



Social Entrepreneur and Sustainable Development: Green Radio in Empowering the local community in Kampong Sarongge, West Java, Indonesia

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Disclaimer:

This document represents part of the author's study programme while at the Institute of Social Studies. The views stated therein are those of the author and not necessarily those of the Institute.

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List of Acronyms

| | |
|-------|---|
| BAST | <i>Berita Acara Serah Terima</i> or Record of Transfer |
| TNGGP | <i>Taman Nasional Gunung Gede Pangrango</i> or the National Park of Gede Pangrango Mountain |
| CSR | Corporate Social Responsibility |
| GIF | Green Initiative Foundation |
| PPP | Private-Public Partnership |
| NGO | Non-Governmental Organisation |
| GPS | Global Positioning System |
| TOT | Training of Trainers |
| MoU | Memorandum of Understanding |

Abstract

The discussion about forest preservation program such as forest conservation has become the main attention for many countries. However, the implementation of forest conservation program frequently affected the life of the villagers that lived inside and/or around the area of the forest. While the most common forest conservation program only involved the role of government and the local community, this research shows the existence of other actors that also support the government in their implementation of the forest conservation program. Having an awareness that the implementation of the forest conservation program will not be able to be successfully implemented without considering the local community that is dependent on the forest as their source of livelihood, the role of the social entrepreneur is not only helping the government in the implementation of the forest conservation program, but also supporting the local community to find an alternative source of livelihood. Using the case of Kampong Sarongge in Indonesia, this research explains the role of a social entrepreneur through his social enterprise named Green Radio/Green Initiative Foundation in supporting the local community.

This research argues that a social entrepreneur could support the local community that was affected by the forest preservation program implemented by the government. Using some concepts as the analytical framework, this research explained the process that was done by the social entrepreneur in the implementation of every program to support the local community with an alternative source of livelihood. Moreover, this study also finds that the role that could be played by the social entrepreneur in the local community that was affected by the forest preservation program is not only about providing them with an alternative source of income, but also increasing the capacity, capacity, and quality from the local community itself. Some problems were faced by the social entrepreneur. However, this does not affect the positive results that were felt by the local community from the community development program that was implemented by the social entrepreneur through his social enterprise.

Relevance to Development Studies

The existence of a social entrepreneur as an actor in development studies has already started to be acknowledged. The capacity of a social entrepreneur to solve social issues, support the local economy, and produce some income from their business are the reasons that make the existence of a social entrepreneur in development studies special. To solve social issues, a social entrepreneur could implement some program that was initiated by them, but also could implement the program that was initiated by other actors such as the government. This research is showing the role of the social entrepreneur in supporting the local community through the program that was initiated by the government. A flexibility character owned by a social entrepreneur makes it easy for them to modify and adjust the government program to the needs of the local community. Therefore, this study contributes to the positive value owned by the social entrepreneur by showing the process and the results from the program that was implemented by the social entrepreneur as the actor in development studies.

Keywords

Social entrepreneur, social enterprise, kampong, local community, community development, alternative source of income.

Chapter 1 Introduction

Many countries have implemented forest conservation programs and other types of forest preservation programs to manage the sustainability of the natural resources and biological diversity. Many of these implemented forest preservation programs have affected the life of the local community, particularly the local community that live around the forest and depend on these resources for their livelihood because they will be separated from their sources of livelihood (King 2007: 207). The local community that lives in the forest or in the direct vicinity of it, then has a significant and long-standing relationship with the forest land area (McNeely as cited in Stevens 1997: 42). As a result of changes in the ecosystem of the forest, the community had to search for an alternative livelihood, to obtain the resources needed to survive and fulfil their needs. While the government has generally been the main actor facilitating the relocation of the local community in dealing with the challenges related to this matter, it is increasingly recognized that other actors, such as social entrepreneurs, also play a significant role in the process of resettlement for the local community; furthermore, these actors also help the government with the organization of its forest preservation activities.

The local community of Kampong Sarongge is an example of a local community affected by the forest preservation program; in particular, this community has been affected by a program that was implemented by the Government of Indonesia. Kampong Sarongge is one of the Kampongs in the area of Ciputri Village, Pacet Sub-district, Cianjur District, West Java Province. Located on the eastern slopes of Gede Pangrango Mountain, Kampong Sarongge borders with the Gede Pangrango Mountain (Sumayku 2013). Kampong Sarongge had been known for their local community as the forest encroachment, having used the forest land as their farming location since 1980.

Gede Pangrango Mountain is located in three districts called Sukabumi, Bogor, and Cianjur. The increasing awareness regarding the importance of the environment has led the Government of Indonesia to change the status of Gede Pangrango Mountain into a national park in 1980 (Taman Nasional Gunung Gede Pangrango 2017: 51). Some underlying reasons for the change in Gede Pangrango Mountain's status, into becoming a national park, was the decrease in the quality of the environment and the ecosystem in the Gede Pangrango Mountain area (Handasari 2013: 19). Furthermore, The Government of Indonesia issued a regulation through the Ministry of Environment and Forestry on 10 June 2003, No. 174/Kpts-11/VI/03 to expand the forest conservation area from 15,196 hectares becoming 21,975 hectares (Handasari 2013: 21). In 2009, the area of TNGGP once again expanded, becoming 22,851/03 hectares based on the Record of Transfer of Forest Management (BAST) No. 002/BAST-HUKAMAS/III/2009 - No. 123/II-TU/2/2009, dated 6 August 2009, between Perhutani Limited Liability Company and TNGGP. As a result of this regulation, Perhutani handed over the area that used to be under the management of Perhutani to the TNGGP authority authority (Taman Nasional Gunung Gede Pangrango 2017: 52).

The last expansion of the TNGGP area consists of what used to be a farming location for the local community of Kampong Sarongge. The change of the function of the forest areas affected the local community of Kampong Sarongge, as it led to a loss of their source of income. They could no longer use the forest area for their farming activities, which were their primary source of income. In total, there are approximately 155 residents that used to engage in farming practices in the forest area that used to be owned by Perhutani Limited Liability Company (Wilatmoko 2015: 14).

Responding to the need of the local community of Kampong Sarongge and the need to increase the condition of the national park area, the authority of TNGGP, together with a social enterprise named 'Green Radio', based on the MoU No. 1378/11-TU/2/2009-No. 010/Mou/Green Radio/08/2009, implemented a tree adoption program for reforesting the forest land areas (Wilatmoko 2015: 15). Referring to the agreement between both parties, Green Radio has the authority to maintain in total 38 hectares area national park which was previously used by the local community of Kampong Sarongge for their agricultural activity.

The tree adoption program was developed with by means of the concept of a participatory method (2008: 5). Through this program, the public was given an opportunity to get involved in protecting and maintaining the sustainability of the forest. As the tree adoption program consists of a partnership with public including companies, companies can use the program as part of their Corporate Social Responsibility (CSR) endeavours, showing their concern about the sustainability of the environment, climate change mitigation and biodiversity conservation.

In the implementation of tree adoption program, it is set out that every tree adopter should pay an amount of IDR 108,000/tree/3 years. Every tree will be taken care of by the local community of Kampong Sarongge for three years. The money paid by the tree adopter will be used for three kind of activities, details as follow Wilatmoko 2015: 10):

Table 1.1 Tree Adoption Program Fund Management

| Activities | Amount | Percent of Amount (%) |
|-------------------------------------|--------------------|-----------------------|
| Tree Management | IDR 32,400 | 30 |
| Community Development | IDR 59,400 | 55 |
| Promotion and Management Activities | IDR 16,200 | 15 |
| Total | IDR 108,000 | 100% |

Source: Author's elaboration based on Wilatmoko (2015: 10)

Some activities and programs were developed by Green Radio, together with the local community of Kampong Sarongge and the Green Initiative Foundation (GIF), which was also founded by Tosca Santoso – the founder of Green Radio (Prastuti 2014; Puskopublik 2013; Elisabeth 2015):

- Local radio community
- Animal breeding
- Organic vegetable farming
- Eco-tourism village, including the set-up of the Sarongge festival and camping ground
- Home Industry
- Cooperative Association

Green Radio as a social enterprise owned by a social entrepreneur, and indeed they have involved themselves in helping the local community of Kampong Sarongge. However, to what extent Green Radio can contribute to and support the local communities is unclear at this point. In addition, the involvement of social entrepreneurs in the form of the private sector, as undertaking a radio broadcasting business, does not necessarily guarantee the

continuity and the sustainability of the livelihood. In addition to that, however, the agreement between Green Radio and TNGGP was finished in 2014, which opened up the possibility of the local community moving back to forest area in the national park, to once again engage in their agricultural activity there.

1.1 Research Objective

To analyze the role played by social entrepreneurs in providing displaced persons alternative forms of livelihood. A case study about above matter will be analyzed to investigate the challenges faced by the different actors in these processes.

1.2 Research Question and Sub-research questions

In which way that social entrepreneurs through their social enterprise supported local communities that were displaced due to environmental protection measures, in rebuilding their livelihoods? More specifically, how has Green Radio, which has also established another organization called the Green Initiative Foundation, provided alternative livelihoods to villagers that were forced to move as a consequence of environmental protection measures undertaken by local government in Kampong Sarongge?

The sub-questions are as follows:

- a. Which strategies have been developed and used by Green Radio/Green Initiative Foundation to intervene in the local community of Kampong Sarongge and how has the community responded to these strategies?
- b. Which are the activities that have been promoted by Green Radio/Green Initiative Foundation, and how effective have they been in providing the people with adequate work and income?
- c. How have the different institutions involved worked together in this process?
- d. To what extent that the community development program that was implemented by Green Radio/Green Initiative Foundation could be sustainable for the local community of Kampong Sarongge?

1.3 Methodology

Data Collection and Data Analysis

This research conducted through qualitative methodology and an embedded single-case research design, based on the explanation by Yin; it will focus not only on the program that was implemented by Green Radio, but also on every individual that is affected by the program, such as the local community, the Green Radio's staff, and the authority of TNGGP. An in-depth study method was implemented, to learn every detail related to the program, through various data collection methods; this includes interviews, observation and secondary data study. The source for the secondary data study was collected from published and unpublished materials, such as agreement documents between Green Radio and TNGGP, academic literature related to the forest conservation program in the TNGGP, journals and articles related to the tree adoption program local community, and the statistical report from TNGGP.

The interview method was the primary data collection method that was used in this research. Some informants that were interviewed include different kinds of actors that were associated with this research, such as the local community, the founder and the staff of Green Radio and the Green Initiative Foundation (GIF), the staff of TNGGP, and the former and current head of TNGGP. Different kinds of question were asked to gain insight into their perspective and the different roles that they played during the implementation of the tree adoption program, as well as the community development program. The interview sessions were done through a semi-structured interview process; several key questions were prepared in advance, to help guide the interview, but the interview process was allowed to develop naturally in the form of a conversation situation. All of the interview activities were recorded and transcribed word for word.

The interviews that were conducted with the founder and the staff of Green Radio and GIF, covered some topics such as:

- The history of the establishment of Green Radio and GIF;
- The process of the involvement of Green Radio in the tree adoption program, including the strategies developed for the program; the process of approaching the local community of Kampong Sarongge;
- Some challenges faced during the approaching process and the implementation of the tree adoption program, including the community development program towards the local community;
- The process of the implementation and the development of the community development program;
- The role that played by GIF and the effectiveness of the community development program towards the local community of Kampong Sarongge.

For the interview that was done with the staff and the head of TNGGP, some issues that were covered such as:

- The possibility of TNGGP intervention or approaching processes towards the local community of Kampong Sarongge, before the involvement of Green Radio;
- The process of cooperation and collaboration with Green Radio;
- The role of the authority of TNGGP during the implementation of the tree adoption program and community development program;
- The process of the implementation of the tree adoption program; some problems that were faced during the collaboration with Green Radio;
- The opinion of the authority of TNGGP concerning the role that was played by Green Radio and the support that was provided by Green Radio.

