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Collaborative Governance in CSR Implementation: A Case Study of PT Aneka Tambang

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ABSTRACT

This study examines the implementation of collaborative governance in the Corporate Social Responsibility (CSR) programs of PT Aneka Tambang Tbk in Tambea Village, Pomalaa District, Kolaka Regency, Indonesia. The research focuses on stakeholder collaboration, community participation, facilitating and constraining factors, and the sustainability of CSR initiatives in promoting community empowerment within a mining area. A qualitative descriptive approach was employed. Data were collected through observations, in-depth interviews, and document analysis involving company representatives, village government officials, community leaders, youth and women's groups, CSR beneficiaries, and local business actors. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña, which includes data reduction, data display, and conclusion drawing.

The findings indicate that collaborative governance in CSR implementation has involved three key actors: the company, the village government, and the local community. Community participation was relatively strong during the implementation and monitoring phases; however, involvement in planning and evaluation remained limited. The effectiveness of collaboration was supported by the company's commitment to CSR, active support from the village government, stakeholder communication forums, and relatively harmonious social relations. Nevertheless, several challenges persisted, including limited community capacity, inadequate transparency of program information, unequal distribution of benefits, and dependency on company assistance. Overall, the CSR programs contributed positively to community participation and local economic empowerment. However, strengthening community capacity, improving transparency, and expanding participatory engagement are essential to ensure the long-term sustainability of CSR initiatives in mining communities.

INTRODUCTION

National development is fundamentally directed toward improving community welfare through the sustainable management of resources (Mahadiansar et al., 2020). In the context of regional economic development, the mining sector is one of the strategic sectors that contributes significantly to economic growth, job creation, and increased regional revenue (Purba et al., 2025). However, mining activities often generate various social, economic, and environmental problems, particularly for communities living around the company's operational areas (Mardonova & Han, 2023). Changes in local economic structures, social inequality, conflicts of interest, environmental degradation, and community dependence on companies are dynamics that frequently emerge in mining areas (Mardonova & Han, 2023).

As a form of corporate social responsibility, the implementation of Corporate Social Responsibility (CSR) has become an important instrument in creating harmonious relationships between companies and surrounding communities (Ardiansyah, 2024). Corporate Social Responsibility is no longer understood merely as a philanthropic activity or short-term social assistance but rather as part of a social development strategy oriented toward community empowerment and sustainable development (Jaroensombut et al., 2025; Shayan et al., 2022). From the perspective of sustainable development, CSR programs are expected to create a balance between the economic interests of companies, social welfare, and environmental sustainability (Carrera, 2022; Konieczny et al., 2023).

The success of CSR program implementation is largely determined by the involvement of various stakeholders, including companies, governments, and communities (Hasibuan et al., 2023; Wirba, 2024). CSR programs designed through a top-down approach without community involvement often fail to address the actual needs of local communities and may potentially create social resistance. Therefore, a governance approach that emphasizes collaboration among actors in the planning, implementation, and evaluation processes of community development programs is required (Akporiaye & Webster, 2022).

Collaborative governance is one approach that is relevant to addressing these needs. Qi and Ran (2024) explain collaborative governance as a governance arrangement that involves public institutions and non-governmental actors in

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collective, deliberative, and consensus-oriented decision-making processes to solve public problems (Qi & Ran, 2024). This approach emphasizes the importance of dialogue, trust, shared commitment, and mutual understanding among actors in achieving development goals (Qi & Ran, 2024). In the context of CSR implementation, collaborative governance is important because community development programs cannot be effectively implemented solely by companies but require support from local governments and active participation from communities as subjects of development (Rudito et al., 2023).

Previous studies have shown that collaboration-based CSR implementation can improve the effectiveness of community empowerment programs, strengthen social relationships between companies and communities, and support more inclusive local development (Chaudhary & Chaudhary, 2023). Nevertheless, most collaborative governance studies have focused on public services, government policies, or partnerships among formal institutions, while studies examining the implementation of collaborative governance in sustainable CSR programs within mining areas remain relatively limited, particularly in the local context of rural communities in Indonesia (Saleh et al., 2022).

