

# Post-Mining Community Development in South Kalimantan through Kelulut Beekeeping as Corporate Social Responsibility Actualization

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**Abstract.** Apart from having a positive impact on the regional and state economy, coal mining is inseparable from the negative impact that has become the public spotlight. A mining company's responsibility is not over even though it has finished its operational period. The reclamation and post-mining are the closing stages of the company's activities. The Istana Kelulut program is a Corporate Social Responsibility (CSR) activity in the form of environment-based community development and is integrated with the post-mining plan. This study aimed to determine community development stages through Kelulut beekeeping in post-mining communities in Balangan Regency, South Kalimantan. This research employed a descriptive qualitative approach and in-depth interview with PT Adaro Indonesia's CSR managers and beneficiary communities and a study of company documentation as secondary data. The results revealed that community development was carried out through assistance to the community, including training activities to improve beekeeping techniques to make the harvest process more effective. Innovations were also made through the manufacture of automatic honey-suction hoses and artificial nest housings. Throughout 2019, 20 people have joined as Kelulut beekeepers after seeing the Istana Kelulut succeed in developing its colony and increasing beekeepers' income.

## 1 Introduction

Besides having a positive impact on the regional and state economy, coal mining is inseparable from the negative impact, becoming the public spotlight. In addition to production operations, in practice, coal companies also carry out a Corporate Social Responsibility (CSR). It is conducted to provide positive feedback to the communities around the mining operation directly or indirectly affected, both from environmental, economic, and social perspectives.

When a mining company has finished its operational period, its responsibility does not end at that stage. The reclamation and post-mining are the closing stages of the company's activities. It should be carried out to restore the community environment, plan post-mining

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programs, and create independent, prosperous, and empowered communities, even when it is no longer operating in the local area [1]

This post-mining program can be implemented with a CSR program in the form of community development. The CSR implementation of PT Adaro is in line with one of its missions, namely, "supporting the development of society and the state". Adaro established a CSR policy as a form of commitment to carry out this mission through five pillars of community empowerment programs, covering economy, education, health, socio-culture, and environment [2]

Adaro's CSR activities are guided by the eight goals of the Millennium Development Goals (MDGs), and Regulation of the Indonesian Minister of Environment and Forestry No. 3 of 2014, concerning the Company Performance Rating Program in Environmental Management (PROPER) [3]. Based on the results of the 2017 PROPER evaluation, PT Adaro Indonesia did not yet have a community empowerment program synergistic with the post-mining plan. PT Adaro Indonesia seeks to create a CSR program synergized with the post-mining plan based on the inadequate PROPER evaluation results. This program was later named "Istana Kelulut". In this program, the company seeks to change the mindset and behavior of the community, from initially harvesting honey by hunting and cutting trees to beekeeping. It increases the number of Kelulut beekeepers and decreases the number of trees felled in the reclamation area of PT Adaro Indonesia. The community is now utilizing the Kelulut beekeeping as their livelihood. Istana Kelulut is a center for Kelulut beekeeping education and seeks to encourage people to farm. This study aimed to determine community development stages through Kelulut beekeeping in post-mining communities in Balangan Regency, South Kalimantan.

## 2 Literature Review

Corporate Social Responsibility (CSR) is inseparable from Good Corporate Governance (GCG). One of the CSR concepts refers to GCG, a system regulating and controlling companies that create value-added for all stakeholders [1]. Seven central issues become ISO 26000, the basis for implementing CSR, including profit, people, planet, namely, organizational governance, human rights, labor practices, environment, fair operating practices, consumers, and social and economic development of society [2]. CSR focuses on the triple bottom line comprising economic prosperity, environmental quality, and social justice. Companies can continue their business activities by implementing the triple bottom line concept into three aspects, namely profit, being involved in fulfilling the welfare of the community (people), and protecting the environment (planet) [3].

