



Sustainable Partnership Between Farmers and Companies in the PT Sido Muncul Tbk Spice Village Program

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Abstract. The Spice Village Program has been a partnership program between farmers and PT Sido Muncul since 2014 to improve farmers' welfare and ensure the availability of raw materials. The sustainability of the partnership program is largely determined by the relationships that exist and the roles of the stakeholders involved. The concept of the Triple Bottom Line (TBL) by Elkington is closely related to the sustainability of the CSR program because in addition to profit the company also pays attention to people and the planet (3P). The stakeholder theory is used to analyze the role of stakeholders involved in the Spice Village Partnership program. This research aims to analyze PT Sidomuncul's CSR program and analyze the partnership pattern between cardamom farmers and the company. The research method uses qualitative research data analyzed using *the interactive model* according to Miles and Huberman through the stages: (1) Data Collection; (2) Data presentation (3) Data reduction and (4) Conclusion. Data collection uses observation, in-depth interviews, and documentation. Primary data was obtained through interviews with the company and administrators of the Kridoyuono farmer group in Cilongok Banyumas. Secondary data is used to complement primary data obtained through documents related to PT Sido Muncul's CSR (Annual Report and Sustainability Report) and other related documents. The results of the research show that the CSR carried out by PT Sido Muncul aims to increase the capacity of partner farmers through community development programs. The CSR program continues with the farmer partnership program so that in addition to implementing TBL (people, profit, planet) partnerships are also added. The stakeholders who play a role in this program are companies, farmers, farmer groups, and the government. The partnership pattern that is formed is integrative which makes the relationship between partners need each other where farmers become raw material suppliers for the herbal medicine industry and companies get supplies of quality raw materials.

Keywords: Farmers, Companies, CSR and Partnership.

1 Introduction

CSR programs have a significant impact on beneficiaries in improving socio-economic and agro-environmental conditions [1]. The implementation of CSR starts with *charity, philanthropy, and corporate citizenship* so it needs to get public attention so that CSR can contribute to sustainable development. In developing countries CSR contributes to the achievement of SDGs, this can be seen from the long-term socio-economic impact on poverty alleviation and job creation [2]. In practice, CSR in Indonesia is generally still charitable *and* philanthropic, while CSR practices that are truly in the form of community empowerment programs *have* not been widely implemented. According to [3] CSR success is largely determined by how the company interacts with the community. This includes the need for two-way communication and the active involvement of the state controller to address community perceptions and concerns about program sustainability. The development of CSR until now has not provided a common definition. This is because the company's main goal is profit and CSR is considered a program that will reduce the value of company profits. The public's point of view regarding CSR activities in developing countries is controversial. Differences in perception are related to the company's motivation to carry out CSR [4]. It is indicated that the implementation of CSR is still charitable (assistance) which aims to shape the image and reputation of the company. This CSR motive results in short-lived programs that do not have a sustainable impact on the surrounding community [5]. Through CSR, companies only fulfill *stakeholder* expectations and aim to improve their reputation [6]. Elkington (1997) in his book "*Cannibals with Fork, the Triple Bottom Line of Twentieth Century Business*" states that sustainable CSR includes three aspects known as *the Triple Bottom Line* (TBL). This concept is known by aligning the three aspects of Profit, People Planet in the company's CSR program so that apart from being profit-oriented, companies must pay attention to the welfare of the people (people) who are affected by the company's activities by paying attention to environmental sustainability (planet). TBL can be a reference for companies to determine CSR strategies, taking into account both positive and negative impacts on economic, social, and environmental aspects [7] Companies can contribute to sustainable development by carrying out CSR programs that are holistic, integrated, and pay attention to long-term benefits. Sustainable development goals are aligned with the TBL concept of CSR [8]–[10]. In Indonesia, policies regarding CSR are contained in the Limited Liability Company Law. Number 40 of 2007 which mandates companies to carry out CSR. CSR policy in Indonesia has two weaknesses, namely the limitation of companies that are required to carry out CSR, only corporations whose business fields are related to natural resources and there are no clear provisions for sanctions in implementing these policies [11], [12] The involvement of companies, governments and beneficiaries is very needed for CSR sustainability. The sustainability in question is that the program must have an impact on the community in the long term and not just continue to assist. The interdependence between stakeholders gives rise to their respective roles in participating in CSR activities according to their functions. According to [13]. The similarity between the CSR concept and stakeholder theory is that CSR emphasizes the importance of incorporating community interests into busi-

ness operations. There are common elements – Purpose, Value Creation, and Stakeholder Interdependence – that make corporate responsibility a unified whole. Stakeholder theory states that there is interdependence and creating value for one stakeholder will create value for other stakeholders so that each stakeholder has a role according to its function.