The observation method was undertaken through a fieldwork diary, which showed the reflexive writing from day by day during the fieldwork activity. All the data that was collected was processed using a triangulation method, which combines all the information to build a solid finding (Yin 2014: 147). All the names that are mentioned in this research paper are the real names of the interviewees.

Fieldwork

The fieldwork activities were conducted in Kampong Sarongge, West Java, Indonesia for two weeks in August 2017. Two activities were conducted during the fieldwork activities, which were interview activities and observation activities. The interview activities were conducted

individually with a total of ten interviewees, including the head of neighborhood association, the local community (the forest farmers) the local staff of GIF, and the women of the local community of Kampong Sarongge. Some main issues that were covered during the interview activities were information about themselves (their farming activities in the national park area, their current job); the possibility of government activities to support the understanding of the local community, before the involvement of Green Radio arose; their response when they find out about the involvement of Green Radio in their local community; the process of discussions between the local community and Green Radio; what kind of activities were implemented by Green Radio/GIF and their opinion about the activities; comparing their quality of life when they were a farmer with their current quality of life; positive or negative effects that they experienced after the involvement of Green Radio through various kind of activities and programs; the information that they know about the difference between Green Radio and GIF. The interviews with the current head of TNGGP and the staff of the TNGGP were also conducted during the fieldwork activity. This was due to the location of the TNGGP office, as it was close by the location of Kampong Sarongge.

1.4 Limitation of the Research

A genuine intention and a friendly way of communication were used and expressed during the interview process, particularly for the local community of Kampong Sarongge. Because the issue is related to the local community's source of income, there is a possibility that they would become more sensitive to answering the questions during the interview session. This situation has given rise to the possibility that the information given by the local community will not be objective. Professionalism and a clear intention about the study objective as a part of academic research, are also required in the process of collecting data from the TNGGP and Green Radio.

Another constraint, is the limitation of the secondary data that can be collected through the website. In this case, this study research is predominantly dependent on the data fieldwork and interview collection that will be performed to answer the research question above.

1.5 Structure of the Paper

This research paper will start with a chapter that will cover the introduction part of this research paper. The introduction will cover the objective and research question of this research paper, the methodology, limitations of the research, and structure of the research paper. The second chapter will provide the analytical framework, which covers the explanation of different concepts that will be applied in this research paper as well as a literature review. The third chapter will present the results of the research, based on the data collected through the fieldwork activity and personal interview activity. In this chapter, the first sub-question will be answered by explaining how the process of approaching the local community was undertaken by Green Radio/GIF and how they developed their program with the needs of the local community in mind. In chapter four, a qualitative analysis will aim to show the collaboration and partnership engaged in by Green Radio/GIF to support the implementation of the community development program. Here, the explanation will try to answer the third sub-question, which is about the involvement of other organizations and institutions supporting the implementation of the community development program. Chapter five will be concerned with the positive results from the involvement of Green Radio/GIF towards the local community of Kampong Sarongge to show the effectivity of the program

that was implemented by Green Radio/GIF. In this chapter, the analysis will also cover some problems faced by Green Radio/GIF during the implementation of the community development program. The last chapter, chapter five, will present the conclusion of the research paper, including a summary of the results and recommendations for future research.

Chapter 2 Analytical Framework

As already explained in the chapter above, the main objective of this research to analyze the role of a social entrepreneur in providing a displaced local community with an alternative form of livelihood. Green Radio was chosen as the social enterprise owned by a social entrepreneur that will be analyzed in this research based on their role in supporting the local community of Kampong Sarongge. Some sub-research question was made to obtain the answer from the objective of this research. In order to answer every sub-research questions, some concepts are used to help the process of analyzing the data that collected during the fieldwork activity, including the interview activities.

The first concept which is about social entrepreneur used to explain the background of the involvement of Green Radio in the local community of Kampong Sarongge. In addition to that, the concept about partnership and collaboration for a social entrepreneur also used in this research to explain the possibility of Green Radio/GIF to collaborate or cooperate with other organization in implementing their program to support the local community. This concept also will be used to explain the benefits and the form of the cooperation between Green Radio/GIF with other organization. The Displacement and Community Livelihood and the community development concept used to explain the condition of the local community that was affected by the forest preservation program and the process of the initiation of the community development program for the local community of Kampong Sarongge. The following four sub-chapter elaborate each concept that explained briefly above. The last sub-chapter is the literature review that will analyze some academic literature that has similar topics to this research paper, showing the importance of this research paper and the difference between previous academic literature and this research paper.

2.1 Social Entrepreneurs

The explanation about social entrepreneurs was discussed by Shaker A. Zahra, Eric Gedajlovic, Donald O. Neubaum, and Joel M. Schulman in their article titled *A Typology of Social Entrepreneurs: Motives, Search Processes and Ethical Challenges* (2009). In their article, they explained that social entrepreneurs generally make a business model with an objective to solve a social issue. A social entrepreneur then will become an agent that plays a role in developing the economy in their country, through innovation and an efficient system in solving the social issues. There are three different kind of social entrepreneurs, as distinguished by Zahra et al. (2009); one of them is social constructionist (Kirzner 1973).

According to Kirzner (as cited in Zahra et al. 2009: 525), the concept of a social entrepreneur can be defined as a social constructionist. Kirzner uses the typology of social constructionist based on his perception, that a social entrepreneur will build, manage a business or a program or activity that will tackle social needs that are unable to be addressed or solved by the existing institutions, such as other businesses, NGOs and/or government. Market failure, incapability, and inefficiencies of the government and companies to address various kind of social needs become the reason that makes the existence of social entrepreneur necessary. Awareness about innovation and opportunity are the key characteristics of a social entrepreneur to adjust the scope and scale of their program, business, or activities to address the social needs. The activities that are conducted by social entrepreneurs focus on building an alternative program, projects, or business that cannot be done by the other actors, such as government or other business. They are addressing the gaps in the social system or structures,

some social needs or issue that are un-addressed or could not adequately be addressed, providing them with goods and services that create “a new social equilibrium” in the society.

The explanation by Kirzner about social entrepreneurs is the starting point for this research. Using his typology, the involvement of Green Radio in the local community of Kampong Sarongge can be explained through the complexity of bureaucracy in the level of government. Besides, Tosca Santsosom as the founder of Green Radio, also stated that it is highly objectionable that the government only prohibits the local community from using their forest land area for farming, without providing them with a solution for their livelihood (Baidhowi 2015). Green Radio then tried to fully manage the program of Tree Adoption Program and community development to support the livelihood of the local community of Kampong Sarongge.

2.2 Collaborations, Partnership for Social Enterprise

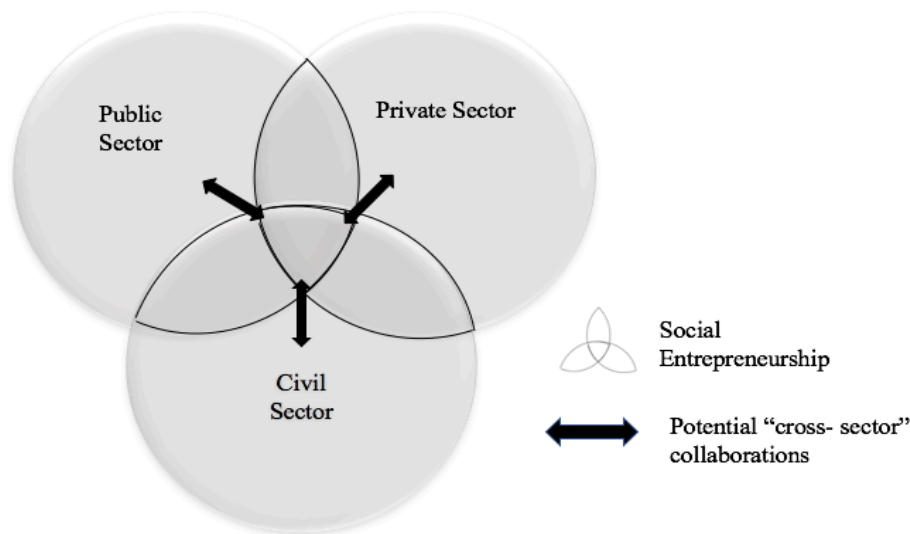
A 'social entrepreneur' can be defined an actor that does not have a clear sector affiliation, as explained by Heike Schirmer and Heather Cameron (2012: 86). In their perspective, which is also based on the explanation by Nicholls (2008) and Leadbeater (1997) that quoted in the chapter that social entrepreneur can play a role as a public sector, private, or civil sector which depend on their mission and approach. However, their role and area of activity will generally be in a combination with the other two actors.

Even though a social entrepreneur can take on different roles, Schirmer and Cameron also emphasize the importance of collaboration or/and partnership with other organizations or institutions for a social entrepreneur. In their explanation about the importance of having a collaboration and partnership with others, they also quote the explanation by Jane Wei-Skillern, James E. Austion, Herman Leonard and Howard Stevenson that illustrates the benefits of having collaboration and partnership:

“Cooperating with other organizations, companies, and institutions is an effective and efficient way to mobilize resources, gain complementary capabilities, and capture synergies. Networks, alliances and collaborations offer the potential to generate social impact “far beyond what the individual contributors could achieve independently” (Wei-Skillern et al., as cited in Volkmann et al., 2012: 84).

In addition to this, working collaboratively could also increase the possibility of acquiring additional resources, expanding the network and creating more value by making an additional program or services. Along with the explanation by Wei-Skillern, given that working collaboratively with a possibility of increasing the efficiency and effectiveness, can also lead to the possibility of having an overall greater impact.

Figure 2. 1 Zones for social entrepreneurship



Source: Schirmer and Cameron (2012: 86)

Schirmer and Cameron thus also differentiate the terms of collaboration and partnership, which are then used to differentiate the form of cooperation between social entrepreneur with government and/or social entrepreneur with other organizations, such as private sector and non-profit organizations (NGO). While collaboration is more about working together, the term of partnership is more focused on legal relations between organizations or institutions and not just on working together. Whether the term 'partnership' or the term 'collaboration' is applied, depends on what kind of organization that social entrepreneur will work with. Basically, social entrepreneurs can collaborate and work with partners from many kinds of organizations, such as the private sector or government institutions, but also with the same sector of organizations as the social entrepreneur themselves.

In the cooperation between the social entrepreneur and the private sector, collaboration between two actors will result in a benefit for both of actors. While the private sector has the capacity of financing, high technology, and expertise in terms of manufacturing and operational practices, social entrepreneurs have more capacity in terms of managing lower costs, strong social networks, and a deep knowledge about the customer and community; particularly in the local areas. Through collaboration with the social entrepreneur, the private sector can implement their Corporate Social Responsibility (CSR) program; in addition to that, the private sector can also offer their staff for their contribution and engagement in their CSR program. On the other hand, for the social entrepreneur, having a collaboration with the private sector will also help them to scale up their social impact through the financing and the non-financial resources from the private sector. Non-financial resources in this case refers to the possibility of sharing knowledge or “knowhow” (Schirmer and Cameron 2012: 87) with the private sector.