Corporate Social Responsibility (CSR) is becoming an increasingly important issue in the business world and gaining attention from academics [4]. The stakeholders, according to Abdifatah Ahmad (2013), will influence CSR, they demand business companies to practice Corporate Social Responsibility (CSR) and care for the environment [5]. The practice of Corporate Social Responsibility (CSR) is strongly influenced by local factors such as norms, customs and values adopted by society [6]. Local culture forms many moral values, social relations, respect and justice that influence the practice of Corporate Social Responsibility (CSR) [7]. Community participation in the implementation of the Corporate Social Responsibility (CSR) program is essential [8]

The concept of CSR is closely related to stakeholders, and these stakeholders are then divided into two categories, primary and secondary. Primary stakeholders are various parties interacting directly in the company's business activities and affecting its ability to carry out its primary purpose, namely providing goods and services. Meanwhile, secondary stakeholders are people or groups in society directly or indirectly influenced by the main activities or decisions of the company [9]. CSR it is due to the collaboration of interests

between the two parties, namely the company and the community, participation, productivity, and sustainability [10]. CSR is part of business ethics and an integral part of the goals and strategies in a business company [11]

Political factors and the government system also influence CSR practice [12]. Companies need to keep an eye on the economic and social components to avoid public crises and sustain growth [13]. Social adaptation strategies will help multinational corporations to understand stakeholder needs better and overcome problems and loopholes through stakeholder management [14]. The practice of CSR should pay attention to local cultural aspects [15]

Stakeholders are a strategic part of CSR [16]. CSR must be integrated with business strategy. The CSR can be performed using the community development method as an approach. Community development can include local wisdom [17]

Community development, participation is an essential part of achieving goals as it needs to be involved in each of the following development processes [18]:

1. Identifying problems—the community, planners or policy authorities, identify problems in group discussions and brainstorming, and identify opportunities, potentials, and obstacles.
2. The planning process—the community is involved in formulating plans and strategies based on the identification results.
3. Implementation of development projects
4. Evaluation—the community is involved in assessing the development results, whether they provide useful results (benefits to the community) or disadvantages.
5. Mitigation—community groups can be involved in measuring and reducing the negative impacts of development.
6. The monitoring of the stages is carried out to achieve the sustainability of the development process. It is also possible to make adjustments related to the situation and the latest information from the development program.

The community development process consists of six stages, namely (1) Problem posing—the initial stage where problems are presented in the field, (2) Problem analysis—the process of analyzing problems in society, (3) Aims and objectives—the determination of program goals and objectives based on an analysis of existing problems, (4) Action plans—program planning by considering various aspects related to the program implementation, (5) Implementation—where the community development program is carried out following formulated plans, and (6) Evaluation—the program is then evaluated informally, formally, and semi-formally within a specified period.

### **3 Research Method**

This research employed a descriptive qualitative approach. Qualitative research methods are based on postpositivism or interpretive philosophy used to examine natural object conditions, where the researcher is the vital instrument, and data collection techniques are carried out through triangulation (a combination of observation, interviews, documentation) [19]. He further mentions that the data obtained tend to be qualitative, data analysis is inductive, and qualitative research results are to understand the meaning and the uniqueness, construct phenomena, and find hypotheses.

This research belongs to a case study. A case study is a type of qualitative research in which the researcher conducts an in-depth exploration of programs, events, processes, activities to one or more people. A case is bound by time and activity, and the researcher carries out detailed data collection using various procedures and in continuous time

The informants of this study were:

1. CSR Program Staff and Project Leader
2. Head of the CSR Department of PT Adaro Indonesia
3. Beekeepers from the Istana Kelulut as the beneficiaries of the Istana Kelulut CSR program

The data analysis was carried out in three stages, data reduction, data display, and conclusion drawing/verification. (i) Data reduction—reducing data means summarizing, selecting the main things, focusing on the essential things, and looking for themes and patterns. Thus, the data reduced will provide a clearer picture and ease researchers to collect further data and search for them if needed [19]. (ii) Data display (data presentation) The data are organized through the data presentation, arranged in a relationship pattern to make it easier to understand. In qualitative research, data presentation can be in brief descriptions, charts, relationships between categories, flowcharts, and the like. (iii) Conclusion drawing: the initial conclusions put forward are still temporary and will change if no substantial evidence is found to support them at the next data collection stage. Nevertheless, if the conclusions at an early stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, the conclusions are credible [20]

## 4 Results and Discussion

### 4.1 Problem Posing

The problem presentation stage began when PT Adaro Indonesia's Corporate Social Responsibility (CSR) team targeted community empowerment programs in synergy with the post-mining planning program. From the discussions with the Land Management, it was decided to make the Kelulut beekeeping a community empowerment program. Compared with the other two potentials, namely proboscis monkeys and birds, only Kelulut bees have economic value because they can be traded.



