy and Mineral Resources of the Republic of Indonesia.
4. The implemented program has achieved the objectives set. The achievement of this goal can be seen from the program achievement indicators that have been prepared and determined.
5. There is a change in the living behavior of the program recipient community. This can be seen from forest land clearing activities that have decreased in number because people are already aware of forest conservation in their areas.

The following is a summary of the analysis of PT. ABB in measuring the effectiveness of CSR programs.

Table 3 Analysis of PT. ABB in measuring the effectiveness of CSR programs

| Indicator | Findings | Analysis |
|---|--|--|
| 1. Understanding the program 2. Right on target 3. On time 4. Achieved goals 5. There is a change | CSR programs implemented by PT. ABB has been included in all program effectiveness indicators, namely: 1. The recipient community can understand from the program being run. This can be proven by explanations from the program recipient community who understand the CSR programs run by PT. ABB 2. Pogram is carried out on target to the community, directly impacting the company's operations | Implementation of CSR programs of PT. ABB has been in accordance with the program effectiveness indicators developed by Indrayan Sutrisno (2017), namely the understanding of the program, right on target, on time, achieving goals and changes |

| Indicator | Findings | Analysis |
|-----------|--|----------|
| | <ol style="list-style-type: none"> 3. The program is carried out on time according to the <i>program timeframe</i> and budget in the PPM Master Plan Document of PT. ABB. 4. The program implemented has achieved the set goal of an average community income of 3 million per month and there are no more forest clearances for integrated agricultural areas, resulting in a fairly high reduction in forest clearance. 5. There is a change in the living behavior of the program recipient community, namely for economic programs, the community no longer clears forests for integrated agricultural areas but utilizes existing land so as to reduce the occurrence of forest deforestation in Barunang Village. | |

Source: analysis of interview results

PT ABB running CSR programs certainly has an impact on the behavior of the program recipient communities. Some of the impacts felt by the community are as follows:

1. The community feels many benefits received. The Company has provided knowledge and insight in agriculture, fisheries, animal husbandry and plantations to the community so as to increase the skills and knowledge of the community as a whole. In terms of economy, this CSR program provides more income to the community than previous activities.
2. People can meet their daily needs after joining this CSR program. People get a more stable income every week paid by KPB Taraku Mandiri so that they can meet their daily needs more easily.
3. There is a change in behavior in people's daily lives. This can be evidenced by the decreasing number of people clearing forests and land for agricultural areas. The community is already aware that by clearing forests every year, it can lead to further forest loss in Central Kalimantan. Currently, communities have made maximum use of their land clearing areas for integrated agricultural program activities so that they do not re-clear forests.

The following is a summary of the impact analysis of PT. ABB on the behavior of the Dayak Ngaju community in forest conservation.

Table 4 Impact analysis of PT. ABB on the behavior of the Dayak Ngaju community in forest conservation

| Indicator | Findings | Analysis |
|--------------------|---|--|
| Community Behavior | <ol style="list-style-type: none"> 1. There is a change in community behavior in maintaining and preserving forests in their area. 2. There are benefits to the program that are felt directly by the community | In accordance with the behavioral theory developed by Ajzen (1986), Cash E. Karl et al. (2012), Thi et al. |

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| Indicator | Findings | Analysis |
|-----------|--|--|
| | 3. People feel that income can be stable and tends to increase | (2016), Minter (2020), there are changes in community behavior influenced by intention. Intention arises because of the presence of attitudes towards behavior, the existence of subjective norms, and the perception of behavioral control. |
| | 4. People feel they can meet their daily needs | |

Source: analysis of interview results

Conventional community activities towards forests contribute to negative externalities, namely the occurrence of deforestation in Central Kalimantan. These community professional activities include shifting fields, cutting down trees to make boards and blocks and searching for gold illegally.

PT ABB entered by running CSR programs in the economic sector, namely productive economic businesses in agriculture, fisheries, animal husbandry and plantations. The flagship program is the integrated agriculture program. This program can be run using an area of 1 – 2 hectares. Currently, forest clearing is decreasing every year because people are starting to make maximum use of their land area to join the integrated agricultural program under the auspices of KPB Taraku Mandiri. Initially, the community always opened forests with an area of 1-3 hectares every year which adjusted to the budget they had. The average cost that hasrus incurred is 4 – 5 million / hectare. This forest clearing activity seasonally and involving many community members is termed "Nunggal".

In an interview conducted with the resource person, it was mentioned that currently forest land clearing has decreased because public awareness is getting better, namely they no longer clear forest land every year, and they already understand the dangers if the forest is increasingly deforested.

The following is a summary of the impact analysis of PT. ABB on forest conditions in the Barunang Village area.

Table 5 Impact analysis of PT. ABB on forest conditions in the Baruang Village area

| Indicator | Findings | Analysis |
|--------------------|---|--|
| Forest environment | The negative externality is the occurrence of deforestation in Central Kalimantan due to the activities of the Dayak ngaju community before joining the integrated agricultural program, namely shifting fields, cutting down trees to make boards and blocks and searching for gold illegally. However, with the CSR program of PT. ABB, the community participates in the Integrated Agriculture program so that | In accordance with the crisis theory developed by Minter (2020), namely the behavior of the Dayak Ngaju community is influenced by positive and negative externalities, positive externalities can be seen from the fulfillment of the needs |

| Indicator | Findings | Analysis |
|-----------|---|--|
| | there is no more forest clearing so that it can contribute to reducing deforestation. | of the Dayak Ngaju community and negative externalities can be seen by the occurrence of deforestation in the Kalimantan region which is getting higher. |