PT Sido Muncul is a company in the field of herbal medicine and herbal medicine that has carried out a CSR program as a form of social responsibility to the community. The Spice Village Program is a partnership program established in 2014 to improve the welfare of the community, especially partner farmers, and meet the supply of raw materials through local farmers [14]. PT Sido Muncul's sustainability strategy is to integrate sustainability as the core of all operational activities. In addition to motivating suppliers and business partners to implement sustainability as part of their business activities and participate in an integrated and sustainable supply chain.

One of PT Sido Muncul's CSR programs is the cardamom spice village in Cilongok District, Banyumas Regency, this program is a partnership program between the company and cardamom farmers as a supplier of raw materials for the herbal medicine industry in the form of *simplicia*.

Sustainable partnerships make farmers not completely dependent on the company. Farmers are more modern in managing their farming business, but there are several obstacles in partnerships, namely differences in interests between partnered stakeholders and monopolistic exploitation due to the bargaining power of buyers, unfair payments for agricultural products, and high input costs due to constant demand for high quality. [15]–[17]. An interdependent and sustainable partnership must be based on shared values which are the commitment of the stakeholders involved to the success of the partnership [18]. Corporate social responsibility creates a competitive advantage especially related to social innovation [19]. The integration of CSR programs and partnerships needs to be analyzed so that this study aims to: (1) analyze PT Sido Muncul's CSR program and (2) analyze the partnership pattern between cardamom farmers and the company.

2 Tools and Method

This research was conducted in January - March 2023. This research took a case study on the CSR of PT Sido Muncul Tbk because this company has implemented a CSR Partnership with farmers as suppliers of raw materials. The research location was at the company PT Sido Muncul Tbk and the Kridoyuono farmer group, Sambirata Village, Cilongok District, Banyumas Regency, Central Java. The research method uses a qualitative interactive model approach according to Miles and Huberman. The data analysis stage includes Data Collection, both primary data and secondary data. Primary data was obtained through interviews, observation, and documentation.

In-depth interviews with PT Sido Muncul Tbk CSR division employees including Public Relations (2 informants), Comdev (1 informant) and partnerships (1 informant) as well as management of the kridoyuono farmer group (2 informants) and partner farmers (2 people). Secondary data includes PT Sido Muncul's sustainability reports

for 2020, 2021, and 2022, BPS data, and other supporting documents. A qualitative approach was chosen as an analysis to produce complete, contextual data to answer the research objectives. Data triangulation was carried out to obtain valid and reliable data. Triangulation was carried out by (1) collecting information through in-depth interviews with respondents, namely employees of the CSR section of PT Sido Muncul; (2) cross-checking the results of interviews with company employees by conducting follow-up interviews with company partner farmers in Sambirata Village; (3) complement the interview results with secondary data sources related to this research, whether from the internet, company data or farmer group data.

Presentation of data, namely the process of selecting, focusing, simplifying, and making data abstractions from field notes, interviews, and transcripts of various documents. Data reduction is a process of selecting, focusing, and simplifying field notes that have been obtained from data collection. Conclusions/Verifications can be given if researchers have understood various things encountered in the field.