**Fig. 1.** Kelulut Torasica Bees

Source: Document of CSR Department of PT Adaro Indonesia

Based on the discussions and observations, the following problems were obtained: (1) There was no information regarding the number of Kelulut hunters in the operational area of PT Adaro Indonesia, (2) There was no information concerning stages of searching for Kelulut honey carried out by hunters in the PT Adaro Indonesia area, (3) There was no

Kelulut beekeeping training site in the Balangan area, and (4) There was no data on biodiversity in the PT Adaro Indonesia area.

The process of describing the problems becoming the origin of the Istana Kelulut program was carried out by taking a direct approach to the community. When viewed from the approach or engagement of PT Adaro Indonesia's CSR team to the community, the CSR team tried to build a bond between the company and the community first. Thus, they were not distant and could unite each other's thoughts. This process was carried out without a Focus Group Discussion (FGD) informally.

The approach strategy was carried out through simple chats and discussions with the community to make the atmosphere more comfortable. It was seen as the company's effort to show that the program was not just "given" from the company to the community but built jointly between the two parties. Therefore, the plan began from the bottom, or bottom-up, not top-down. In this case, the CSR team acted as a facilitator, obliged to help the community develop its existing potential.

The communication model carried out by the company to the community in engagement could be categorized as a two-way symmetrical model, in the type of two-way communication. PT Adaro Indonesia's CSR team utilized symmetric two-way communication, where communication is aimed at making approaches with the beneficiary community, solving existing problems, creating the same understanding between the two parties, and bringing mutual respect to each other. In this case, the company tried to listen to the community's opinion and find possible solutions.

## **4.2 Problem Analysis**

The discussion results with the community revealed that Kelulut bees could be farmed. However, the community was still relatively unfamiliar with it. Therefore, an analysis of the existing problems was carried out. Most of the community conventionally harvested Kelulut bees by cutting down trees in the forest, including in the reclamation area of PT Adaro Indonesia.

In November 2017, 23 trees were cut down for nests. As of March 2018, 36 trees in Adaro's reclamation area had been cut. The data collected from ten respondents who were Kelulut bee hunters around the Balangan Regency area revealed that Mr. Maskuni was the only one having the basic knowledge of Kelulut beekeeping. Meanwhile, ten people earned income from selling Kelulut honey, nine farmers could find Kelulut log nests, and ten farmers knew about Kelulut bees, which do not sting like common bees.

The data collection results of the CSR team of PT Adaro Indonesia showed that the stages of searching for honey undertaken by hunters were increasingly taking longer because they had to look for honey in forests further away. After all, many people hunted Kelulut nests in the forest. Of the ten hunters recorded, only one stated that he was willing to farm Kelulut bees. Seeing this, the CSR team utilized tactics with the concept that, to gain the trust of nine other hunters, it was necessary to optimize one person wanting to become a Kelulut beekeeper with intensive encouragement and guidance from the CSR team.

The data revealed that the income of Kelulut beekeepers from conventional harvesting methods, or hunting, was low, around IDR 5,500,000 in five months. In connection with the previous tree cutting case, if one nest was valued at IDR 800,000, and about 144 trees were cut during the November 2017 - March 2018 period, it could be estimated that the loss incurred from cutting the trees was around IDR 115,200,000. If there was no felling of trees, then the losses incurred in terms of cost did not exist, and no trees were felled. The figure of Mr. Maskuni, who was made into PT Adaro Indonesia's CSR team, as a local

hero, was seen by researchers as having a significant role. People tended to be more receptive to interventions from the “figure” they can trust and make changes first.

Researchers saw Mr. Maskuni as a ‘community leader’ described in the role of facilitator. Community leader can be determined democratically or voluntarily position himself as a community development program leader. It can be based on the belief of the target community groups that this local community leader can run the program voluntarily. This leader can come from the local community with a basic capability to carry out the development activities. Then, community members can be more open and willing to participate and contribute to their program needs.

In connection with community development in Corporate Social Responsibility, the Kelulut Palace program sought to invite the public to analyze existing problems through collective dialogue. The dialogue focused on problems arising regarding Kelulut bee hunting by cutting down trees, the minimal knowledge of the community about beekeeping, and the economy not yet prosperous. This method is known as community-based management (CBM).

### **4.3 Aims and Objectives**

The aims and objectives of the Istana Kelulut CSR program are to change the community’s mindset from hunting bees in the forest, logging, and threatening environmental sustainability to more environmentally friendly beekeeping. PT Adaro Indonesia’s CSR team tried to change the people’s mindset; thereby, they did not have to go to the forest. The beekeeping techniques offered were more efficient in terms of time, cost, and energy because it was carried out only in the house yard. Undoubtedly, it was expected to be a sustainable program. The long-term goal is to make the Balangan community around PT Adaro prosperous through this CSR program.