Source: analysis of interview results

The life of the Ngaju Dayak community is influenced by the spiritual model believed and developed in the community. The behavior of the Ngaju Dayak people according to their ancestors was passed down from generation to generation. They still maintain their cultural customs and local wisdom so that it affects their lifestyle. When associated with the mental element of the model, it can be explained as follows:

1. The behavior of the Dayak ngaju community was initially very dependent on the forest, going in and out of the forest to hunt and cut trees, clearing the forest for shifting fields, and mining gold illegally. This behavior has a negative externality impact on forest conditions, namely deforestation.
2. The Ngaju Dayak community has a perception that shifting fields have been carried out for generations from ancestors. It is inherited from ancestors that is passed on orally, with nothing documented.
3. The community's belief in the goodness of this shifting field system is to expand land ownership so that their land is not claimed by other residents, to show their land ownership status so that it is not claimed or seized by other residents and the shifting fields make it easier for people to farm.
4. The process of changing the mentality model of the Dayak Ngaju community begins with the process of changing the mindset / perspective of the community towards changes in community behavior in preserving the forest in their village. CSR Team of PT. ABB initially received resistance from the CSR program to be carried out, specifically the integrated agriculture program. The people of Barunang Village still believe that the agriculture they do is a legacy from their ancestors, namely the clearing of forest land to be used as agricultural land to move by planting rice. After the rice is harvested, it will be used for food for the next year and not traded. The land will eventually be abandoned by residents and will reopen new forest land to be used as new agricultural land. This is the cycle carried out by the community every year so that this causes an increase in forest deforestation in the Barunang village area.
5. However, with a routine approach to the community, finally the community can accept the program. PT. ABB also approached Local Heroes in the village to be an example for other residents. The community finally joined the integrated agricultural program so that they could immediately feel the benefits, namely they get a fixed income and even increase every week. CSR Team of PT. ABB also provides training in agriculture, animal husbandry, fisheries and plantations to the community to be able to provide additional knowledge in farming. The community finally understood the concept of integrated agriculture and they were aware of preserving the forest. They no longer open new forest land, but use existing land to be managed into integrated farmland. To date, 174 households have participated in this program out of a total of 286 households

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so that 61% of households have joined the program, so that the target of 50% reduction in forest clearing can be achieved.

From the explanation above, it can be concluded that the findings of the interview results from the resource person are in accordance with the mental theory of capital. The following is a summary of the mental analysis of the Dayak Ngaju people's behavior model towards forest conservation.

Table 6 Mental analysis of Dayak Ngaju people's behavior model towards forest conservation

| Indicator | Findings | Analysis |
|--|--|--|
| 1. Behaviour 2. Perception 3. Belief | <ol style="list-style-type: none"> 1. The behavior of the community initially relied heavily on the forest, going in and out of the forest to hunt and cut trees, clearing the forest for shifting fields, and mining gold illegally. 2. The Ngaju Dayak community has a perception that shifting fields have been carried out for generations from ancestors. 3. The community's belief in the goodness of this shifting farm system is to expand their land ownership so that it is not claimed by other residents, to show their land ownership status so that it is not claimed or seized by other residents and the shifting fields make it easier for people to farm. | In accordance with the mental model theory developed by Senge (1990), the mental model is formed with elements of behavior, perception and belief. |

Source: analysis of interview results

CSR programs run by PT. ABB, has a linkage with the Sustainable Development Goals, especially with SDGs 8, SDGs 13 and SDGs 15.

1. Program CSR PT. The ABB implemented is related to Goal 8. Activities of PT. ABB contributes economically in the form of providing decent jobs and impacting community economic growth.
2. Program CSR PT. The ABB implemented is related to Goal 13. Activities of PT. ABB also contributes environmentally related to mitigation, adaptation, impact reduction and early warning of climate change.
3. Program CSR PT. The ABB implemented is related to Goal 15. Activities of PT. ABB also contributes environmentally related to sustainable management of all types of forests, stopping deforestation, preserving mountain ecosystems, including biodiversity.

CSR programs run by PT. ABB is related to ISO 26000 as follows:

1. Core Subject 4 regarding the environment: PT. ABB is responsible for the environmental impact of its operations.
2. Core Subject 7 on community involvement and development: PT. ABB contributes to developing the community through the implementation of CSR programs with 8 Pillars of Community Development and Empowerment Program (PPM) in the community

Conclusion

The conclusion of the research results to analyze the effectiveness of the implementation of CSR programs of PT. ABB to change community behavior in forest conservation in Central Kalimantan, namely the CSR Program of PT. ABB is implemented in accordance with the rules in the ESDM Decree No. 1824 of 2018 related to the 8 pillars of the program. In its implementation, the community has undergone changes, namely CSR programs provide direct benefits to meet the needs of daily life and CSR programs, especially integrated agricultural programs, have changed community behavior in preserving forests. The community no longer clears forests but they make maximum use of existing land to become an integrated agricultural program area so that this contributes to reducing the occurrence of deforestation in Barunang Village.

CSR programs implemented by PT. ABB has been included in all indicators of program effectiveness, namely: 1) The program recipient community can understand from the program being run, 2) The program is run on target on the community directly impacting the company's operations, 3) The program is run on time, 4) The program is implemented has achieved the set goals, 5) There is a change in the life behavior of the program recipient community. It can be concluded that the implementation of CSR programs of PT. ABB can run effectively.

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