As mentioned above that social entrepreneur has the capacity to work and collaborate with any kinds of actors, including the public sector. In the collaboration with the public sector, the form of the collaboration mostly will be in the form of a partnership, also called a public-

private-partnership (PPP). Referring to the explanation mentioned before, here there is a legal relation between social entrepreneur and public sector, which some characteristics being:

- Long-term
- Contractually regulated
- Collaborations for delivering services, products, or projects
- Mostly the services, products, or projects provided by the public sector
- Combination of financial and non-financial resources for mutual benefits
- Operational risk distributed equally

The collaboration between the social entrepreneur and the civil sector will usually be based on the similarity of the intention or the mission itself, which in this case can be an advantage for the social entrepreneur. The activities engaged in through the collaboration itself could be financial and/or non-financial. The characteristic of the civil sector that supporting the term of social innovation will benefit the social entrepreneur by having a collaboration with them.

2.3 Displacement and Community Livelihood

The issue of the displacement of local communities is already a common issue in development processes. Explained in the article of Jaysawal and Saha, development often causes the phenomenon of displacement of local communities, particularly for those with a specific characteristic, a “land-based economy” (2016: 2). Furthermore, development has been known to affect the livelihood of the local community, because in some cases local community has to move from their original place due to the process of development in their area. Jaysawal and Saha (2016: 6), also Cernea (1995: 251) explained some possible impacts that could emerge for local communities who have been displaced:

- Homelessness
Most of displacement issue related to the local community are losing their home and their land. In this case, they do not always directly get a new home or new land and sometimes this case becomes a permanent condition. Therefore, displacement will also cause the access to livelihood to become a problem.
- Shortage of livestock
Losing jobs, land, and their house will also affect the deficiency or decrease of their livestock and their common property. Cernea (1995: 252) stated that “loss of access to common property assets belonging to communities will also affect their income and livelihood”.
- Absence of food security
Displacement causes the reduction of chances to get food and thus affects the food security of the local people. The decrease of food production is caused by the decrease of the vegetable production or other agricultural production. It is stated that “the lack of access of land leads directly to a reduction in income and access to food” (Jaysawal and Saha 2016: 7) which leads to a possibility of hunger or undernourishment.
- Marginalization
Displacement will cause the local community to encounter a downward condition by losing their house, their land, and their income (particularly for the local community with land-based economy). This condition will arise because they will lose their control or authority and have to adapt to a new condition

with new skills and knowledge.

- **Landlessness**
Local communities are mostly characterized by a land-based economy. There is a close relation between local community and land, such as using the forest as their source of income. The change of land or forest functions will affect them, because it will affect their production activities.
- **Unemployment**
Related to the point above, landlessness then will lead to joblessness, particularly for the local people with land-based economy. The total of unemployment will be increasing because it is difficult to find and create a new job.

The research that was written by Irma Handasari, showed the possibility of conflict that could occur in the local community of Kampong Sarongge. She explained that land issue is a crucial issue that are related to the life and the livelihood of human being (Handasari 2013: 1). Due to that reason, she stated that the expansion of the TNGGP area would cause a rejection behavior from the local community of Kampong Sarongge. (Handasari 2013: 30). This condition is matched with the explanation by Jaysawal, Saha, and Cernea (1995: 251) about the possibility of repercussions that could happen to the local community due to the land issue which is affected the livelihood of the local community. However, the research by Handasari was not only showing the impact that was felt by the local community of Kampong Sarongge, but also showed the rejection behavior from the local community. Hence, the activities of forest conservation by the government could influence the condition and behavior of the local community.

2.4 Community Development

The concept of community development has been discussed for years. It has been stated that community development would give some positive benefits for the local community, such as jobs and infrastructure. Particularly for the community development program in a rural area, some benefits could be felt in the term of “five capitals – physical, financial, human, social, and environment”. (Cavaye 2009: 2). In order to achieve all the positive benefits from the community development program, there is a need for participation from all the stakeholders that are related to the program, including the local community. The local communities need to directly engage with the community development program to improve the social, economic, environmental conditions in their area.

According to Cavaye, a “principles guide” is needed in the implementation of community development program. However, these principles guides are flexible guides that could be adjusted to the condition and environment in the local area. The principles guides below are compiled from the principles guide that was explained by Cavaye (2009: 5):

- Community development should be started from the main concern and current condition that is faced by the local community at that time, and the subsequent program or activities should be developed as a solution for that main concern, “a vehicle for people to act on existing concerns” (Cavaye 2009: 7).
- Community ownership/involvement – The feeling of ownership and motivation by the local communities are needed in the community development program. Some reasons for this are that the feeling of ownership and motivation in the program will influence their commitment to learn and change their attitude, help

focus on the actions to improve their quality of life, encourage their participation and active involvement in the process of decision-making and implementation (Cavaye 2001: 111). This principle also includes their direct contribution and participation in the process of decision-making and creating some initiatives during the implementation of the community development program as the source of changes.

- External facilitators and people providing resources are invited to work with the local community, rather than working for them, or delivering services to them. External facilitators have a responsibility to challenge and give some suggestions, but not make or influence community decision-making. In addition to that, external facilitators could also provide them with service, infrastructure, and programs that will encourage leadership, entrepreneurship, and altruism (Cavaye 2001: 113). However, the support from the external facilitator should also engage with the communities in terms of partnership, require them to also think about their problem and how they can use the facilities that have already been provided for them.
- Equal opportunity for all of the local community should be applied.
- Different kinds of opinion and/or perspectives should be welcomed.
- The change in attitudes should also be recognized as an important result and every successful story or activities should be recognized.
- Not all of the community development programs and activities are suitable for every person in the local community

Wiersum and Persoon have emphasized the importance of local community participation in the program of forest conservation, which is what they referred to as a community forest management. Furthermore, Wiersum and Persoon explained that the importance of collaborative management is not only about the management and conservation of the existing vegetation by the government, but also about increasing the awareness of local community, basic needs fulfillment, and community participation (2000: 2). Moreover, forest issues are not only related to the local community anymore, but also related to the national infrastructure and world economy. They are related to the activities of private sector, organization, and other development projects that result in forest becoming the subject of state law. Thus, in the management of forest, negotiation among actors becomes necessary (Wiersum and Persoon 2000: 7). The explanation by Wiersum and Persoon shows that the issue about forest management nowadays has become a common issue that relates to many stakeholders including government, local community, private sectors, and other organizations. Due to that reason, forest management issues then should be based on negotiation that involves all stakeholders related to the issue, and not only focus on maintaining the existing vegetation but also paying attention to the local community.

2.5 Private Sector and Civil Sector Roles in an Organization for Sustainable and Community Development

Maintaining the sustainability of the forest is important, based on the UN Conference on Environment and Development in 1992 in Rio de Janeiro. One of the focuses of the conference was the importance of conservation of biological diversity and maintaining the sustainability of natural resources (United Nations Sustainable Development 1992: 14). Since then, many conservation programs have been implemented by the governments of many countries, including Indonesia. Gilmour explained that the intervention of government through the forest conservation program should aim both in terms of “conservation and

development objectives”(1995: 7). The statement by Gilmour was supported with the term “sustainable development” based on the publication of the World Conservation Strategy in 1980 and the Report of the World Commission on Environment and Development, 1987 (as cited in D.A. Gilmour 1995: 7) that emphasized the need of a combination of environment and economic development to ensure sustainable development. He was using the definition from Caring for the Earth that explained: “improving the quality of human life while living within the carrying capacity of supporting ecosystem” (1991: 10) to support his statement that was already stated earlier. The explanation from Gilmour indicates that conservation programs should not only about maintaining the sustainability of the environment, but also about the local people (human life) that used the natural resource (forest) as their source of income.

Most of the literature about forest conservation program shows that the key players that are involved are government (central and local government) and the local community. However, not all the literature about the implementation of forest conservation programs shows a positive sign where the local community that is affected by the implementation of the program could survive, by either finding a new source of income or find new land for their home. The Non-Governmental Organization (NGO) then appears to initiate and implement a management system with the community, helping the community and promoting some activities that meet the needs of the community (Joseph 1995: 33). This condition is the most common case that happened during the implementation of forest conservation program.

A different perspective is conducted in this research, where the key player is originally the private sector, having business as their main activity. However, business is not their only activity, because their activity itself is based on the social issues that need to be solved. Referring to the explanation by Shirmer and Cameron earlier about social entrepreneurs being able to have multiple roles including private sector and civil sector, the role of the private sector can be taken on by social entrepreneurs through the business activity that was built to solve the social issues (Peris-Ortiz, et al. 2017: 2). In addition to that, a social entrepreneur can also have a profit orientation for their business objective, when the business opportunity itself is linked to the market with social issues. So then the strategy of the company will also be linked to social issues that need to be solved. This kind of social entrepreneur character is also showing the character of private sector.

Using the case of Kampong Sarongge, this research would like to show the existence of an organization that playing their role both as a private sector and civil sector in Kampong Sarongge in finding the alternative source of income. Kampong Sarongge was chosen because of their condition showing a direct intervention of a private sector, in terms of social enterprises owned by a social entrepreneur helping the local community (Baidhowi 2016).

This research then attempts to explain the perspectives of both sides: both the local community, and the social entrepreneur, including the people behind the social entrepreneur. From the side of the social entrepreneur, this research illustrates the strategies and activities that were developed to approach the local community of Kampong Sarongge. On the other hand, from the side of the local community, this research will show their response, reaction, and the effectiveness of every program or activity that was implemented by the social entrepreneur (Green Radio) towards the community, through analyzing their involvement and engagement in finding the alternative source of income for the community and helping to develop their livelihood. Furthermore, this research will try to analyze the current condition of the local community of Kampong Sarongge. The cooperation between TNGGP authority

and Green Radio that finished in 2014, resulted in some questions related to the sustainability of the results from the programs and activities that were implemented during the involvement of Green Radio.

Chapter 3 Tree Adoption Program by Green Radio/Green Initiative Foundation (GIF)

3.1 Introduction

In this chapter, we shall look at the processes engaged in by Green Radio/GIF in their involvement towards the local community of Kampong Sarongge. This chapter will provide the answer to the first sub-research question, about the strategies that were developed and used by Green Radio/GIF towards the local community in Kampong Sarongge.

Green Radio was officially established in 2008 as the new face and new concept of the former radio named Utan Kayu Radio that was established in 2006, also Founded by Tosca Santoso. Responding to the environmental issues and topics in 2007 such as the UNFCCC – Bali Climate Change Forum that was held in Bali, Indonesia and the flooding natural disaster that happened in Jakarta in January 2007, made Tosca Santoso re-brand their radio to become an environmental radio. With the new brand and a new concept, Green Radio focused their entire program on environmental issues, looking at these issues from the perspective of climate change, public goods, private goods, health and food, and much more¹.

The involvement of Green Radio in the local community of Kampong Sarongge was facilitated through the cooperation between Green Radio and the authority of TNGGP in the tree adoption program. During the cooperation between both parties, Green Radio also established the Green Initiative Foundation (GIF) in 2009². The establishment of GIF was based on the need of the adopters that preferred to send their money to a foundation institution and not to a corporate institution. For example, the Indonesian Unilever Foundation was said to have refused to cooperate with Green Radio because of their perspective that a tree adoption program should be managed by a purely non-profit foundation. Since the establishment of GIF in 2009, the Green Radio staff also have to manage GIF, because GIF was then established as the foundation of Green Radio.

3.2 Development of Strategies in The Tree Adoption Program

The original tree adoption program was developed by a Consortium which was named GEDEPAHALA, aiming to solve the problem in the National Park in Java Island, which is the National Park of Gede Pangrango Mountain and the National Park of Halimun Salak Mountain. There is a need to improve the condition in both National Parks, due to the encroachment activities that were undertaken by the local community in the surrounding area of the National Parks.

The information about detailed conditions of the area of TNGGP and tree adoption program was acquired by Tosca Santoso from the former head of TNGGP³. The discussion between both of them (the former head of TNGGP and Tosca Santoso) has led to the agreement for having a partnership in order to improve the condition of national park.