After successfully changing the people’s mindset of hunting, the Istana Kelulut was expected to become an education center for learning, training, and beekeeping guidance. Istana Kelulut welcomed anyone coming to the farm, from companies, government, and local schools and universities. Meanwhile, the main goal of mentoring and changing the mindset was completed by the end of 2019. However, CSR was still in touch with the Istana Kelulut regarding assistance to the broader community, following the goal of this program, namely, to become a center for Kelulut beekeeping education, reporting, and program visits. Therefore, this contact is still active today, indicating that the relationship between the two parties is still going very well.

The concept of participatory planning is based on the aim of the program, which involves people’s interests, and in the process, it includes people either directly or indirectly, and the formula will be in favor of the people. Conversely, if the aim is formulated without involving the community, it will undoubtedly be difficult for the program to side with it.

The formulation of aims and objectives of the program was carried out by PT Adaro Indonesia’s CSR team and community members involved indirectly. Community participation was carried out through discussion and dialogue between the two parties. From the discussion, PT Adaro Indonesia’s CSR team formulated aims and objectives based on the opinions, suggestions, and needs of the community. Therefore, the formulated aims and objectives were strived to be on the community side, and later they can enjoy the benefits of this program.

#### **4.4 Action Plans**

Planning for the Istana Kelulut program was carried out by designing a proposal and a Budget Plan (RAB). The RAB and this proposal were made jointly by the two parties, PT Adaro Indonesia's CSR and the local community. The community had not been able to make its RAB and proposal; thus, requiring assistance from the company. The budget for this program came purely from PT Adaro Indonesia because, at that time, there was no response from the government. In the planning stage, the parties involved were determined. These internal parties included the CSR, HSE, and several other departments of PT Adaro Indonesia, and the local community beneficiaries. The activities were formulated from the empowerment of Kelulut beekeeping to the marketing stage. This process went on administratively to company management in Jakarta until it was approved, and the program could be implemented.

Analyzed from the concept of primary stakeholders, those playing a role as primary stakeholders within the Istana Kelulut CSR program were the Departments of Corporate Social Responsibility (CSR), Land Management (LM), and Quality, Health, Safety, Environment (QHSE) of PT Adaro Indonesia. Meanwhile, those belonged to the secondary stakeholders were the local government through the Balangan Regency Environmental Service, Paringin Kota Village, formal educational institutions (Adiwiyata School and Higher Education) in Balangan and surrounding areas, communities, community organizations, and non-governmental organizations (NGOs) interested or active in the environmental sector in the region.

In the action planning process, community participation in the Istana Kelulut program was quite active with the encouragement of the company. As Community Resources (HR) were not yet able to independently compile proposals and RAB, the company assisted and facilitated them.

The planning formulation carried out by PT Adaro Indonesia's CSR team was quite good because the CSR team involved the community in making the RAB and proposals. The community's contribution to this planning process, namely analyzing the amount of money required for each component of the material for the implementation of the program, was then processed by the CSR team of PT Adaro Indonesia. The preparation of activity planning proposals referred to data in the community, such as management structures, which were then processed by PT Adaro Indonesia's CSR team. The community was asked to explain the conventional harvesting stages they have been doing so far, particularly their obstacles, knowledge, and willingness to work with the company to build this program. Therefore, the community was involved in planning, and it helped them know and understand the aims and objectives of the Kelulut beekeeping program.

Based on the type of community development approach the Istana Kelulut belonged to development with a community approach because activities were formulated jointly between the company and the community. The company's position was as a development agent, while the community was both the subject and the object of the community development program. In this case, the community was not completely dependent on the company, but also self-subsistent. It can be seen from the Istana Kelulut land, a part of Mr. Maskuni's self-subsistent, and the learning process carried out with active community participation.

#### **4.5 Implementation**

The implementation of Istana Kelulut CSR activities has run following the objectives and plan formulated in the stage of aims and objectives and action plans. The discussion stage with the community has been carried out through the marketing realization, the opening of

the Istana Kelulut location as an education center, and the sound and active community participation. Unfortunately, the plan of using compost from organic waste as fertilizer for plants and flowers at the Istana Kelulut was not realized. Meanwhile, the results of data collection revealed the use of livestock manure as the fertilizer.