3 Term and Discussion

3.1 Overview of PT Sido Muncul's "Spice Village" CSR Program

PT. Sido Muncul Tbk is an herbal medicine and pharmaceutical industry company located on Jl. Soekarno Hatta km 28, Bergas District, Klepu, Semarang. Jamu is an original Indonesian cultural heritage that has developed widely into a big business by PT Sido Muncul while maintaining local wisdom that is known both nationally and internationally. The supply of raw materials for the herbal medicine industry accommodates harvests from local farmers who are PT Sido Muncul's partners to guarantee the supply of industrial raw materials while maintaining food quality and safety. The availability of herbal medicine raw materials (*simplisia*) is 75% obtained from suppliers (wholesale traders) and the remaining 25% is obtained from partner farmers. The form of PT Sido Muncul's CSR program includes *Charity*, *Capacity Building*, and *Community Empowerment*. CSR is not just about maintaining the company's reputation, but also creating economic sustainability by involving the community or *stakeholders* in its business activities. The CSR program at PT Sido Muncul is the implementation of company policies contained in the company's vision and mission and is spelled out in the "Sido Selaras" policy. The Sido Harmon policy is sustainable as a form of company commitment which is manifested in compliance with regulations and laws. national invitation regarding CSR and internationally applicable provisions through ISO 26000 as a global standard for implementing CSR.

Policy Sido appears aligned based on the 5 Pillars of Sustainability, namely environmental preservation, inclusive business, employee welfare, product integrity, and sustainable supply. In supporting the policy on the fifth pillar, namely sustainable supply, since 2014 Sido has created the Rempah Village CSR program. Rempah Village is a CSR program from PT Sido Muncul Tbk which is integrated with the farmer partnership program as a supplier of industrial raw materials. Determining the location of spice villages is based on village characteristics, superior commodities, and potential. Sambirata Village, Cilongok District, is a village with cardamom commodi-

ty potential. This is supported by the geographical conditions of the village, which is located in a highland area on the slopes of Mount Slamet, making it suitable for cardamom cultivation.

The implementation of PT Sido Muncul's CSR program is in line with the Sustainable Development Goals (TPB) and the Elkington concept of *the triple bottom line* which relates to three important elements, namely people (social justice), planet (environmental quality), and profit (economic welfare). The company is not only profit-oriented but has a concern for supporting the achievement of sustainable development goals, namely the goal of ending poverty, reducing inequality, and protecting the environment. The CSR program is designed as a long-term program through empowerment and partnership by building motivation, increasing the capacity of partner farmers, and providing opportunities to become part of the company's supply chain.

3.2 The implementation of PT Sido Muncul's CSR

People. Stakeholders involved in CSR programs, both internal and external stakeholders, each have a role to play in supporting the achievement of program success. Until the end of 2022, PT Sido Muncul has 19 Partner Farmer groups consisting of 2,378 farmers who contribute to supplying most of the raw material needs for herbal plants such as cardamom, stevia, menta, sembung, ginger, Tribulus Terrestris, purwoceng, cinnamon and ules *wood* (SR.). Before becoming partner farmers, the company carried out empowerment programs aimed at increasing the capacity of farmers. Empowerment is carried out by conducting counseling, training, and mentoring carried out by the facilitator of the company's CSR section. Partner farmers are grouped into three clusters which aim to facilitate development and evaluate the empowerment that has been carried out. All partner farmers are directed and assisted to become independent partner farmers so that they can become business partners in fulfilling the supply of herbal raw materials.

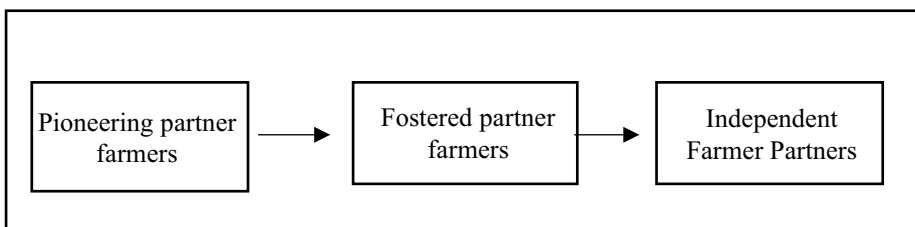


Fig. 1. Cluster of PT Sido Muncul partner farmers

Planets. The form of company's concern for environmental sustainability is contained in policies and implemented in the company's operational activities and CSR programs. Company policies in implementing high compliance standards in environmental management include: reducing greenhouse gas (GHG) emissions, increasing energy and water efficiency, implementing a management system in environmental management, implementing a good waste management system and reducing waste pro-

duction, encouraging environmental awareness to all stakeholders and maintain the sustainability and diversity of herbal plants.