Mining areas possess unique social characteristics in which interactions among companies, governments, and communities are often influenced by economic interests, changes in social structures, and community expectations regarding the benefits of corporate presence. Under such conditions, the success of CSR programs is not measured solely by the amount of assistance provided by companies but also by the extent to which such programs encourage community participation, strengthen local capacity, and create sustainable socio-economic development for local communities (Widjaja, 2025).

PT Aneka Tambang Tbk, as one of Indonesia's national mining companies, has implemented various Corporate Social Responsibility programs in its mining-ring areas, including Tambea Village, Pomalaa District, Kolaka Regency. Tambea Village is one of the areas directly affected by the social and economic impacts of mining activities. Various CSR programs have been implemented to support community welfare improvement through economic, educational, health, environmental, and social development initiatives. Nevertheless, several challenges remain in their implementation, including limited community participation in decision-making processes, suboptimal transparency of program information, and the dependency of some community members on company assistance.

Based on these conditions, this study aims to analyze the implementation of collaborative governance in the Corporate Social Responsibility programs of PT Aneka Tambang Tbk in Tambea Village, Kolaka Regency, particularly concerning patterns of collaboration among actors, forms of community participation, supporting and inhibiting factors affecting program implementation, and the sustainability of CSR programs in supporting community empowerment within mining areas. This study is expected to contribute academically to the development of collaborative governance and Corporate Social Responsibility literature while also providing practical considerations for strengthening collaborative community empowerment models in mining areas.

LITERATURE REVIEW

The implementation of Corporate Social Responsibility (CSR) in mining companies is not only oriented toward fulfilling corporate social responsibility but is also directed toward sustainable community development through a community empowerment approach. In the context of mining areas, the success of CSR implementation is highly influenced by the involvement of various stakeholders, namely companies, government institutions, and communities. Therefore, the collaborative governance approach is relevant as the analytical framework for this study.

According to Das (2022), collaborative governance emphasizes that addressing public issues requires the involvement of governmental and non-governmental actors through collaborative processes based on dialogue, trust-building, commitment to the process, shared understanding, and the achievement of common outcomes (Das, 2022). In the implementation of CSR programs by PT Aneka Tambang Tbk, collaborative governance is manifested through cooperative relationships among the company as the provider of program resources, the village government as a facilitator, and the community as both beneficiaries and subjects of development.

The effectiveness of collaborative governance in CSR implementation is influenced by the quality of communication among stakeholders, information transparency, community participation, and the community's capacity to manage empowerment programs. Effective collaboration is expected to enhance community participation throughout all stages of the program, strengthen the economic and social empowerment of local communities, and support the sustainability of Corporate Social Responsibility programs in mining areas.

Based on the above description, the conceptual framework of this study can be illustrated as follows:

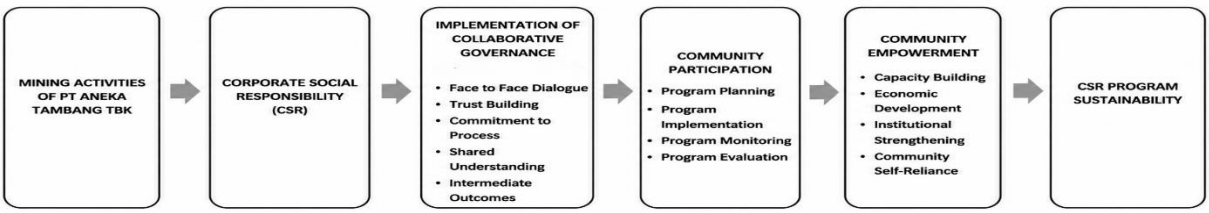


Figure 1. Research Framework

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Figure 1 illustrates the conceptual framework of this study. The framework assumes that CSR implementation in mining areas is carried out through a collaborative governance approach involving the company, village government, and community stakeholders. Effective collaboration characterized by face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes is expected to enhance community participation throughout the planning, implementation, monitoring, and evaluation stages. Increased participation subsequently contributes to community empowerment through capacity building, economic development, institutional strengthening, and community self-reliance, ultimately supporting the sustainability of CSR programs.

