

COMMUNITY DEVELOPMENT PLANNING OF PT ELVA PRIMANDIRI'S REVITALIZATION OF LIMBANGAN TRADITIONAL MARKET PROJET

R. Dimas Dwinovanto Putra and Bambang Rudito
School of Business and Management
Institut Teknologi Bandung, Indonesia
raden.dimas@sbm-itb.ac.id

Abstract—Quiddity of a man as social being, supporting human to live together and perform trading. Trading activity which continue to evolve, driven human to create trading instruments, one of which is the market, and more specifically, traditional market in Indonesia. It is believed that the Traditional Market is a driven factor of the economic wheel. Development of traditional market began to found barriers because of many factors underlying, starting from consumer lifestyle changes to the not-representative infrastructure condition. It is feared that the traditional market will die in the future. Revitalization of Limbangan Traditional Market Project hosted by the Local Government of Garut is a project that engages the sustainable development. The author conducted a study of community development planning activities to be carried out by PT. Elva Primandiri. As a company, PT. Elva Primandiri has social responsibility that must be met in addition to activities that aim to financial profit. Social responsibility is something that is associated with engagement with stakeholders and local communities. The author conducted an applied research with qualitative method which is social mapping that aimed to plan a program. This research includes the capability of the project, society ethnography, social network analysis, and focus group discussion (FGD). The output of this research are the management plan for community development and community development programs.

Keywords— *traditional market revitalization, social capital, community development, sustainable development, stakholders, social mapping, empowerment*

Introduction

human being, it is no secret that all forms of culture, living arrangement, and social systems are formed due to the interaction and conflict of interest between one human being to another. It was realized, that they need other humans to be able to meet their own individual needs. This will lead to human interaction, which will lead to the exchange activity in the society. "In the history of the life society, "according to Rudito" the exchange has occurred in all aspects of life and is mostly caused by human nature as social beings who need others in their lives wading"(2013: 7). The principles of exchange were found since the olden days has become one of the basic human need as social beings.

Economic transactions conducted by the seller and the buyer cannot be separated from human life. People need for various things eventually created an instrument called market. For generations, market as the instrument of trading place allows the seller to sell the type of goods, services, and information. Since a long time, Indonesia has a traditional market that provides a wide range of commodities and allow the traders bargain for the price. Highly believed, Indonesia's Traditional Market affect the people's economy because of its direct effect to the price of local goods and services.

In addition to functioning as a center of economic transactions, Indonesia's Traditional Market also serves as a gathering place for local citizens. The lack of proper management of the various activities, makes traditional market become dirty, chaotic, and not representative as an instrument of domestic economic. Public prejudice against traditional market in the era of globalization, makes people switch to the more convenient modern market. Revitalization of the traditional market aims to revive traditional markets in order to compete with modern market and to maintain the tradition along to maintain the growth of traditional market from drastically decrease.

Limbangan Traditional Market is located in Jalan Raya Limbangan, Kp. Sindang Anom, Kecamatan Blubur Limbangan, Kabupaten Garut. Limbangan Sub-District is located near the border between Garut District and Bandung District. Passed by the provincial roads, making the market became the center of local community activity. Culture heritage of Sundanese strong Islamic traditions inherent in most local people. Limbangan traditional market are also a destination of people outside the sub-district, as an example are people from Cibiuk, Cicalengka, or Tasikmalaya.

PT. Elva Primandiri, as the winner of the Auction of Public Private Partnership for Revitalization of Limbangan Traditional Market, has been appointed by District Governments of Garut with Build – Operate – Transfer partnership system for 20 years. PT. Elva Primandiri, as the developer of Limbangan Traditional Market for 20 years should apply the community development for Limbangan Traditional Market as well as Limbangan local communities. The programs that will be applied is expected to develop the communities of Limbangan towards a better society.

Literature Review

Community Development

Corporate are required and compulsory to carry out a development, Corporate Social Responsibility (CSR) emerge as a context of how business can contribute widely and specifically to sustainability development towards elements of the company and the surrounding communities. World Business Council for Sustainable Development (WBSD), a business institution forum initiated by the United Nation, define CSR as "continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their family as well as of the local community and society at large (1999)".

Many people equate CSR with community development, whereas factually the community development is a part of CSR. CSR has a very wide scope, which is the entire internal and external stakeholders related to the corporate, while community development targeting a very specific interest group, which is the community. The circumstances of globalization, encourage the dynamics of social cultural movement in the society quickly and varies. This requires a community development activities from the corporate as a part of the social responsibility and span the corporate life in the society. As a requirement that must be carried out by the government and private sector, or the company's vision to maintain sustainable social profit and financial profit, community development is a part of the social responsibility that needs a proper assessment to be conducted. Programs that will be implicated is expected to escalate social capital required for further sustainability development. Both governments, corporate, and local communities should be able to align visions of community development program being executed.