The form of implementing environmental sustainability in the Spice Village CSR program is through the application of an eco-agroforestry system to cardamom cultivation in the Kridoyuono farmer group which is planted in a forest area on an area of 79 ha. Eco-agroforestry is a sustainable agricultural system that uses forests as productive land without cutting down trees. Cardamom plants are planted under stands because cardamom requires a canopy or shade of at least 70% to maintain moisture to grow properly. Thus, the risk of clearing land by logging can be avoided and the forest remains sustainable even if it is used for economic interests [20]. Cardamom farmers were also given training in making liquid organic fertilizer from agricultural waste. This aims to reduce chemical fertilizers in cardamom cultivation while at the same time being able to utilize agricultural waste.

Profit. The company can achieve financial targets while carrying out social responsibility towards the environment and the beneficiary communities, which is the company's commitment to achieving sustainability. CSR activities are related to the financing issued by the company. The company calculates the amount of CSR funds with the benefits received by the target community. Apart from being profit-oriented, the company shows concern by budgeting funds for community empowerment programs, and increasing capacity so that farmers will be able to become partners in supplying raw materials according to company standards. Cardamom partner farmers benefit from the Spice Village program because it makes it easier to access cardamom marketing and prices according to the market. The spice village program in Cilongok District, Banyumas, economically, through its sales to companies, can have an economic impact on farmer groups and village communities in general. Cardamom (*Amomum Cardamomum L*) is one of the horticultural agricultural products, especially spices which have great potential. Cardamom is known as the queen of spices, *this* is because cardamom is the third most expensive export commodity in the world after saffron and vanilla. In addition, cardamom is a type of spice plant that not all countries can cultivate because it is only suitable for growing in certain environments [21]–[24].

Partnerships. Originally, Sido Muncul's goal of partnering was to supply raw materials through local farmers. To guarantee the supply of raw materials and contribute to the welfare of farmers, this program collaborated with a CSR program through the Spice Village. The relationship between companies and farmers is not only temporary through CSR programs but has a long-term impact as business partners in the industrial raw material supply chain. Before becoming a supplier, farmers are given capacity building to be able to produce products according to company standards. Partnerships provide benefits for the partnering party, the company gets continuity in the supply of raw materials, and makes it easier for the company to monitor the quality of raw materials starting from the farmer's location. For farmers, it will facilitate market access, capital, and technology transfer provided by the company. Partnerships are

social relationships that are built based on mutual trust so that relationships between individuals, business relationships, and organizations provide support from the aspects of information, needs, finance, and social support. [25] states that a successful partnership is influenced by the attributes of the partnership, communication behavior, and conflict-resolution techniques. Partnership attributes are partnership principles implemented by partnering parties to understand any dynamic changes in the partnership process so that it remains sustainable.

3.3 Partnership pattern between cardamom farmers and companies

The partnership between cardamom farmers in Banyumas and PT Sido Muncul has been established since 2019. The problem with farmers in cardamom cultivation is that farmers have difficulty meeting the cardamom quality standards required by companies, especially regarding water content. This is because the condition of the area in Sambirata is a highland area so humidity is high. Before partnering, farmers planted cardamom traditionally and only planted empty land. The potential that it has as a cardamom-producing area has made PT Sido Muncul provide superior seeds and assistance starting from cardamom cultivation to post-harvest. Overcoming difficulties in drying cardamom CSR is provided in the form of a drying machine to make it easier post-harvest. Before becoming a partner farmer, empowerment was carried out to increase the capacity of cardamom farmers. Farmers partner with companies through farmer groups to facilitate the collection of production results and transactions made with PT Sido Muncul. Stakeholders involved in this partnership include farmers, farmer groups, government, and companies. The following is the role of each stakeholder

Table 1. The role of stakeholders

Stakeholders	The role of stakeholders
Partner farmers	Who produce herbal medicine raw materials According to company request
Farmer groups	A vehicle for discussion and learning for farmers Accommodate farmers' harvests
The government	Regulates CSR regulations and policies
The Company	Assist partner farmers Purchase partner farmers' harvests

The stage after farmers are given training and assistance is to enter into a cooperation agreement with partners. The partnership formed between companies and farmers is mutually beneficial. According to Austin, partnerships proceed through four stages, namely: philanthropic, transactional, integrative, and transformational stages [26]

The philanthropic collaboration stage is the stage of cooperation in which the direction of resource flow is one-sided, flowing from corporations to non-profits.