METHOD

This study employed a qualitative approach with a descriptive research design. The qualitative approach was chosen because the study aimed to gain an in-depth understanding of the phenomenon of collaborative governance implementation in the Corporate Social Responsibility (CSR) programs of PT Aneka Tambang Tbk in Tambea Village, Kolaka Regency. This approach enabled the researcher to obtain a comprehensive understanding of interactions among stakeholders, forms of community participation, supporting and inhibiting factors affecting program implementation, as well as the sustainability dynamics of community empowerment programs in mining areas.

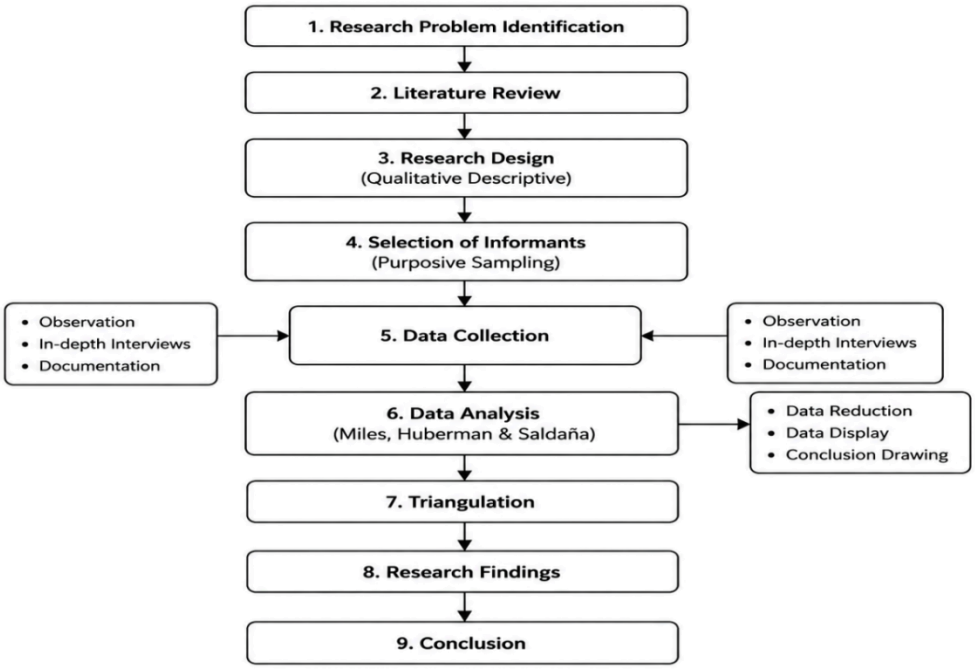


Figure 2. Research Procedure

The descriptive research design was used to systematically describe the empirical conditions observed in the field regarding collaborative practices among the company, village government, and community in the implementation of CSR programs.

Research Site

This study was conducted in Tambea Village, Pomalaa District, Kolaka Regency, Southeast Sulawesi Province. The research site was selected purposively on the grounds that Tambea Village is one of the mining-ring communities of PT Aneka Tambang Tbk that directly receives various Corporate Social Responsibility programs implemented by the company.

In addition, Tambea Village possesses social characteristics relevant to the focus of this study because local residents directly interact with mining activities in social, economic, and community development aspects. Therefore, the village was considered a representative location for analyzing the implementation of collaborative governance in the context of CSR programs in mining areas.

Research Informants

Research informants were selected using purposive sampling, which involves deliberately choosing individuals based on the consideration that they possess experience, knowledge, and direct involvement in the implementation of CSR programs by PT Aneka Tambang Tbk.