Supposedly, composting from organic waste should still be carried out because it could add value to environmental aspects. Through this activity, the public can be educated on how to dispose of waste—teaching them how to process organic waste into compost, thereby the community can use it. This very positive activity can also reduce costs for purchasing plant fertilizers.

Community participation in the Kelulut beekeeping was considered very active because the community and actors of change started this program from scratch, and together they have made proper nests. Insufficient cost constraints for using consultants were not an obstacle to carry out this program. The reason was that learning together and the community being actively involved from the beginning would create a sense of belonging to the community toward this program to be more meaningful. Thus, the Istana Kelulut program would not be seen by the community as a “given” by the company. However, they felt they belonged and were one with the program they were running.



**Fig. 2.** Construction of the Istana Kelulut nest  
Source: Document of CSR Department of PT Adaro Indonesia

In its implementation, although the membership of the Istana Kelulut took place one after another, it was not a severe problem, meaning that it continued to run despite the member changes. Those leaving and deciding to have their Kelulut beekeeping outside the program still received assistance from the Istana Kelulut. Hence, the Istana Kelulut was not rigid and fixated on its membership. The Istana Kelulut program has targeted a change in the mindset and behavior of its people and has a target to spread these beekeeping skills to the people of Balangan Regency as a whole. Therefore, the Istana Kelulut acted as a center for education and assistance, chaired by Mr. Maskuni. Other people participating in beekeeping, and wanting to be fostered by the Istana Kelulut, were very much accepted and fully supported.





**Fig 3.** Beekeeping guidance by the Istana Kelulut Group  
Source: Document of CSR Department of PT Adaro Indonesia

In its implementation, the problem to date has been the marketing of Istana Kelulut honey products. This obstacle was due to the distance of Balangan Regency very far from urban areas. Digital marketing was hard because people were ‘technologically illiterate’ and have not mastered digital marketing. The company, especially PT Adaro Indonesia’s CSR, should provide more effective online or digital marketing training.



**Fig 4.** Istana Kelulut Honey  
Source: Document of CSR Department of PT Adaro Indonesia

The community benefitting from the Istana Kelulut, carrying out beekeeping, including those who have become beekeepers due to the Istana Kelulut’s assistance, more or less depended on their hopes on the company. There was a tendency to ask companies to get marketing “links” for them. Apart from offline marketing that they did to target the wider community, there were still many buyers of Kelulut honey from companies.

Beekeepers should be trained independently to get their marketing channels. Depending on the company, the beekeeping will discontinue and be unsustainable if the company has expired its operational period. It was also homework for the company to make this Istana Kelulut honey branding more existent and known to the broader community.

## 4.6 Evaluation

PT Adaro Indonesia's CSR team conducted formal and informal evaluations on the implementation of the Istana Kelulut community development program. The informal evaluation was carried out by visiting the Istana Kelulut and discussing the progress. In this regard, PT Adaro Indonesia's CSR team acted as a facilitator and actively asked about progress, obstacles, and developments in the program.

During the informal evaluation process, the CSR team did not "patronize" the community running the program. Therefore, the communication taking place was two-way. As a facilitator, the company listened to the public's opinion and invited the community to come up with solutions or shortcomings to the obstacles they faced. The informal evaluation was carried out continuously from the assessment to the evaluation stage so that each stage of the program implemented was evaluated periodically.

The formal evaluation was carried out by holding a meeting with the CSR team, acting as the person in charge (PIC) of the Istana Kelulut program. This meeting was held to discuss every progress of Kelulut beekeeping development. Based on a documentation study conducted by researchers, there were nine meetings conducted by PT Adaro Indonesia's CSR team from January to November 2018. These meetings discussed problems faced, solutions, and the status of the CSR program reforming the Istana Kelulut. These evaluation meetings were held from the beginning to the end of the program stages.

The next formal evaluation carried out was the CSR On the Spot Report Program. This evaluation report was "on the spot" or direct data collection on findings of improvements in the field. However, the spot report has changed its name to the CSR Program Daily Performance Achievement Report (LCKH). Based on the researchers' documentation results, there were four times LKCH monitoring of the CSR team to the Istana Kelulut during the 2018 period. This report described the types of reports, monitoring dates, development programs, completeness of photos, constraints or conditions in the field, and follow-up by making a Closing Report. The PIC made this final report of the program. In the Istana Kelulut program, Jatmiko Wicaksono, the PIC of the CSR program, compiled the Closing Report.