This research aims to determine the action plan of the community development program that is appropriate to be applied by the company. It is needed to know that well-developed community development programs have a cycle steps to be able to evolve, applied, and reached it goals and also to plan for the next program. Based on Rudito and Famiola (2013), general scope of community development programs can be divided into three categories which would work together as an overall, the three categories can be described as follows:

- ✓ **Community Relations**, i.e. activities related to the development of understanding through communication and information to the relevant parties, such as frequently exchange ideas between company members with the local community, or frequently build meetings. In this category, program is more likely lead to company charity. Activities regarding social relationship between company and local communities is basically activities that must be performed first in terms of the relationship between the company and the local community. From this relationship, it can be developed a deeper relationship related to how to assess the needs and problems that exist in the local community so that the company can implement further programs.
- ✓ **Community Services**, i.e. services from the company to meet the community interest or the public interest. It can be shown with the physical development on several sectors, such as religious, education, transportation, and others. The core of this category is to provide the needs that exist in the community and solving problems that exist in the community by the community itself, while the company is only as facilitators of solving existing problems in society.
- ✓ **Community Empowerment**, i.e. programs related to provide greater access to the public to support their independency, such as forming the cooperation union, other small industrial enterprises which naturally supports the social orders and the company gives access to the society in order to sustain. This category is essentially deeper than community services, it concerns the sustainability and activities embedded in social institutions that exist in society. Thus, in this category, community independence is the major objectives of the community development program. Aside from the community can capture and solve the problem itself, the community can implement programs independently with access inducement given by the company in the community development program. This category is basically through the stages of other categories such as performing community relations at first, which then develop in community service with all methodology, and then deepened through the availability of social institutions that have been born and appeared in the community through this category.

IFC Performance Standard

Fundamentally, this research will use IFC's performance standards as the CSR theoretical indicators because of the completeness and ease of application on this project research. As a part of Corporate Social Responsibility (CSR), Community Development can fathom the sustainability framework used as an international standard for the programs applied. IFC's sustainability framework articulates the corporate strategic commitment to sustainability development. Based on the IFC's Performance Standards, the eight Performance Standards to establish a sustainable development objectives of the company are:

Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts

Performance Standard 2: Labor and Working Conditions

Performance Standard 3: Resource Efficiency and Pollution Prevention

Performance Standard 4: Community Health, Safety, and Security

Performance Standard 5: Land Acquisition and Involuntary Resettlement

Performance Standard 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources

Performance Standard 7: Indigenous People

Performance Standard 8: Cultural Heritage

Stakeholders

Stakeholders can be recognized from the issues that have been identified prior to the analysis. Social mapping through the society environment and influential actors within a community are performed to determine the importance and influence of these actors. Explicitly, stakeholder attributes can be seen from the following factors:

- ✓ **Legitimacy**; commonly referred as recognition from the society.
- ✓ **Power**; the power of the individuals or group to affect the programs and social issues.
- ✓ **Interest**; the interests of individual or group towards social issues or programs and the degree of importance of their interest.

Based on AccountAbility 1000 Stakeholder Engagement Standard (AA1000SES), the term stakeholder engagement is the process used by an organization to engage relevant stakeholders for purpose to achieve accepted outcomes to spans the project life. Based on the AA1000SES, principles of stakeholder engagement are:

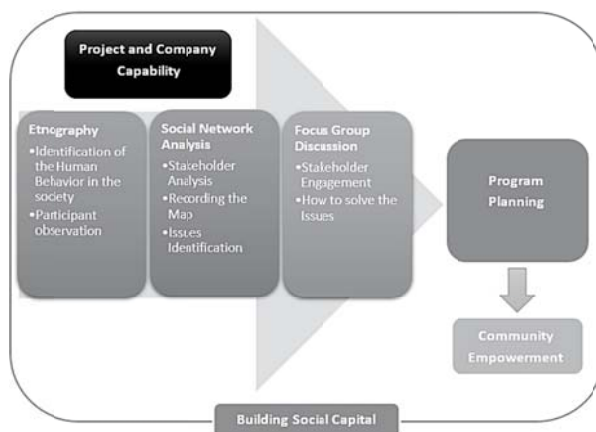
- ✓ **Inclusivity** – For an organization that accepts its accountability to those on whom it has an impact and who have an impact on it, inclusivity is the participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.
- ✓ **Materiality** – Materiality is determining the relevance and significance of an issue to an organization and its stakeholders. A material issue is an issue that will influence the decisions, actions and performance of an organization or its stakeholders.
- ✓ **Responsiveness** – Responsiveness is an organization's response to stakeholder issues that affect its sustainability performance and is realized through decisions, actions, and performance, as well as communication with stakeholders.
- ✓ **Accountability** – Acknowledging, assuming responsibility for and being transparent about the impacts of your policies, decisions, actions, products and associated performance. It obliges an organization to involve stakeholders in identifying, understanding and responding to sustainability issues and concerns, and to report, explain and be answerable to stakeholders for decisions, actions and performance. It includes the way in which an organization governs, sets strategy and manages performance.
- ✓ **Sustainable Development** – development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Brundland, 1987).