The informants consisted of representatives of PT Aneka Tambang Tbk responsible for CSR programs, the Tambea Village Government, community leaders, youth groups, women's groups, beneficiaries of CSR programs, and

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community business actors supported by CSR initiatives.

The selection of these informants aimed to obtain comprehensive information regarding patterns of stakeholder collaboration, the level of community participation, and the effectiveness of CSR program implementation.

Research Focus

The focus of this study was directed toward the implementation of collaborative governance in the Corporate Social Responsibility programs of PT Aneka Tambang Tbk in Tambea Village, Kolaka Regency. The units of analysis included:

- The implementation of collaborative governance in CSR programs;
- Forms of community participation in CSR program implementation;
- Patterns of communication and coordination among stakeholders;
- Supporting factors affecting collaborative governance implementation;
- Inhibiting factors affecting collaborative governance implementation;
- The sustainability of CSR programs in supporting community empowerment.

Data Collection Techniques

Data were collected through observation, in-depth interviews, and documentation.

Observation

Observation was conducted directly at the research site to obtain empirical information regarding community social conditions, CSR program implementation, and interaction patterns among the company, village government, and community members. Through observation, the researcher examined forms of community participation, empowerment activities, and social dynamics occurring during CSR implementation.

In-Depth Interviews

In-depth interviews were conducted to obtain comprehensive information from research informants regarding the implementation of collaborative governance in CSR programs. Interviews were conducted using a semi-structured interview guide developed based on the research focus.

Through the interviews, the researcher collected information related to stakeholder collaboration, community participation, CSR implementation mechanisms, supporting and inhibiting factors, program impacts on the community, and the sustainability of empowerment programs.

Documentation

Documentation was used as supporting data to strengthen the findings obtained through observation and interviews. Documents examined included CSR activity reports, company profiles, village government documents, activity photographs, beneficiary data, and other documents relevant to the study.

Data Analysis Technique

Data were analyzed using the interactive model developed by Miles, Huberman, and Saldaña (2014), which consists of data reduction, data display, and conclusion drawing (Miles et al., 2014).

Data Reduction

Data reduction was conducted through the processes of selecting, categorizing, simplifying, and organizing data obtained from observations, interviews, and documentation according to the research focus.

Data Display

The reduced data were then presented in the form of descriptive narrative explanations to facilitate understanding of the relationships among the research findings.

Conclusion Drawing

Conclusions were drawn through a systematic interpretation of the data based on patterns and relationships identified among the empirical findings collected throughout the research process.

Trustworthiness of Data

To ensure the validity and credibility of the data, this study employed triangulation techniques, namely:

1. Source triangulation, by comparing information obtained from different informants.
2. Method triangulation, by comparing data obtained through observation, interviews, and documentation.

Through triangulation, the data obtained were expected to achieve a level of accuracy and consistency that could be scientifically justified.

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RESULT

Implementation of Collaborative Governance in the CSR Programs of PT Aneka Tambang Tbk

The findings revealed that the implementation of collaborative governance in the Corporate Social Responsibility (CSR) programs of PT Aneka Tambang Tbk in Tambea Village involved three key actors, namely the company, the village government, and the local community. Collaboration was manifested through communication forums, village deliberation meetings, program socialization activities, and the implementation of community empowerment initiatives.

To provide a clearer overview of stakeholder involvement in CSR implementation, the roles of each actor are presented in Table 1.

Table 1. Stakeholder Roles in CSR Implementation

Stakeholder	Role in CSR Implementation
PT Aneka Tambang Tbk	Funding, technical support, program facilitation
Village Government	Coordination, mediation, and communication facilitation
Community	Participation in program implementation and monitoring

Interviews with company representatives indicated that CSR programs were implemented through coordination with village authorities to identify community needs and determine program priorities. Village government informants explained that the village administration played a mediating role between the company and the community by facilitating communication and supporting program implementation.