¹ The information about the history of Green Radio and Green Initiative Foundation are based on the information from the personal interview with Nita (the former staff of Green Radio and the current Board of Commissioner of GIF) on 7 September 2017

² The information about the establishment of Green Initiative Foundation (GIF) also based on the information from the founder, Tosca Santoso during the personal interview on 16 August 2017

³ Personal Interview with Sumarto, the former head of TNGGP from 2009-2011 on 24 August 2017.

Figure 3. 1 The condition in the slopes of the mountain at the TNGGP before the tree adoption program



Source: Author's documentation 2017

Through the agreement that was signed by Green Radio and the authority of TNGGP No. 1378/11-TU/2/2009-No. 010/Mou/Green Radio/08/2009 on 2 September 2009, Green Radio has the full authority to manage the total area of 38 hectares of the TNGGP, including the local community of Kampong Sarongge as the farmers that used to undertake the encroachment activities in that area, and the management of funding that was received by the adopter.

Management of the funding in the tree adoption program that was obtained by the adopter is used for some activities, which are (Green Radio and The Authority of TNGGP, 2009: 5):

- Promotion activities through radio broadcasting
- Seeds procurement and planting activity
- Tree maintenance activities
- Community development activities

Adopting the tree adoption program that was initiated by GEDEPAHALA Consortium, Green Radio developed some strategies for the implementation of the tree adoption program, such as:

1. Global Positioning System (GPS)

Every tree that was adopted and planted by the adopter will be marked and could be monitored through a GPS system by the adopter. This GPS system was developed by Green Radio and provided to the tree adopter, as a form of their responsibility towards the adopter.

2. Community Development Program

The community development program that was developed by Green Radio should be done in the term of activities, and not by giving some money to the local community. Their concern was that they should prevent the local community to go back to the forest by providing them with an alternative source of income that will give them a better income, compared to the income they received when they were a farmer in the forest.

3. Sharing knowledge with other institutions and other organizations.

The involvement of other organizations became an important point in every program that was implemented by Green Radio/GIF towards the local community of Kampong Sarongge. Explained by Nita, the station manager of Green Radio and a member of the Board of Commissioners, there is a need to work and cooperate with other organizations including the authority of TNGGP, to support every capacity building program that is implemented by Green Radio.

3.3 The Development of Programs Implemented by Green Radio/GIF Towards the Local Community

“Leuweung hejo, resep anu nenjo, patani ngejo” (the forest is green, the people that see it become happy, but then the farmer can still cooked rice for themselves).

Dudu Duroni 2017, personal interview⁴

The statement above was mentioned by Dudu Duroni to Tosca Santoso and the staff of TNGGP during their meeting that was held in Kampong Sarongge in 2008. Dudu Duroni himself was a forest farmer and also the leader of the forests in Kampong Sarongge. As further explained by him (Dudu Duroni) and Dadan Karyo, another former forest farmer in Kampong Sarongge, the local community understand that they will be prohibited to use the area of national park in the future due to the regulations from the government, even though that they did not know the details of the regulations. However, agricultural activities were their main job and losing the area to do their agricultural activities also means that they are losing their jobs, which will affect their lives.

“We were not against the regulations, but it is related to our life, myself, and the local community in this area”

Dudu Duroni 2017, personal interview⁵

“The local community are un-concerned about environment as long as we have food to continue our life”

Dadan Karyo 2017, personal interview⁶

The two statements above reveal the feeling of insecurity that was felt by the local community of Kampong Sarongge when they were still living as forest farmers in the national park. This condition illustrates the explanation by Cernea about displacement and community livelihood, where losing the access to some belonging that used to be managed by the community will affect their livelihood, because having and looking for a new job is something difficult (1995: 251). The feeling of insecurity itself was due to that agricultural activities was their main income. Therefore, losing the land for their agricultural activities means that there is a high possibility that they will become jobless, which is also stated by

⁴ Personal interview with Dudu Duroni, former head of forest farmers group on 20 August 2017.

⁵ Personal interview with Dudu Duroni, former head of forest farmers group on 20 August 2017.

⁶ Personal interview with Dadan Karyo, former forest farmer on 17 August 2017.

Cernea, Jaysawal and Saha (1995; 2016) related to the explanation about displacement and community livelihood. This condition then will also decrease their chance to get food, which in this case leads to the condition of food insecurity. All of this will happen because the local community of Kampong Sarongge had the characteristic of a “land-based economy” (Jaysawal and Saha 2016: 2).

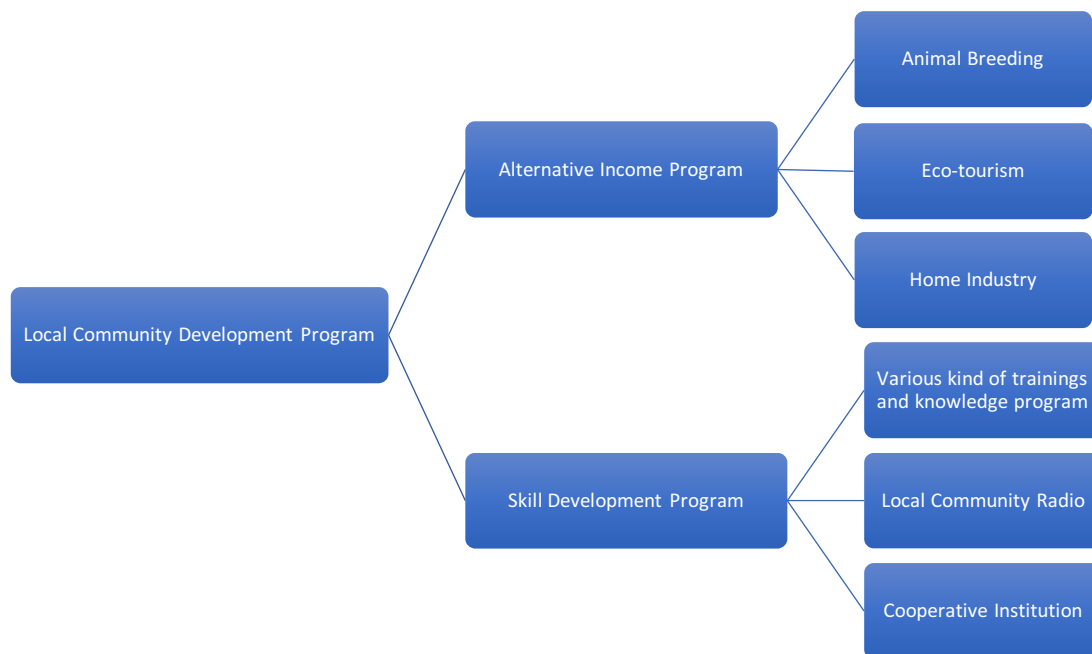
The reason above and the statement of Dudu Duroni above influenced the community development program that was developed and implemented by Green Radio and GIF. The statement from Dudu Doruni itself become the slogan that was remembered in the effort of re-foresting the national park area (Sugiharto and Manan 2015: 2). Referring to the explanation by Tosca Santoso, that he realized and understood that it is essential to prepare the alternative income for the forest farmers before they leave the area of national park, which is stated as below:

“The farmer will leave the forest if the alternative income for them is ready and better than their job in the forest”.

Tosca Santoso 2017, personal interview⁷

Tosca Santoso and his team under Green Radio then developed a community development, detailed as the figure below, which was divided in two sections: an alternative income program and skill development program.

Figure 3. 2 Community Development Program that was Developed for the Local Community of Kampong Sarongge



Source: Author’s elaboration based on personal interview with Tosca Santoso and Nita (2017)

The community development programs that were developed and implemented by Green Radio (Figure 3.2) could not be separated with the role of the local community of Kampong

⁷ Personal interview with Tosca Santoso, founder of Green Radio and Green Initiative Foundation on 16 August 2017.

Sarongge. As already explained before, Dudu Duroni, the former of the forest farmer and the leader of the forest farmers, stated their expectations about their future during the meeting that was held in 2008. The statement of Dudu Duroni itself was showing an indirect involvement from Dudu Duroni as the local community of Kampong Sarongge in the development program by Green Radio. In addition to that, the community development program that was developed by Tosca Santoso together with his team, showed their focus on building an alternative program to respond to the social issues – something which is also described by Kirzner in his explanation about social entrepreneur.

The next sub-chapter will concern detailed information about how every community development program, including the alternative source of income program and skill development program, was developed; this will also indicate the relations between every program that was developed with the local community of Kampong Sarongge.

3.3.1 Alternative Income Program

As mentioned earlier, in the strategies that were developed by Green Radio, it is highly objectionable for the local community to be dispelled from the area of national park and their job as their farmer without providing an alternative source of income and activities. This condition showed that Green Radio understood the situation faced by the local community of Kampong Sarongge and developed the program starting from that situation itself. One concept that was mentioned quite a lot by Tosca Santoso about the development of the strategy was,

“Natural Process”

Tosca Santoso 2017, personal interview⁸

The natural process in this case was referring to the condition where the local community does not have to leave the area of TNGGP right after their areas are planted with some trees that already funded by the adopter, because they have to maintain those trees for about three years, while at the same time adapting themselves to the new source of incomes activities that would be provided by Green Radio. Three kinds of an alternative source of income were developed by Green Radio at that time, the details being as follows:

1. Animal Breeding

Animal breeding is one of the alternative sources of income that was developed by Green Radio for the local community of Kampong Sarongge. Animal breeding was chosen based on the local community’s wishes. Referring to explanation by the Head of the Neighbourhood Association No. 1, Jaenudin, all of the alternative sources of income that were developed by Green Radio are based on the discussion between Green Radio and the forest farmers of Kampong Sarongge. Three kinds of animals were chosen, which are sheep, rabbits, and bees, modelled after the discussion that was held by Green Radio and the farmers at the beginning of tree adoption program. Furthermore, it was also explained that the discussion conducted by Green Radio was also carried out through a “door-to-door” approach: approaching the local community one by one (Jaenudin 2017, personal

⁸ Personal interview with Tosca Santoso, founder of Green Radio and Green Initiative Foundation on 16 August 2017.

interview⁹). The discussion method that explained by Jaenudin in this case showing the strategies that developed by Green Radio to intervene in the local community which also indicating the process of Green Radio as social enterprise to support the community in rebuilding their livelihoods.

Green Radio stated the target that animal breeding as the new alternative source of income for the local community should increase the revenue for them. Referring to the explanation by Nita, the Station Manager of Green Radio at that time, they were expecting that income for the local community as an animal breeding would be double compared to when they were still a farmer. This expectation could be said to be a success, because referring to the explanation by Mamad, one of the farmers that has an alternative source of income as a rabbit breeder, in 2014 his rabbit breeder team successfully increased the production of rabbit from the target (which was 1,500 per month) to 1,600 per month. In addition to that, his income also increased from IDR 600,000.00 per month when he was as a farmer, to IDR 1,300,000.00 per month (Sugiharto and Manan 2015: 25-26).

Figure 3. 3 Sheep Breeding Activity



Source: Author's documentation 2017

The success story from the animal breeding activities that were developed by Green Radio also happened for the sheep breeding. Referring to information given by Mr. Emi (2017, personal interview), also a former forest farmer, in 2017 he had successfully sold a total of 20 sheep since February 2017 until August 2017. He also said that from the sheep breeding activity, he had successfully bought a house for his son, as well as a motorcycle. In his perception, his living condition now is better than compared when he was still working as a forest farmer in the area of national park.

However, the success story of sheep and rabbit animal breeding activities did not happen for the bee animal breeding activities. Ade, one of the residents in

⁹ Personal interview with Jaenudin, the head of Neighborhood Association 1 of Kampong Sarongge on 19 August 2017.