There has been a decrease in the number of trees being used by the community to hunt Kelulut. Since November 2017, 23 trees were cut down, and the highest number was in July 2018, as many as 58 trees were felled in the reclamation area of PT Adaro Indonesia. Since the existence of Kelulut beekeeping, there have been declines in tree cutting in November 2018, December 2018, and in the latest data, in January 2019, no tree was cut down to hunt Kelulut bees. It means that a significant decrease occurred as a result of the Kelulut beekeeping practice.

The number of Kelulut beekeepers experienced a significant increase in 2018, as many as ten people. From January 2018 to July 2018, there was only one Kelulut beekeeper. The development of sustainable Kelulut beekeeping from the Istana Kelulut to the Balangan community increased the number of beekeepers to 18 people in December 2018. From the latest data in January 2019, 20 people have joined as beekeepers after seeing the success of Istana Kelulut in developing its colony.

The total income of beekeepers (with 50 nest logs) increased to be IDR 24,000,000 from previously only IDR 5,500,000 for five months, from August to December 2018. Moreover, beekeepers managed to find different variants of the Kelulut bees, namely *Torasica* and *Itama*. The previous one did not have a honey variant.

Istana Kelulut won 3 stars (highest) in the Asia Pacific Quality Organization International Conference (APQO) competition, attended by PT Adaro Indonesia's CSR Team. The theme raised in this competition was the Community Development Program and Post-Mining Plan Strategy, entitled "Increase The Income of Kelulut Honey Farmer". Moreover, PT Adaro Indonesia's CSR team won the title of The Most Favorite Team.



**Fig 5.** Istana Kelulut won the champion at the APQO International Conference  
Source: Document of CSR Department of PT Adaro Indonesia

Istana Kelulut, as one of the program activities from a series of aspects assessed by PROPER, won the Green PROPER in 2018 and Gold PROPER in 2019 from the Ministry of Environment and Forestry (KLHK). This program also received appreciation from the company through the 2020 Adaro CSR Awards (ACA) event. Besides, Mr. Maskuni, as a local hero and Chairman of the Istana Kelulut, was appointed by the Balangan Regency Forestry Service as Chairman of Non-Timber Forest Products (HHBK) since mid-2019.

After implementing this beekeeping successfully, the improvements made could be consistently applied to provide maximum results. A standardization was made by making a Handbook for Kelulut Honey Bee Beekeeping by the CSR team of PT Adaro Indonesia.

The evaluation conducted by PT Adaro Indonesia's CSR team on the Istana Kelulut CSR program was quite good. It was carried out at every stage from the problem description to the end of the program for the 2018 period. However, the formal evaluation process carried out has not been consistently scheduled. The evaluation could be done regularly and on a precise schedule. The evaluation of the Istana Kelulut CSR program has been carried out regularly but not systematically scheduled, which could be once a month, once every two months, or every few weeks.

Monitoring and evaluation reports for non-regular programs, such as the Istana Kelulut, should be a priority like regular programs. The researchers suggested that no non-regular programs are missed to be monitored. The management can always monitor the results and progress of the follow-up and program constraints regularly.

The main problem encountered in evaluating the Istana Kelulut program was marketing. The implementation stage of research activities has paid attention to the program sustainability in marketing to a broader market. Beneficiary communities were also well aware of their constraints related to marketing issues. Unfortunately, they were mostly still very dependent on the company. Most of the Kelulut honey buyers were those of the company and a few of the general public due to the limited human resources to promote this product more widely.

In this case, PT Adaro Indonesia's CSR team also helped beekeepers by including them in exhibitions, marketing products into the 'Adaro' application being developed, and introducing Istana Kelulut products every time they visited the company. However, there must be progress in marketing; PT Adaro Indonesia's CSR management must evaluate in more detail the marketing and the branding strategies for this Kelulut honey.

## 5 Conclusions

The triple bottom line concept has been implemented in the community development process through PT Adaro Indonesia's Istana Kelulut CSR program, in which the company paid attention to the aspects of people, planet, and profit. Through the Kelulut beekeeping, community empowerment improved their standard of life by paying attention to environmental aspects and the interests of profit for the company. Community involvement was actively carried out since the engagement stage. The concept of participatory planning or participation planning has been well-implemented as the foundation for implementing community development, which was bottom-up. The community leader in disseminating this program has played a significant role. This program was built with community members, resulting in the growth of a sense of belonging.

The opportunities that the Kelulut honey can be highlighted lied in the unique taste different from ordinary honey. The challenge for this program lied in the role of the company and the local government to be more cooperative in supporting the progress of this local product.

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