Issue Identification

Generally, issues itself is dynamic, therefore companies are required to be sensitive and adaptive to the problems in society. Issues can be recognize with social analysis, some of which are: observation, key informant interviews, focus group discussions, information media, and social mapping instrument. Based on issues identification theory, the corporate can conduct an analysis of the issues by performing the following steps: (i) identification; (ii) categorization; (iii) analysis; (iv) response options.

Methodology

This research is limited to create community development program planning, which is conducted in the assessment step and planning step in the community development cycle. For that purpose, the method that used in this research is a qualitative method by conducting social mapping:



Project and Company Capability

In this first step, description of the project and the company capability towards the project will be described in full. Activities conducted and planned during the construction and post-construction period will be provided for the purpose of the basis of program which related to community development of the society. This step will clearly illustrate the activity of the company and its requirement with the post-construction management activity.

Ethnography

This step is for conducting the research to identify the ethnography of the society. By identifying the ethnography, the human behavior in the society can be detected, and the cultural heritage and conditions of the society can be used as a data to conducting the analysis. The social capital indicators and community elements will be clearly visible. The technique of participant observation and data collection will be used.

Social Network Analysis

Recording the mapping and conducting the analysis of the data is applied in this step. Analysis of the data gathered in the first step can be used to identify the stakeholders and their influence toward the project. Issues will be identified and classified. Data about dominant or not dominant person or group will be analyze and resulting the stakeholders analysis.

Focus Group Discussion

This step is about collecting people or stakeholder to solve the community's issues not only between the people and company, but also among the people themselves. The issues will be appraised, and the solving method will be introduced as a program. The stakeholder will be engaged to make well-developed cooperation system for the purpose of the community development program planning.

Program Planning

The program planning is an action plan which is the objective of this research. The program planning will be used to build social capital in the community and through the empowerment of the local people by conducting the community development steps. This research scope will be limited to planning the program, and all of application and evaluation steps will not be covered but only mentioned.

Data Analysis

Socil Mapping Results

First is the brief explanation of the project. Revitalization of Limbangan Traditional Market is basically a program in community development line conducted by local governments. This program aims to develop the local community with the improvement of the instruments by partnering with private sector. EP should prepare programs that can be interpreted as empowering the community, due to public-private partnership system for 20 years. Generally, EP has 2 two main activities which are divided into 2 periods, construction period activity and post-construction development activity. Directly after the construction period is finished, EP will starts the building management and marketing activity. Construction period been implemented to the limit of 15 months, while the post-construction development will lasts for 20 years.

The second are the layers of ethnography of the project surrounding area. Limbangan belongs to local community area called Sundanese which is tied by domination of Islamic religion. Limbangan is known as Islamic student (*santri*) city, whereupon plenty of Islamic education established, such as: *pesantren*, madrasah, Quran education central, etc. Thick religious nuances felt in the culture of trading activity, as shareholders often employs trustworthy person in a subjective perspective, usually a family relatives. These culture may be often seen in Limbangan traditional market, where a lot of family relatives involve in trading business. This condition occurred despite the factors that support it are the wishes of the family, not because of the willingness nor skills of individual actors. Another example is obtained from sales activity conducted by developer. When developer starts selling the unit during the construction period, there are few figures stating that the activity was forbidden and called *haram*. This occurred because the prevail understanding on these figures interpret that the sale of goods that have not yet shaped in accordance with the promised words are forbidden in the Quran. In this case, differences in view towards the business investment between urban communities with part of local community obviously visible.

Patterns of life conducted out by most people of Limbangan, much remains to be carried out on the basis of hereditary. Strong mechanic solidarity occurred in most sectors of livelihood, especially in the territories of agriculture which is the most dominance sectors. Most field workers in Limbangan, teach farming and tilling skills to their descendants, due to the status of the land inheritance.