Kampong Sarongge, expressed that there was a chance and opportunity to develop the bee animal breeding activities in Kampong Sarongge. However, as a lot of the local community in Kampong Sarongge and other Kampongs around Kampong Sarongge still used pesticide for their agricultural activities at that time, this became the cause of the bee animal breeding activity unsustainability.

2. Eco-Tourism

The eco-tourism development idea came from the Head of the Neighbourhood Association, Jaenudin. As the developer of the organic farming activities and the Head of the Independent Farming Group in the local community of Kampong Sarongge, Jaenudin saw the possibility of developing the Kampong Sarongge as a tourism place. Especially after the tree adoption program was initiated, many people started to come to Kampong Sarongge. Seeing the increase of the visitors in Kampong Sarongge, Jeanudin expressed his idea to Tosca Santoso, which turned out to be responded to positively.

Green Radiom together with the local people of Kampong Sarongge, then started to develop the eco-tourism concept, with camping and trekking in Gede Pangrango Mountain as the program and the local community as the tracking guides. They developed a home-stay program, Sarongge Festival, and established a place called Saung Sarongge. Saung Sarongge is the activities center for the local community of Kampong Sarongge, promoting group youth activities, activities for women, and a library. However, Saung Sarongge also provided some rooms to support the eco-tourism activities in Kampong Sarongge.

Green Radio also facilitated the local community with a tourism management license, so the local community had the authority to manage and run a tourism program in their Kampong including camping and trekking programs in the national park area. The tourism management license was obtained through a negotiation between the Green Radio and the authority of TNGGP. However, the tourism management license was only for the 38 hectares area, which was also the area for the tree adoption program that was implemented by Green Radio. In that 38 hectares area, the local community can run their camping program for the visitors. The tourism management license was legally issued by the authority of TNGGP No. 1424/11-TU/2/2013 dated 02 August 2013.

Figure 3. 4 Saung Sarongge, the activity center that also is used to support the tourism activities



Source: Author's documentation 2017

The creation of eco-tourism program and a legal license from the authority of TNGGP provided an opportunity for the local community of Kampong Sarongge to earn extra income for them. As described by Dadan Karyo and Wawan Sudrajat (both are former forest farmers in the national park area) they sometimes as guides for the visitors that come to Kampong Sarongge and would like to do the trekking activity in the national park area. A division of labor was also made, to support the eco-tourism program, where the mother will be the group in charge of preparing the accommodation and the food for the visitors, and the young people and the man will be in charge of becoming the guide for the visitors and providing the food and any logistics for the visitors that are doing the camping activity in the national park area. The eco-tourism activity also motivated the local community of Kampong Sarongge to maintain the cleanliness of the environment in Kampong Sarongge, because they realized it is essential for the visitors to stay in a clean environment, including the room and the bathroom.

This situation is showing the high motivation that was possessed by the local community, through increasing their quality of life by maintaining the cleanliness of the environment in Kampong Sarongge and by active participation in the community development program that was developed by Green Radio. Green Radio here, as the external facilitator, invited the local community to work together, by providing the facility and the program for them. However, in this case, Green Radio also was not the sole actor involved with the initiation of the eco-tourism program, because it was originally the idea of the head of the neighborhood association.

Figure 3. 5 Home-stay Program



Source: Author's documentation 2017

3. Home Industry

Women in the local community of Kampong Sarongge used to help their husband in the national park when they were still working as forest farmers. However, due to the condition where the forest farmers had to leave the area of national park and could not continue their job as the forest farmer anymore, the women then did not have any activity anymore¹⁰. In addition to that, Tosca Santoso and his team also realized that during the transition process for the farmer, adapting themselves for the alternative source of income program, it would be better if the wife could help by doing other activities that can provide an additional income for them and their families.

Due to the reason above, some programs were developed include soap production, hand-crafts production, and mushroom production for the women in Kampong Sarongge. Some products that were produced through the soap production, hand-crafts production, and mushroom production are the following:

- Soap Production:
 - Lemon Grass Soap
 - Coffee Soap
 - Green Tea Soap
 - Rose Soap
- Hand-craft production:
 - Brooch and other kind of accessories
 - Key-chain
 - Home products
- Mushroom productions
 - a) Mushroom crackers and snacks

¹⁰ Personal interview with Jaenudin, the Head of Neighborhood Association 1 of Kampong Sarongge on 19 August 2017.

To introduce the program to the local community of Kampong Sarongge, some training was organized to teach the local community about the production processes of every program. In addition to that, Green Radio/GIF also provided them with some equipment, to support the learning and production processes, such as sewing machines, button maker machines, and distillation machines for producing the oil in the soap production (Sugiharto and Manan 2015, 57). Astri, one of the home production group leaders, explained that the equipment that was provided by Green Radio/GIF helped them to in the home production of several products (Ibid, 57). The opinion stated by Astri earlier, also illustrated that the local community of Kampong Sarongge – particularly the women – are using the facilities that were already provided for them in a maximum capacity, by trying to be innovative in the production

The home production activities were responded well by the local community of Kampong Sarongge. Referring to the explanation of Entin, one of the members of the soap production that was conducted through the home production activities introduced by Green Radio/GIF, the women from the local community of Kampong Sarongge have a chance to earn their own income¹¹. When the local community were still working as farmers in the national park area, most of the income in every family was only earned by the husband and kept fully by the husband. However, now the woman in the family can also have some money to also support the financial condition in the family.

Through the home production activities that were implemented by Green Radio/GIF, it was also shown that Green Radio/GIF indeed provided some program that encourage entrepreneurship, which was also explained by Cavaye in the principle of developing a community development program (Cavaye 2001: 113). This condition showed the role of Tosca Santoso as a social entrepreneur and his team under Green Radio/GIF in creating a new social equilibrium in the local community of Kampong Sarongge, with giving a more significant role to the women in the family – something which is also explained by Kirzner concerning the role of the social entrepreneur.

Figure 3. 6 Hand-craft products: Brooch and other kind of accessories



Source: Author's documentation 2017

¹¹ Personal interview with Entin, the member of the soap production groups on 18 August 2017.

Figure 3. 7 Soap Products



Source: Author's documentation 2017

Figure 3. 8 Hand-craft production: Home Products



Source: Author's documentation 2017

The explanation about the development of an alternative source of income above is indicating the support that played by Green Radio to provide the alternative livelihoods to the villagers that losing their main source of income due to the forest preservation program that was implemented by the government of Indonesia. The explanation above basically also has shown some part of the answer to the main question from this research study that described in chapter one.

3.3.2 Skilled Development Program

The development of a skills development program aimed to support the alternative source of income program, because as explained by Cavaye, the external facilitator is not an agent that will work for the local community, but they are the facilitator that will enable the local community to work and develop themselves. Green Radio here worked as a facilitator, by implementing many kinds of program to develop the capacity of the local community of Kampong Sarongge, including having a new job. In addition to that, for the local community with a land-based economy, displacement has been shown to cause them with a downgrade condition of life, as they are losing their income and they have to adapt to a new condition where they need new skills and knowledge. The skills development program that was developed by Green Radio attempted to meet this need, supporting the local community with a new skill and knowledge. Some skills development program that were implemented towards the local community of Kampong Sarongge are as follows:

1. Various kind of training and knowledge program

Jaenudin (), the Head of Neighborhood Association No. 1 in Kampong Sarongge explained that in his perception, there were two kinds of training or knowledge programs that were developed by Green Radio/GIF:

- **Technical training and knowledge program**

Referring to the explanation by Nita, the former Station Manager of Green Radio, education about the environment was part of the mission of Green Radio in general. Developing the understanding of the people about the importance of the environment and why it is important for them to protect and care for the environment, was the education mission that was aimed to be delivered to the people. Distributing the knowledge and shaping the understanding about the meaning of the environment was also the first step that was taken by Green Radio towards the local community of Kampong Sarongge, in the initiation phase of the tree adoption program.

Books about the environment, forest conservation, and national park were distributed by Tosca Santoso and his team, to be read by the local community of Kampong Sarongge. Tosca Santoso and his team also initiated the establishment of a library for the local community, including their children, that are currently located in Kampong Sarongge. Providing the local community with a better understanding about the environment was responded to by the local community in a positive way, such as:

- a) The local community started to understand that the forest is “the lung of the world”¹²;
- b) Understanding that the agricultural activities in the area of national park were destroying the forest;
- c) Understanding that their agricultural activities became the cause of the natural flooding disaster that had happened in the cities around them.

¹² Personal Interview with Dadan Karyo on 17 August 2017

Figure 3. 9The library situation in Kampong Sarongge 1



Source: Author's documentation 2017

Figure 3. 10 The library situation in Kampong Sarongge 2



Source: Author's documentation 2017

The training and knowledge activities that were implemented, also supported the alternative source of income program, including training about how to manage the animals such as sheep and rabbits. The training to support the alternative source of income program was not only limited to the theory about how to take care of the animals, but also the implementation, including what they can do for the feces that is produced by the animals.

- **Soft skill development program**

In addition to the two types of education and training that were explained above, many other kind of training programs were also implemented by Green Radio/GIF to increase the capability and the quality of the local

community of Kampong Sarongge¹³. Some soft skill training that was implemented were:

- a) Public speaking training
This training aimed to increase the confidence of the local community to communicate with other people, particularly with the non-local people. Through the public speaking training, the local community was taught how to interact with other people or how to explain something in front of many people.
- b) Financial literacy training
The financial training was implemented in the local community, due to the need from them to learn how to manage their money. Referring to the explanation by Jaenudin (2017, personal interview), the local community in Kampong Sarongge did not know how to manage their money. Every time they had some money, they would just spend their money with thinking about saving. Through the financial literacy training, the local community was taught about the importance of having some savings.
- c) Training of Trainer (TOT)
Developing the capacity and knowledge of the local community, so then they have the capability to share their knowledge to the other residents or to the other local communities (teaching to become a facilitator).
- d) Entrepreneurship and marketing training
Through the entrepreneurship and marketing training activities, the local community was taught about how to find the material for their product, to manage their capital in their business, and how to get credit to add more capital in their business. In this training program, the local community was also taught how to promote their product to the consumer.

All the training activities above were discussed with the local community first, to know what exactly that they needed. Referring to an explanation by Wiwik (2017, personal interview), part of the local staff of GIF that assisted the local community of Kampong Sarongge: every training that was implemented by Green Radio/GIF was always adapted to the needs and the desires of the local community, including the women in the community¹⁴.

2. Local Community Radio (Radio Edelweis 107.6)

The establishment of the local radio was based on the request by the local community of Kampong Sarongge (Dadan Karyo 2017, personal interview). The radio station was built in 2010 (Sugiharto and Manan 2015:12). The radio program that airs on the radio is not only an entertainment program, but also education program. Dadan Karyo explained that in the education program, the focus was on issues of environment such as forest conservation. Some guests were also invited,

¹³ Personal interview with Jaenudin, the Head of Neighborhood Association 1 of Kampong Sarongge on 19 August 2017

¹⁴ Personal interview with Wiwik, the local staff of GIF on 16 August 2017.

such as the environmental community and the staff from the TNGGP, to share their knowledge about the importance of taking care of the forest and maintaining the condition of the forest (Ibid 13). Some of the local community were taught to be radio announcers in Kampong Sarongge and manage the radio.

Figure 3. 11 The Local Community Radio Activity



Source: Author's documentation 2017

3. Cooperative Institution (Sugih Makmur Cooperative Institution)

The Sugih Makmur Cooperative Institution was established in 2011. The establishment of the cooperative institution was based on the need of the local community of Kampong Sarongge. During the development of the animal breeding program, which included a rabbit breeding program, the local community needed an institution that could be an agency for them to sell their animals (Sugiharto and Manan 2015: 129). Because of that reason, Tosca Santoso and his team thought that there was a need to establish an economic institution to support the economic activities in Kampong Sarongge¹⁵.