Community informants reported that the company regularly conducted socialization activities before implementing CSR programs. These activities provided opportunities for residents to obtain information regarding planned programs and implementation mechanisms. Several informants stated that communication between the company and village government had generally functioned effectively through periodic meetings and coordination forums.

Nevertheless, interviews also revealed that community involvement in the planning stage remained relatively limited. Community members reported that although they were informed about CSR activities, decisions regarding program priorities were often determined primarily by the company. As a result, community participation was more evident during program implementation than during planning and decision-making processes.

Overall, the findings suggest that collaborative governance has been established through interactions among the company, village government, and community; however, the level of participation among stakeholders remains uneven across different stages of the program cycle.

Community Participation in CSR Programs

The study found that community participation was visible in various CSR activities implemented in Tambea Village. Community members were involved in village meetings, skills-training programs, economic empowerment activities, environmental programs, and monitoring activities related to CSR implementation.

The forms of community participation identified during the study are summarized in Table 2.

Table 2. Forms of Community Participation in CSR Programs

Program Stage	Forms of Participation
Planning	Attendance at village meetings and consultations
Implementation	Participation in training, social, and economic empowerment activities
Monitoring	Monitoring program implementation
Implementation	Providing feedback and suggestions

Table 2 indicates that community participation was more prominent during implementation and monitoring activities than during planning and evaluation stages. Interviews with community beneficiaries indicated that participation was particularly strong during the implementation phase. Residents actively attended training sessions, participated in community development activities, and became involved in productive economic programs supported by the company. Several informants acknowledged that CSR programs had contributed to improving economic opportunities through support for small-scale business development and income-generating activities.

In addition, community members reported positive experiences with educational assistance, social support programs, and environmental initiatives implemented through CSR activities. These programs were perceived as beneficial in improving both social welfare and economic conditions within the village.

Despite these positive developments, participation was not equally distributed across all program stages. Interviews revealed that community involvement in planning and evaluation remained relatively limited. Some informants perceived CSR primarily as a form of corporate assistance rather than a collaborative empowerment initiative that requires active community engagement. Limited understanding of program objectives was also identified as a factor influencing the level of community participation.

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Supporting Factors of Collaborative Governance

The findings identified several factors that supported the implementation of collaborative governance in CSR programs.

The first supporting factor was the company's commitment to implementing CSR programs on a continuous basis. Informants consistently reported that the company had maintained its support for community development initiatives through various social and economic programs.

The second factor was the active support provided by the village government. Village officials played an important role in facilitating communication, coordinating activities, and encouraging community involvement in program implementation.

The third supporting factor was the existence of communication forums that enabled interaction among stakeholders. Interviews indicated that regular meetings and consultation processes facilitated information exchange and coordination among the company, government, and community.

The supporting and inhibiting factors identified in this study are summarized in Table 3.

Table 3. Supporting and Inhibiting Factors of Collaborative Governance

Supporting Factors	Inhibiting Factors
Corporate commitment	Limited community capacity
Village government support	Limited transparency
Communication forums	Unequal distribution of benefits
Harmonious social relations	Community dependency on company assistance

As presented in Table 3, the effectiveness of collaborative governance is influenced by both facilitating and constraining factors. While institutional commitment and communication support collaboration, limited community capacity and dependency remain major challenges.

Furthermore, relatively harmonious social relations between the company and community members were identified as an important enabling condition. Informants generally described the relationship between stakeholders as cooperative, which contributed positively to program implementation.

Another supporting factor was the availability of local community resources, including community organizations and local leaders who actively participated in empowerment activities and mobilized community involvement.

Inhibiting Factors of Collaborative Governance

Despite the existence of several supporting factors, the findings also identified a number of challenges affecting collaborative governance implementation.

A major obstacle was the limited capacity of some community members to independently manage empowerment programs. Informants reported challenges related to organizational management, entrepreneurial skills, and program administration. These limitations affected the ability of some beneficiaries to sustain program outcomes independently.