Transactional collaboration stage in transactional relationships, the direction of resource flow shifts from unilateral to bilateral. The partners have linked interests in creating value.

The integrative collaboration stage is much more complex and organic than transactional collaboration. Collaboration in this stage requires more valuable resources and demands more managerial and leadership effort as well as a much deeper commitment.

Transformational Collaboration Stage In this most advanced collaborative stage there is shared learning about social needs and the role of each partner in meeting these needs. Partners not only agree on relevant social issues for both but also aim to provide transformation through social innovation.

	Stage I	Stage II	Stage III	Stage IV
NATURE OF RELATIONSHIP	<i>Philanthropic>Transactional>Integrative>Transformational</i>			
• Level of Engagement	<i>Low←-----→High</i>			
• Importance to Mission	<i>Peripheral ←-----→Central</i>			
• Magnitude of Resources	<i>Small←-----→Big</i>			
• Type of resources	<i>Money←-----→Core Competencies</i>			
• Scope of Activities	<i>Narrow←-----→Broad</i>			
• Interaction Level	<i>Infrequent←-----→Intensive</i>			
• Trust	<i>Modest←-----→Deep</i>			
• Internal change	<i>Minimal←-----→Great</i>			
• Managerial Complexity	<i>Simple←-----→Complex</i>			
• Strategic Value	<i>Minor←-----→Major</i>			
• Co-creation of value	<i>Sole-----→Conjoined</i>			
• Synergistic value	<i>Occasional←-----→Predominant</i>			
• Innovation	<i>Seldom←-----→Frequent</i>			
• External system change	<i>Rare←-----→Common</i>			

Fig. 2. Stages of partnership Source [26]

The partnership stage between the cardamom partner farmers and PT Sido appears to be at the integrative stage. This can be seen from the joint commitment of the partnering parties and is stated in the cooperation agreement. The company makes partner farmers as part of a business strategy that acts as a supplier of industrial raw materials for cardamom commodities. This partnership program has succeeded in increasing the economy by supplying farmers with IDR 7 billion from cardamom cultivation in the last 3 years, accompanied by savings in fertilizer costs of IDR 17 million due to using banana peel waste fertilizer into liquid organic fertilizer. The existence of social innovation and the creation of shared value indicates a sustainable collaborative partnership between the company and partner farmers.

The partnership pattern between Sido Muncul involves the existence of local institutions (farmer groups) whose role is to facilitate, facilitate farmers' access to the company and accommodate farmers' harvests for sale to PT Sido Muncul. The partnership patterns formed are as follows:

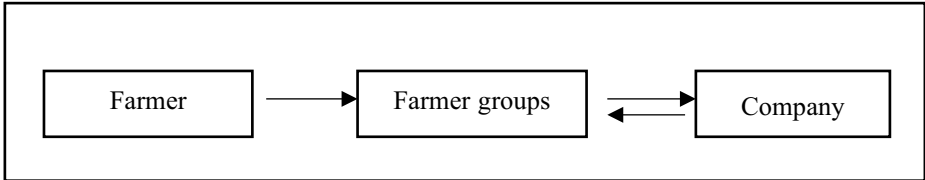


Fig. 3. Partnership patterns

4 Conclusion

The CSR program carried out by PT Sido Muncul for Banyumas cardamom farmers is to increase the capacity of farmers through community development. The program is carried out through the empowerment, training, and mentoring of farmers. The implementation of *the Triple Bottom Line* (People, Profit, Planet) adds partnerships. The CSR program is continued with a partnership program through spice villages which makes cardamom farmers become company partners to supply raw materials for the herbal medicine industry.

Stakeholders involved in the partnership include farmers, farming groups, government, and companies. The partnership pattern that is established is integrative through the existence of a commitment through cooperation agreements with farmers as suppliers to become part of the company's business strategy.

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