In the beginning of the establishment of the cooperative institution, the function that was taken on by the cooperative institution was only to support the rabbit animal breeding activity, as well as the establishment of a mini mart to support the daily lives of the local community. However, in 2015, the cooperative institution was further developed to be equipped with a saving and loaning facility, where the local community can keep their money and borrow some money when they need it. Some members of the local community were trained by Green Radio/GIF to manage the cooperative institution¹⁶. The membership of the cooperative institution also kept increasing, from 30 members becoming 160 members; these members are not only from the local community of Kampong Sarongge, but also from other Kampongs around Kampong Sarongge. The program of eco-tourism was also managed under the cooperative institution.

¹⁵ Personal interview with Tosca Santoso, the founder of Green Radio and GIF on 16 August 2017.

¹⁶ Personal Interview with Dani Wardian, the head of the cooperation association on 17 August 2017.

Figure 3. 12 The Cooperative Institution Building



Source: Author's documentation 2017

From the explanation above about the details of every activities in the skills development program, we can see that the local community was involved directly with the activities itself. Every activity was developed based on the need and the desires of the local community. Here, Green Radio/GIFm, started to develop the program by learning about the problem and the situation that was faced by the local community. As already explained above, Tosca Santoso and his team under Green Radio/GIF did not only through a discussion in a group, but also through one-by-one discussions. According to Emma, the former Director of GIF and also the ambassador of GIF, it was important to understand to understand and identify the problem so then the program could be developed in accordance to their need.

“It is my responsibility to try and understand as much as possible to identify ways in which they can be supported... the community should always guide the process”.

Emma Piper 2017, personal communication¹⁷

The statement by Emma Piper above, showing the importance of understanding the main problem in the local community before developing the program, was also stated by Cavaye's explanation that every development program should be matched with the need or problem that is faced by the community; and the problem should be a solution for that problem itself. Moreover, the local community was also involved in the process of deciding the details of the skills development program that would be implemented by Green Radio/GIF and setting up some initiatives for the program. Green Radio/GIF was only providing them with the facilities, such as providing them with the knowledge through the training activities, providing them with the local radio community, and helping them in the establishment of the cooperative institution. However, all the programs that were provided were run by the local community itself, also showing their direct intervention into the program.

¹⁷ Personal communication with Emma Piper, the former Director of GIF on 13 September 2017

Chapter 4 Collaboration and Partnership between Green Radio/GIF with Other Organizations

This chapter will explain the involvement of other organizations in supporting the works of Green Radio/GIF in the implementation of the tree adoption program, including the community development program. The theoretical review about Collaboration and Partnership for Social Enterprises that was already explained in chapter 2, will be applied in order to analyze the form of the cooperation between Green Radio/GIF with the other organizations. Through the explanation in this chapter, the third sub-research question will also be answered.

4.1 The importance of Cooperation and Working Together in the Implementation of Community Development Program

The three kinds of actors – the public sector, private sector, and civil sector – traditionally have their own role, which differentiates them from each other. However, it is a trend now that an organization could play multiple roles which are solving the social issue, but at the same time is also making a profit or playing their role as a public sector organization, where they will implement a government project or program. As explained regarding the statement by Cameron and Schirmer in chapter 2, the social entrepreneur would adapt their role under the program or the mission that they aim to achieve. Green Radio as a radio broadcast was indeed playing multiple roles. While their business was about radio broadcasting, at the same time they also tried to solve the environmental issues. Their involvement in the tree adoption program also showed the multiple roles that were played by them.

In addition to that, referring to the explanation by Wei-Skillern that was quoted by Schirmer and Cameron (cited in Volkmann et al., 2012: 84), it is important for social entrepreneurs to cooperate with other organizations to increase the resources and make the program more effective. With the additional support that is provided through cooperation with other organizations, the possibility to have a more significant impact on the program or activities that will be implemented could also increase. Green Radio/GIF was also not working by themselves in the implementation of the tree adoption program, including the community development program towards the local community of Kampong Sarongge. They did cooperate with many kinds of organizations and institutions with different types of actors, to support every activity that was implemented under the tree adoption program. In order to show every different role that was played by other organizations in the tree adoption program, the stakeholder mapping below presents the stakeholders that were involved in the tree adoption program. In the four categories which relate to the potential impact, the position taken on by that stakeholder toward the tree adoption program is illustrated; all of the stakeholders involved supported the tree adoption program, as well as the community development program. This condition also applied to the local community of Kampong Sarongge. The local community of Kampong Sarongge used to have a negative perception of the tree adoption program. due to the feeling of insecurity that they had experienced, which was already explained the previous chapter. However, by the time that they started to understand the importance of maintaining the forest, they began to support the implementation of the tree adoption program and also participated in the program, which can be seen from the explanation also in the previous chapter.

Table 4. 1Stakeholders Mapping in the Tree Adoption Program

| Stakeholders | | Roles | Potential Impacts |
|---|---------------------|---|-------------------|
| Green Radio/GIF | Social Entrepreneur | <ul style="list-style-type: none"> • Implementing the Tree Adoption Program and Community Development Program • Promoting the Tree Adoption Program • Looking for the tree adopters | (+) |
| Local Community of Kampong Sarongge | | 1. Participants and beneficiaries | (-) and (+) |
| The Authority of TNGGP | Public Sector | <ul style="list-style-type: none"> • The original owner of the Tree Adoption program | (+) |
| Business Enterprise | Private Sector | <ul style="list-style-type: none"> • Become the tree adopters of the Tree Adoption Program • Provide the funding for the Tree Adoption Program, including the community development program • Contribute as the trainer in the community development program | (+) |
| Environmental Communities/Non-Governmental Organization | Civil Sector | <ul style="list-style-type: none"> • Contribute as the trainer and facilitator in the community development program | (+) |

Source: Based on the personal interview and fieldwork activity 2017

“GIF has worked with hundreds of individual and commercial adopters... also an environmental education NGO”

Emma Piper 2017, Personal Communication¹⁸.

The statement above indicated that Green Radio/GIF was not working by themselves and that the implementation of the tree adoption program itself could not be separated from the support from other organizations. As also described by Nita, the Station Manager of Green Radio, Green Radio and the team realized that they have a limitation of knowledge¹⁹. They did have the knowledge about radio, and through that knowledge, they taught the local community to run the local community radio that was developed for them. However, they did not have the capacity, on any other things except radio. And due to that reason, cooperating

¹⁸ Personal communication with Emma Piper, former Director of GIF on 13 September 2017.

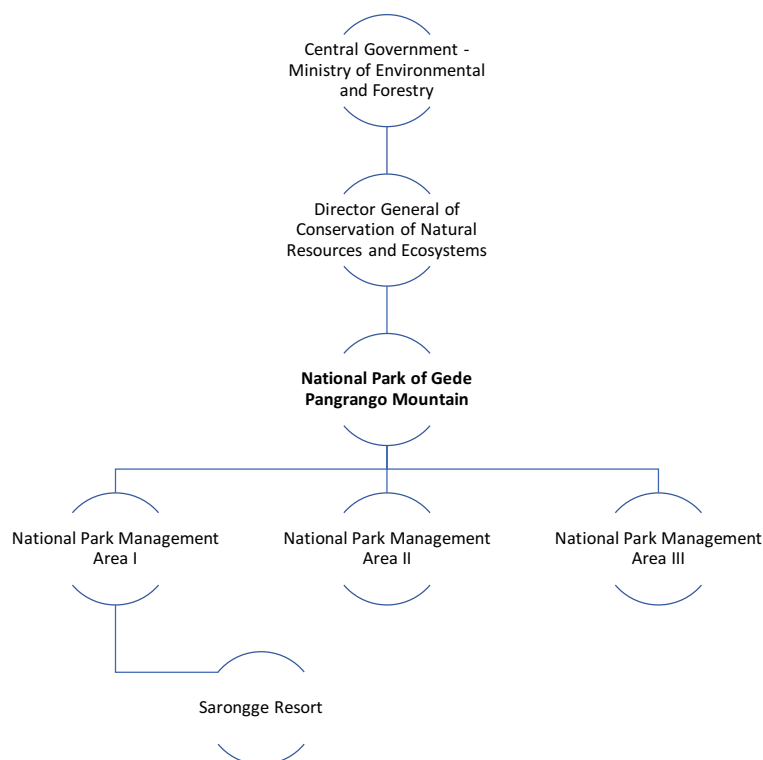
¹⁹ personal interview with Nita (the former staff of Green Radio and the current Board of Commissioner of GIF) on 7 September 2017

with different organizations became important in the implementation of community development program. This condition is in accordance with the explanation by Schirmer and Cameron about collaborations and partnerships for social entrepreneur, where the involvement of other organizations is needed for additional resources in the implementation of the program. However, as explained by Schirmer and Cameron, the form of cooperation between organizations will be different depending on the characteristics of the actor itself. Hence, in the next sub-chapter, the explanation will revolve around an analysis of the cooperation between Green Radio/GIF with other actors that were involved and contributed to the implementation of the community development program.

4.2 Partnership and Collaboration in the Community Development Program towards the Local Community of Kampong Sarongge

The authority of TNGGP is an institution under the direct control of the Ministry of Environmental and Forestry. This condition shows that the National Park of Gede Pangrango Mountain is part of the central government of Indonesia. The cooperation between the authority of TNGGP and Green Radio was started in 2008 based on the Memorandum of Understanding (MoU) that was signed on 22 May 2008 with No. 648/11-TU/2/2008 – No. 01/MOU-GREEN RADIO/V/2008 that was then updated in 2009, because of the additional responsibility that was given by the authority of TNGGP towards Green Radio (Handasari 2013: 56).

Figure 4. 1 Organizational Structure Ministry of Environment and Forestry of Indonesia



Source: Compiled from the secondary data collection activities, 2017

Based on the agreement that was signed both by the authority of TNGGP and Green Radio, Green Radio has the full authority to manage the total of 38 hectares from the area of the national park. In addition to that, based on the agreement that was signed by both parties, there were obligations and rights that needed to be taken on by both parties. This condition is showing the form of partnership that was decided upon by both parties in the implementation of the tree adoption program. Schirmer and Cameron also mentioned that collaboration between a social entrepreneur and the government would be about delivering a project or services that were produced or initiated by the government. The tree adoption program, which was already explained in the previous chapter, was not a program that was initiated by Green Radio, but initiated by GEDEPAHALA Consortium where the authority of TNGGP also part of it. It was also the authority of TNGGP that provided the information about the tree adoption program and the condition of the national park to Tosca Santoso and his team. Without the information and the permission that was given by the authority of TNGGP, it would have been impossible for Green Radio to get involved and implement the tree adoption program and community development program in Kampong Sarongge.

However, the authority of TNGGP itself was not too involved in the implementation of community development program by Green Radio. Referring to the explanation of Sumarto (2017, personal interview), the involvement of the authority of TNGGP was more perceived in technical terms during the plantation activities²⁰. But the support of Green Radio was also needed by the authority of TNGGP.

“We realized that it is impossible for us to work by ourselves”

Ali 2017, personal interview

The statement above was asserted by one of the TNGGP staff during the interview activity. The authority of TNGGP realized that they have a limitation with some regulations that they had to follow, making it harder for them to approach the local community, including the local community of Kampong Sarongge²¹. In addition to that, it was also impossible for a public sector to implement the tree adoption program. This is due to the fact that it is prohibited for the government to receive money or funding from anyone. Therefore, the involvement of other actor that could support them in the implementation of the tree adoption program was needed. This condition illustrates the incapability of the public sector to solve the social issue, which was then handled by Tosca Santoso as a social entrepreneur with his social enterprise. The need of the support of a social entrepreneur was also described by Kirzner, in his writing about social entrepreneurs, explaining that a social entrepreneur will run a program or activity to solve the social issue that could not be solved by other institutions, such as government (1973: 525).