Another challenge concerned the transparency of program information. Several community informants indicated that information regarding planning, budgeting, and evaluation processes was not always accessible to all community members. Consequently, some residents felt insufficiently informed about opportunities for participation.

The unequal distribution of program benefits also emerged as a concern among certain groups within the community. Interviews revealed perceptions that some community members benefited more from CSR programs than others, potentially affecting perceptions of fairness and inclusiveness.

Additionally, a number of informants highlighted the persistence of dependency attitudes among some beneficiaries. Rather than viewing CSR as a means of empowerment, some residents continued to expect direct assistance from the company. This dependency was perceived as a barrier to achieving long-term community self-reliance.

Sustainability of CSR Programs

The findings demonstrated that CSR programs had contributed positively to both social and economic development in Tambea Village. Community members reported improvements in economic activities, participation in community organizations, and access to various empowerment opportunities.

Interviews indicated that productive economic programs, skills-development initiatives, and community-based activities had strengthened local capacity and encouraged community participation. These programs also contributed to improving social relations among stakeholders involved in development activities.

However, the sustainability of CSR programs remained a significant concern. Several informants acknowledged that many activities still depended heavily on company support in the form of funding, technical assistance, and facilitation. Community self-reliance had not yet been fully achieved, particularly among groups with limited organizational and economic capacity.

The findings further revealed that sustainable program outcomes require continuous capacity building, stronger local institutions, and greater community involvement in decision-making processes. Informants emphasized the

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importance of maintaining collaboration among the company, village government, and community to ensure the continuity of empowerment initiatives.

Overall, the sustainability of CSR programs depends not only on corporate support but also on the ability of local communities to independently manage and develop the outcomes of empowerment programs over the long term.

DISCUSSION

Collaborative Governance in the Implementation of CSR Programs

The findings indicate that the implementation of CSR programs by PT Aneka Tambang Tbk in Tambea Village has involved collaboration among the company, the village government, and the local community. This collaborative pattern reflects the principles of collaborative governance, which emphasize the involvement of governmental and non-governmental actors in collective and consensus-oriented processes to address public issues (Qi & Ran, 2024). The existence of communication forums, village deliberation meetings, and program socialization activities demonstrates that interaction among stakeholders has become an important mechanism for coordinating CSR implementation.

The study further found that communication and coordination among stakeholders have generally functioned effectively. This finding supports the argument that collaborative governance relies on dialogue, trust, shared commitment, and mutual understanding among stakeholders in achieving development goals (Agbodzakey, 2024; Qi & Ran, 2024; Zhou & Richardson-Barlow, 2026). Through these interactions, the company, village government, and community have been able to cooperate in implementing community empowerment programs.

However, community involvement remains limited during the planning and evaluation stages. Although communities actively participate in program implementation, their role in determining priorities and influencing decision-making processes remains relatively weak. This finding is consistent with Grootjans et al. (2022), who argue that the effectiveness of collaborative governance depends on the active involvement of stakeholders throughout the governance process (Grootjans et al., 2022). Limited participation in strategic decision-making may reduce collective ownership and weaken long-term program sustainability (Calò et al., 2024; Hui & Smith, 2022).

Community Participation and Community Empowerment

Community participation emerged as an important element in the implementation of CSR programs. The findings indicate that community members actively participated in village meetings, skills-training programs, economic empowerment activities, environmental initiatives, and monitoring processes. Such participation demonstrates that community members are not merely passive beneficiaries but are also involved in implementing development programs.

These findings are consistent with previous studies suggesting that stakeholder participation contributes significantly to the effectiveness of CSR initiatives and community development outcomes (Hasibuan et al., 2023). Participation enables communities to engage directly in development processes and strengthens the relationship between companies and local residents.