The way of speak with gentle speech and courteous words, with polite sundanese language, considered by the society as guidance to establish good communication with the other. Social jealousy and oppressed feelings against the immigrant is one of the social issues that exist. Skeptical and jealousy nature that evolved in Limbangan making the society became improper materialistic. Many cases with misuses of power and money happen in various types of social status and roles, even though it is prohibited with the religious teachings that embedded in the society.

The third step will analyze of all data gathered from participatory observation through the project description and ethnography will be analyzed. The mapping will be recorded and resulted the identification of dominant and or not-dominant person or group in the society. Society life in Limbangan cannot be separated from Sundanese Islamic culture, whereas the religious leaders usually considered as stakeholders. In the Revitalization of Limbangan Traditional Market Project, approaching local people already done with the inclusivity and responsiveness of community knowledge and local culture. Based on the analysis of data gathered from project description and ethnography to plan the community development program, the identified stakeholders of the Revitalization of Limbangan Traditional Market Project are as follows: (i) Local Government of Garut Districts and Limbangan Sub-Districts; (ii) Department of Industry and Commerce, (iii) Existing Merchant of Limbangan Traditional Market, (iv) Local Organization and Informal Leader

In the next step, all of the issues related to the project will be taken to issues identification and handling step. Issues identification resulting 6 major issues found in the society that related to the project:

- ✓ *Society with High Social Jealousy and Skeptical Minded*; the issue is exist in the society because of its affected by the cultural condition and cultural knowledge. The dominant of materialistic thinking is the expected reasons that cause them.
- ✓ *Absence of Merchant Forum and Cooperation Union*; the merchant forum is needed to accommodate market community aspirations and place for community discussions. The cooperation union of Limbangan is collapsed due to the corruption in their money management. That incident triggered the management dysfunction kept the organization to decline and finally collapsed.
- ✓ *Emergence of Entrants Moneylenders*; the moneylenders is a group or individual who provides loans to the Limbangan existing merchant with high rates of interest. The moneylenders is dominated by Batakese people, they emerge because most of local community are having difficulties in manage their financial capital.
- ✓ *Preservation of Cultural Heritage*; limbangan cultural heritage must be kept as one of the CSR's mandatory, this issues occurs as an anticipation from rumors that spread in the community.
- ✓ *Job Vacancies Issues*; there will be lot of job vacancies that transformed because of direct and indirect effect of the project. Based on previous analysis, there will be new job vacancies which available to local society.
- ✓ *Limbangan Street Traffic*; the front face of Limbangan is located at the provincial road with high traffic density. According to the police officers and daily observation research, the traffic is often hampered by vehicle and people which crossed the road related to market activities.

Program Planning

The final steps of this research is planning the community development program for EP in accordance to provide the objectives of community empowerment that aimed to building the social capital.

Community Development Division; the division will be led by a manager-leveled officer and will be conducted the application and monitoring of community development programs. This division will maintain the stakeholder engagement and supervise the community involvement program that held during post-construction development.

Employee Recruitment and Outsourcing; the employee recruitment plan will be covered and adjusted to the company requirement and local society human capital quality and availability. The outsourcing plan will be covered the utilities and facilities that can be outsourced to local community organization.

Restoration of Limbangan Traditional Market Merchants Forum; Limbangan Traditional Market Existing Merchants forums will be restored, and the organization will be considered as partner of the developer for sustainable development necessity

Scheduled Local Community Involvement Forum; the program will provide maintenance of stakeholder engagement and two-ways communication between the developer and the communities.

Assessment of Limbangan Traditional Market Pedestrian Bridge Project; this program aims to solve the problem of traffic density at market front face road.

Integration of KSO Terminal; this program aims to develop the KSO Terminal in integration of the market management and activities. The condition of further terminal is expected to serve more vehicles and trucks, due to new market building condition.

Restoration of Limbangan Traditional Market Cooperation Union; Limbangan Traditional Market definitely needs the cooperation union restored due solve the community's issues and skeptical behavior and emergence of entrants high interest rates moneylenders. The developer along with its expertise will act as the supervisor.

Assessment of Tourism Improvement and Public Rest Area Space.; Emergence of the new Limbangan Traditional Market building will likely be shown propitious sign to the society condition. People and traveler passing through the location will be denoted by the existence of the market, whereupon it is plausible to the developer to assess this condition and benefit the Limbangan market as the new center of trading site. This revitalization foment the news to the nearby area, and Limbangan market will standstill as a traditional market with representative building at strategic location.

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