Besides setting up a partnership with the government, Green Radio also cooperated with the private sector in the implementation of the tree adoption program. The support or the role of the private sector itself was needed to support the program financially and non-financially in the implementation of the tree adoption program. For the financial support, for example, was the support of PT. Astra International Indonesia, a trading company in Indonesia that contribute financially to the program by becoming the tree adopter. It was the same case for

²⁰ Personal interview with Sumarto, former head of TNGGP 2009-2011 on 24 August 2017.

²¹ During the interview activity with Mr. Ali, he was also stated that the limitation of total staff the authority of TNGGP have and the total area of TNGGP that they have to protect and manage (in total 24, 270 hectares) also become the reason that make them incapable to also handle the local community of Kampong Sarongge.

PT. Sharp Company Indonesia, a household manufacturing company, also contributed to the tree adoption program financially by adopting in total 500 trees in the area of the national park (Doy 2009). However, as already explained before that the private sector could also support the program non-financially. Examples of this include the contribution from HSBC, the banking and financial company, and Allianz, an insurance company. Both of these company directly got involved with the implementation of community development program, by becoming facilitators of the program. For example, Green Radio/GIF collaborated with Allianz to become the facilitator in the financial literacy training for the local community of Kampong Sarongge. Not only that, the collaboration between Green Radio/GIF and HSBC was also for the implementation of a waste management program²². For the private sector side, which constitutes HSBC, Allianz, Astra, and Sharp, their involvement in the community development in Kampong Sarongge was part of their Corporate Social Responsibility (CSR) program. Referring to the explanation by Nita, the former Station Manager of Green Radio that, these actors tried to promote the tree adoption program to the private sector as part of their CSR program.

The involvement of the private sector in the tree adoption program, as explained above, is in accordance with the explanation by Schirmer and Cameron. This explanation states that the involvement it not only in the form of financial resources, but also as non-financial resources, which is more in terms of sharing knowledge. The involvement of the private sector was most likely for the implementation of their CSR program, which was also backed by the explanation by Nita, the former Station Manager of Green Radio.

During the tree adoption program and the community development program, Green Radio was also supported by the involvement of the civil sector. Some civil sector that was supported the implementation of the program was such as Non-Governmental Organization (NGO) and some communities with the same mission or similar that already used to work and know each other even before the implementation of the tree adoption program. The involvement of Transformasi Hijau (Green Transformation) became one of the examples of the participation of civil sector, in the implementation of the community development program under the tree adoption program by Green Radio/GIF. Nita once again explained that using the Green Radio/GIF networking capabilities was prioritized to support every community development program that was implemented. The cooperation between Green Radio/GIF and Transformasi Hijau was more flexible, where they did not have an official agreement between them. Green Radio/GIF was only providing the accommodation for them, while they would share their knowledge while at the same time also have a holiday in Kampong Sarongge.

The explanation above indeed showing the collaboration and cooperation in the implementation of the tree adoption program by Green Radio/GIF. They did it together to make the implementation of the community development program successful. The cooperation itself also indicating that Green Radio/GIF that owned by a social entrepreneur need the support from other organization to support the local community of Kampong Sarongge in providing them with the community development program. However, the difference of character that owned by every actor led to a different form of cooperation between Green Radio/GIF and the other organizations.

²² Personal interview with Nita, former Station Manager of Green Radio and Board of Commissioner of GIF on 7 September 2017.

Chapter 5 The Effectivity of Program and Activities Facilitated by Green Radio/Green Initiative Foundation

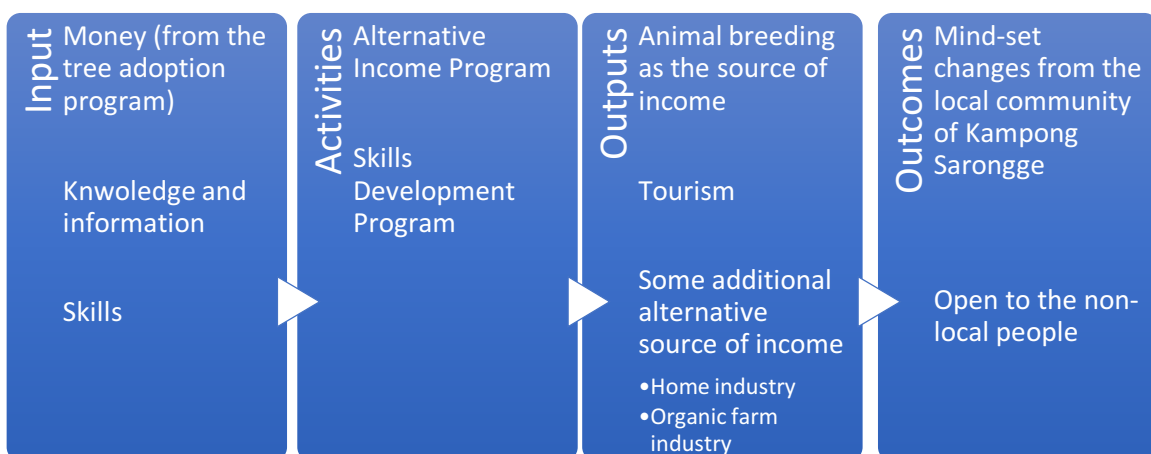
The involvement of Green Radio/GIF was initiated with the cooperation that was implemented by both Green Radio and the authority of TNGGP through their agreement in 2008. Since then, Green Radio/GIF has played an active role helping and supporting the local community of Kampong Sarongge by preparing an alternative source of income and training them with many kinds of activities. Through all of the activities that were implemented towards the local community, some outcomes have emerged. In addition to that, not all of the outcomes were achieved easily. Some problems were faced by both Green Radio/GIF during the process of the implementation of the community development program.

This chapter will discuss the outcomes and some problems that were faced by Green Radio/GIF during the implementation of the community development program, towards the local community of Kampong Sarongge. The discussion will also cover the outcomes of the community development program, to analyze the effectivity of the program that was implemented by Green Radio/GIF.

5.1 Positive Outcomes of Green Radio/Green Initiative Foundation

Preparing and developing the alternative source of income for the local community of Kampong Sarongge was the original mission of Green Radio/GIF, through their involvement in the tree adoption program. However, the chance that was available to develop the tourism activity and the willingness to increase the capacity that owned by the local community, also supported by the direct willingness from the local community of Kampong Sarongge itself, led Green Radio/GIF to develop various kind of activities for the local community (as already explained in chapter three). Through various kinds of activities that were implemented by Green Radio/GIF, some positive changes were seen in the local community of Kampong Sarongge. The scheme below illustrates the short process and positive outcomes and output from the community development program towards the local community of Kampong Sarongge.

Figure 5. 1The Value Chain of Community Development Program in Kampong Sarongge



Source: Compiled from the fieldwork and personal interview activities 2017

In the scheme above, the input and activities were related to the process of the community development program, which was implemented by Green Radio/GIF together with other organizations that also supported the implementation of it. Where the outputs are about the direct impact of the implementation of the community development program, the outcomes are more about the long-term impact or result felt by the local community of Kampong Sarongge, or some changes that affected the local community in Kampong Sarongge. The outcomes themselves are more relevant to be seen as the positive result from the intervention Green Radio/GIF, because the output itself is still part of the implementation of the community development program.

Referring to the scheme above, there are two positive result from the implementation of the community development program in the local community of Kampong Sarongge: mindset changes from the local community, and becoming more open to the non-local people. Cavaye (2009: 7) explained in his writing about community development that the change of the attitude should also be considered as an important result, and this has become the most significant outcome or positive result that was produced from the community development program that was implemented in the local community of Kampong Sarongge. Two of the positive results below were based on the personal interviews that were done with the local community of Kampong Sarongge, the staff of Green Radio/GIF, and the authority of TNGGP.

1. Mind-set changes of the local community of Kampong Sarongge

Dadan Karyo (2017, personal interview), one of the former forest farmers, explained that before they introduced to many kinds of activities and get involved in different kinds of training, the only one source of income known by the local community of Kampong Sarongge was the agricultural activities in the forest. The limitation of knowledge of the local community included the lack of awareness about the importance of the forest, as the local community only understood that the forest provided some benefits for them. However, after getting involved with some activities that were introduced by Green Radio/GIF such as animal breeding activity and various kind of training, the local community of Kampong Sarongge started to understand that becoming a forest farmer is not the only job that they can do and there is more opportunity outside the forest area.

The changes of the mindset also seen in the way of the local community manage their lifestyle. As already explained in the previous chapter, the local community of Kampong Sarongge did not know how to manage their money. When they were still working as forest farmers, they used to spend their money easily; and when they do not have money, their condition consequently is a mess. However, through the training and new kind of jobs that they are doing currently, they can predict their income and they know how to manage their financial issues well. This condition occurred due to the increase of knowledge owned by them, because of their involvement in the community development program that implemented by Green Radio/GIF.

The local community of Kampong Sarongge also became innovative and know how to develop their product. Through the community development program, the local community of Kampong Sarongge became more aware of technology and

product innovation²³. Entin, the soap maker in Kampong Sarongge, also agreed with the statement earlier where she now understands how to develop and make some innovations for her product. Hence the support and the community development program that were implemented by Green Radio/GIF indeed encourage the local community of Kampong Sarongge with leadership, entrepreneurship, and encouraging them to set up some initiatives to develop their product. This condition also explained that the support in providing the alternative livelihoods for the local community was not only limited to the alternative source of income but also supporting them in increasing their capacity and capability which is greater than only supporting an alternative source of income.

2. Open to the Non-Local People

Kampong Sarongge used to be a closed Kampong, referring to the explanation by Wiwik, the local staff of GIF²⁴. There was a limitation in the interaction between the local community of Kampong Sarongge and the people from outside Kampong Sarongge; also people from the outside neighborhood area. This condition had led the character of the local community to become shy and have a lack of confidence when interacting with the new people or even interacting with non-local people. Every time there were some non-local people comes to Kampong Sarongge, the local community there would just ignore them²⁵.

However, the condition started to change when the tree adoption program began to be implemented by Tosca Santoso and his team. Every interaction-based kind of activity started to be built together with the local community directly. Through the training activities that were implemented by Green Radio/GIF, such as public speaking training, and the chance that was provided by Green Radio/GIF with the establishment of the local community radio, the local community started to become more interactive and more open to the non-local people. The local community started to know how to treat their guests, how to communicate correctly with them, and always being excited every time there is some guest visit their Kampong. Moreover, some of them even became a tracking guide, where they have to explain everything related to the national park to their guests. This illustrates the changing character from the local community of Kampong Sarongge where they become open to the non-local people.

5.2 Problems Faced during the Involvement of Green Radio/Green Initiative Foundation

Despite the positive outcomes resulted from the intervention of Green Radio/GIF through the implementation of the community development program, there are several problems faced by Green Radio/GIF and also by the local community of Kampong Sarongge itself. Although Green Radio/GIF is already involving the local community directly in every planning

²³ Personal interview with Jaenudin, the Head of Neighborhood Association 1 of Kampong Sarongge on 19 August 2017.

²⁴ Personal interview with Wiwik, the local staff of GIF on 16 August 2017

²⁵ Personal interview with Jaenudin, the Head of Neighborhood Association 1 of Kampong Sarongge on 19 August 2017.

activities for the community development program that will be implemented in Kampong Sarongge, still several problems occurred.