Despite these positive developments, participation remains uneven across program stages. Community involvement in planning and evaluation remains relatively limited, while participation is concentrated in implementation activities. This finding supports Ibrahim and Muliati (2023), who emphasize that meaningful community empowerment requires participation throughout the entire program cycle, from planning to evaluation (Ibrahim & Muliati, 2023). The limited involvement observed in this study suggests that community empowerment has not yet fully transformed community members into active subjects of development.

Furthermore, the perception among some community members that CSR primarily represents corporate assistance rather than empowerment indicates that the objectives of sustainable community development have not yet been fully internalized. As a result, strengthening awareness and encouraging greater participation remain important challenges for future CSR implementation.

Supporting and Inhibiting Factors of Collaborative Governance

The findings identified several factors that support collaborative governance implementation, including corporate commitment, village government support, stakeholder communication forums, and relatively harmonious social relations. These factors facilitate cooperation among stakeholders and create favorable conditions for implementing CSR programs.

Corporate commitment is particularly important because the company serves as the primary provider of financial resources, technical assistance, and program facilitation. Government support also plays a strategic role in connecting community needs with company initiatives. In addition, communication forums create opportunities for coordination and information exchange among stakeholders.

These findings are in line with Sdunzik et al. (2022), who argue that successful cross-sector collaboration depends on constructive communication, role clarity, and strong stakeholder relationships. In the context of CSR implementation, these elements contribute to effective cooperation and enhance the likelihood of achieving program objectives (Sdunzik et al., 2022).

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At the same time, several barriers were identified. Limited community capacity remains a major challenge affecting the effectiveness of empowerment initiatives. Community members with limited organizational and managerial skills may encounter difficulties in sustaining program outcomes independently. Limited transparency of program information also restricts opportunities for participation and may reduce stakeholder trust (Farahani, 2024).

Furthermore, unequal benefit distribution and community dependence on company assistance continue to present challenges. These findings support Alshukri et al. (2024), who emphasize that sustainable relationships between companies and communities should focus not only on meeting short-term expectations but also on creating long-term value for all stakeholders (Alshukri et al., 2024).

Sustainability of CSR Programs in Community Empowerment

The findings suggest that CSR programs have contributed positively to social participation, economic activities, and community capacity development in Tambea Village. These outcomes demonstrate the potential of CSR initiatives to support community empowerment and sustainable local development.

This finding is consistent with previous studies indicating that collaboration-based CSR programs can strengthen community empowerment and promote more inclusive development (Chaudhary & Chaudhary, 2023). Through economic empowerment programs, educational support, health initiatives, and environmental activities, CSR programs have provided benefits that extend beyond short-term assistance.

Nevertheless, program sustainability remains a significant challenge. The continued dependence of some community members on company support suggests that the transition toward self-reliance has not yet been fully achieved. This condition indicates that empowerment efforts require further strengthening through capacity building, skills development, and institutional support.

From the perspective of collaborative governance, sustainability is closely related to trust building, shared understanding, and commitment among stakeholders (Ansell & Gash, 2008). Therefore, improving communication, enhancing transparency, and expanding community participation throughout all stages of program implementation are essential for ensuring the long-term sustainability of CSR initiatives. Such efforts will not only strengthen collaborative governance but also contribute to more sustainable community empowerment in mining areas.

CONCLUSION

The findings indicate that the implementation of collaborative governance in the Corporate Social Responsibility (CSR) program of PT Aneka Tambang Tbk in Tambea Village has involved the company, the village government, and the community in the implementation of community empowerment initiatives. Collaboration has been carried out through communication, coordination, and the implementation of various social and economic programs; however, community involvement in the planning and evaluation stages remains suboptimal.

Community participation was relatively active during the implementation and monitoring stages. Nevertheless, some community members still perceive CSR as a form of social assistance, indicating that the empowerment process has not yet fully promoted community self-reliance. Supporting factors include the company's commitment, support from the village government, communication forums, and harmonious social relations. In contrast, the main barriers include limited community capacity, inadequate transparency of program information, unequal distribution of benefits, and dependence on company assistance.

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