1. Expectation for more transparent details of financial arrangement of the funding

Tosca Santoso did explain the details of the tree adoption program before the implementation of the tree adoption program started. Every detail of the program was already explained, including the plans for the management of the funding that was received through the tree adopters. However, the problem related to funding still occurred during the implementation of the community development program. Some of the local community started to ask about the money that should be received for every seed that they planted, which is IDR 59,400²⁶.

During the implementation of the community development program, the funding from the tree adopter became the sources for the implementation of the community development program, including operational cost and accommodation cost that needed to be prepared for every activity that was implemented. However, some of the local community of Kampong Sarongge did not understand the existence of operational cost or accommodation cost that needed to be paid and prepared, every time there was an activity that implemented by Green Radio/GIF²⁷. This condition became the cause of the funding problem between the local community of Kampong Sarongge and Green Radio/GIF, where the local community felt that Green Radio was not transparent about the funding management²⁸. This condition is showing the lack of knowledge that owned by the local community of Kampong Sarongge that become the obstacle for Green Radio in implementing the program to support the process of providing them with an alternative livelihood.

2. Un-sustainable alternative source of Income

Providing the local community with an alternative source of income was the first goal of Green Radio in the beginning in the implementation of tree adoption program. For Tosca Santoso, the founder of Green Radio/GIF, it is essential that the local community leave the area of the national park when the alternative source of income for them is already ready; because the implementation of the tree adoption program had a significant impact on them, which was losing their main source of income. As explained by Cernea, the local community are dependent on land as their source of income, and losing land will affect their income and their livelihood (Cernea 1995: 252).

Some activities then were implemented by Green Radio to prepare an alternative source of income for the local community of Kampong Sarongge. Under the alternative income program, three kinds of activities were implemented which are animal breeding, eco-tourism, and home industry activities. However, it turned out that the development of the alternative source of income program was not going

²⁶ Personal interview with Emi, the former of forest farmer; a sheep breeder, 18 August 2017

²⁷ Personal interview with Jaenudin, the Head of Neighborhood Association 1 of Kampong Sarongge on 19 August 2017

²⁸ Personal interview with Emi, the former of forest farmer; a sheep breeder, 18 August 2017

uwell. For example, from three kind of animals that was developed at the beginning of the animal breeding activities, currently, there is only one of kind of animal that still exists, which is sheep breeding activity. The animal breeding activities for rabbit and bees was already stopped. Referring to the information that was collected through the personal interviews with the local community of Kampong Sarongge; there are several reasons behind the unsustainability of the rabbit and bees breeding activities:

- **Lack of knowledge for managing the animals**

In chapter three, it was already explained that the development for the bee animal breeding was unsuccessful, due to the lack of knowledge owned by the local community about the vulnerability of bees against the pesticides that are used in the agricultural activities. This condition also happened during the implementation of the rabbit breeding activity. The limitation of knowledge that was owned by the local community about handling some viruses or diseases that could attack their animals, also became the cause for the unsustainability of the rabbit breeding activity. All of the animal breeding activities was started with training activity, where the local community was taught about how to taking care of their animal theoretically and practically. However, it seems that the knowledge from the training itself was still not enough in maintaining the sustainability of the program, particularly in this case for maintaining the animal breeding activities.

- **Personal character**

“Not all of the community development program and activities are suitable for every person in the local community” (Cavaye 2015: 8)

The Statement explained by Cavaye above makes it clear that the different characteristics owned by different people makes the community development program not always suitable for everyone. The statement above also indicates the conditions that also happened in Kampong Sarongge and also became one of the reasons for the unsustainability of the animal breeding activities that were already implemented by Green Radio. Dadan Karyo used to be a sheep breeder and Dudu Duroni used to be a sheep breeder and rabbit breeder (2017, personal interview); both are former forest farmers that failed in running the animal breeding activity for their alternative source of income. Dani Wardian, former forest farmer and also the head of the cooperative institution, also failed in running the animal breeding activity for his alternative source of income (2017, personal interview). Characters of the farmers themselves became the reason that affected the process of the implementation for the animal breeding activity itself. As explained by Dadan Karyo (2017, personal interview) that tenacious and diligent are two characters that should be owned by an animal breeder, spending much time in taking care of their animals and looking for the food. Moreover, for a farmer that did agricultural activities for many years, it was not an easy process to become an animal breeder.

3. Maintain the spirit and excitement from the local community

Emma Piper, the former Director of GIF, explained that the most challenging part in the process of assisting the local community of Kampong Sarongge was getting individuals to change their mindset by supporting them to keep their spirit and excitement in the community development program²⁹. The community development program itself was a process of learning, where no money given to the local community. The animal breeding activities themselves are not an activity that will make them have some money monthly. So then it became a challenge to keep motivating the local community to get involved in the community development program. Cavaye explained that the feelings of ownership and motivation are essential characteristics that should be owned by the local community in the implementation of community development program. This became the challenge that was faced by Tosca Santoso and his team under Green Radio/GIF.

Despite the challenges that were faced during the implementation of the community development program and the unsustainability of the alternative source of income program, there was still some positive results that were already explained earlier. The community development program that was implemented by Green Radio might be un-successful in providing the local community of Kampong Sarongge with a sustainable alternative source of income activity. However, they did succeed in changing the character and the mind-set of the local community of Kampong Sarongge.

²⁹ Personal interview with Emma Piper, the former Director of GIF on

Chapter 6 Conclusion

At the beginning of this research, it was explained that the objective of this research was to analyze the role of a social entrepreneur in providing the displaced community an alternative form of livelihood. An increasing role is played by social entrepreneurs in supporting the government to solve social issues, which has made research about social entrepreneurs interesting, as it can give insight into how the role of a social entrepreneur could support and help to solve social issues.

Kampong Sarongge was chosen because of the significant social issues that need to be handled. After losing their source of income due to the forest preservation program that was implemented by Indonesian Government, the role of Green Radio/GIF as a social enterprise that owned by a social entrepreneur was significant in helping and support the local community in helping them to provide an alternative source of income. Moreover, the role of Green Radio/GIF in the local community of Kampong Sarongge itself was not only limited to the alternative source of income, but also with some activities or program that could increase the capacity and the quality of life for the local community of Kampong Sarongge.

Using some theoretical review that explained the understanding of social entrepreneur, a social entrepreneur was seen as an actor that could help tackle the social issue or social need by providing some activity or program. Moreover, the existence of social entrepreneur in handling the social issue or social need can also be understood as a response to the incapability of the government in handling the social issues (Kirzner as cited in Zahra et al. 2009: 525). The existence of Green Radio in the local community of Kampong Sarongge, implementing the tree adoption program, could be seen as a response to the incapability of the government in handling the social issue. The inflexibility of the authority of TNGGP became the opportunity for the social entrepreneur, which is, in this case, is Tosca Santoso with his social enterprise named Green Radio, to get involved and solve the social issue in the local community of Kampong Sarongge.

A “one-by-one” (Jaenudin 2017, personal interview) method was the strategy that was used and developed by Green Radio/GIF in approaching and developing the community development for the local community of Kampong Sarongge. Green Radio/GIF encouraged the local community to have an active participation and direct contribution in the planning process of every activity or program that would like to be implemented in Kampong Sarongge. Green Radio/GIF here were playing a role as a facilitator, providing them with some program and activities. However, the local community itself then became the one that directly engaged in the activities. As stated in chapter two, regarding the explanation about the community development program, that it is essential to directly involve the local community in the community development program (Cavaye 2001: 111).

However, Green Radio/GIF itself did not work by themselves in assisting the local community. Tosca Santoso as a social entrepreneur also needs and supported by other organizations in the implementation of every activity under the community development program. Realizing the limitation of knowledge owned by them as a social entrepreneur doing business in media broadcasting, the contribution by other organizations and institutions was helpful in the implementation of every activity. Partnership and collaboration hence also become the critical point in the community development program. Through collaboration and partnership that was done by Green Radio/GIF, every community development program

could be implemented successfully and effectively with the sharing knowledge system, funding, and also some facilities that provided by their partners.

Starting the program in 2008 with the implementation of the tree adoption program, two kinds of community development program have been developed and implemented in the local community of Kampong Sarongge, which is the alternative source of income program and skills development program. The first goal or mission by Green Radio was to prepare and support an alternative source of income for the local community that was losing their jobs due to the forest preservation program that implemented by the Indonesian government. Green Radio was indeed providing the local community with an alternative source of income – which was already explained in chapter three – such as animal breeding activity, eco-tourism, and home industry. However, it was turned out that some of the animal breeding activities could not be sustained due to some reason which is lack of knowledge and personal character that also explained in chapter five. In this case, it can be said that the animal breeding activities were not fully effective as an alternative source of income for the local community of Kampong Sarongge. But, there are still other two kinds of an alternative source of income activities that are still running now, which is the eco-tourism activity and home industry.

Despite the unsustainability of the alternative source of income that already implemented by Green Radio/GIF, some other positive results can be seen from the implementation of the community development program by Green Radio/GIF. The positive results that can be seen clearly is the change of the character of the local community of Kampong Sarongge in general. As already explained above, two kinds of positive results are the mindset changes from the local community where they become more flexible also innovative and becoming more open to the non-local people. The positive result is essentially a result that could help the local community with their lives in the long-term period. The positive result that felt by the local community could help them to become more adaptable to their environment. Not only that, the result above could also help them find a job more easily, because of their character that becomes better able to see opportunities and even become more innovative.

Through the positive results from the involvement of Green Radio in the local community of Kampong Sarongge, it can be said that a social entrepreneur indeed could help the government in handling social issues that could not be handled by them. Having a partnership with a social entrepreneur could decrease the jobs that should be done by the government. This case study can be said to prove that a social entrepreneur could help the local community in solving their problem, through providing them with an alternative form of livelihood.

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Appendices

Appendix A: List of Informants

| No. | Institutions | Names | Roles | Interview Date |
|-----|---|----------------|---|----------------------|
| 1 | Local Community of Kampong Sarongge | Dadan Karyo | Former of forest farmer; agricultural farmer | 17 August 2017 |
| 2 | | Dudu Duroni | Former head of forest farmers group | 20 August 2017 |
| 3 | | Emi | Former of forest farmer and sheep breeder | 18 August 2017 |
| 4 | | Entin Kartini | Member of Soap Production | 18 August 2017 |
| 5 | | Wawan Sudrajat | Former of forest farmer; trakking guide | 17 August 2017 |
| 6 | | Epon | Wife of Mr. Dadan Karyo; member of Handcraft group | 16 August 2017 |
| 7 | | Mus | Former of forest farmer; sheep breeder | 18 August 2017 |
| 8 | | Dani Wardian | Former of forest farmer; Head of Cooperative Institution | 17 August 2017 |
| 9 | | Jaenudin | Head of Neighborhood Association 1 of Kampong Sarongge | 19 August 2017 |
| 10 | | Ucup | Former of forest farmer; sheep breeder | 18 August 2017 |
| 11 | Green Radio/GIF Team | Tosca Santoso | Founder of Green Radio and Green Initiative Foundation (GIF) | 16 August 2017 |
| 12 | | Nita | Former Station Manager of Green Radio; Board of Commissioner of GIF | 7 September 2017 |
| 13 | | Emma Piper | The former Director of GIF | 13 September 2017 |
| 14 | | Wiwik | Local staff of GIF | 16 August 2017 |
| 15 | The authority of TNGGP | Sumarto | The former head of TNGGP (2009-2011) | 24 August 2017 |
| 16 | | Dadi Hariyadi | The staff of TNGGP | 24 August 2017 |
| 17 | | Ali | The staff of TNGGP | 21 August 2017 |
| 18 | | Adison | The current head of TNGGP | 21 August 2017 |