



Social Return on Investment (SROI) Analysis of the CSR Program at SIMPANG LIMA PT. PLN Indonesia Power UBP Semarang for the Community in Tanjung Mas Subdistrict, Semarang

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Abstract: The Corporate Social Responsibility (CSR) program implemented by PT. PLN Indonesia Power UBP Semarang in Tanjung Mas Subdistrict, Semarang, represents the company's commitment to its social responsibility. This program aims to deliver positive impacts on the welfare of the surrounding community through various activities that support local social and economic development. This study aims to analyze the Social Return on Investment (SROI) value of the SIMPANG LIMA CSR program carried out by PT. PLN Indonesia Power UBP Semarang in Tanjung Mas Subdistrict, Semarang. The research method used was descriptive quantitative, encompassing stakeholder identification, determination of social impact indicators, data collection, and monetization value calculation to determine the SROI value. The results showed that the SIMPANG LIMA program implemented in Tanjung Mas Subdistrict generated an SROI value of 3.79. This figure indicates that for every unit of investment made by the company, a social benefit equivalent to 3.79 times the investment value was created. Thus, the program has proven to successfully provide significant benefits to the community, particularly in terms of social, economic, and quality-of-life improvements for the residents of Tanjung Mas Subdistrict.

Keywords: CSR, SROI, PLN Indonesia Power UBP Semarang

Introduction

Sustainable Development or the Sustainable Development Goals (SDGs) is a global action program aimed at addressing poverty, protecting the environment, and reducing inequality and other social issues by 2030 (Septasawitri et al., 2023; Pertiwi, 2023). This program was initiated by 193 member states of the United Nations (UN), including Indonesia, in 2015 and unanimously adopted the document titled "*Transforming Our World: The 2030 Agenda for Sustainable Development*" (Huck, 2021). Contributions from various parties within a country are essential to achieving the 17 SDG goals. According to Hohnen and Potts (2007), companies are among the entities that can contribute to sustainable development programs by implementing Corporate Social Responsibility (CSR). The implementation of CSR by companies, apart from being an obligation, is also seen as a necessary tangible manifestation of a company's commitment to its stakeholders aimed at

building and maintaining good relationships between the company and the surrounding community (Santoso et al., 2020).

PT. PLN Indonesia Power UBP Semarang is a company that consistently strives to expand community access to improved socio-economic and cultural conditions while empowering them further. Considering the company's interests and the needs of the communities residing near its operational areas, the Community Development Program of PT. PLN Indonesia Power UBP Semarang was initiated. This program aims to enhance the social, economic, and cultural conditions of the local community, as well as to establish strategic communication in support of the company's interests. The implementation of the Community Development Program is prioritized for initiatives that support the company's sustainability, environmental conservation, and management as a representation of an environmentally friendly company (Klettner et al., 2014).

The area in Tanjung Mas Subdistrict, Semarang, faces multidimensional issues, including vulnerability to tidal flooding, poverty, slum settlements, and a high prevalence of stunting among toddlers. Additionally, the residents of Tanjung Mas have been engaged in urban farming in their area, supported by the Semarang City Agricultural Office. Various types of vegetables and medicinal plants (Toga) have been cultivated on vacant land near the river and in residents' yards. However, the types of plants grown remain limited, including eggplant, chili, okra, and a few medicinal plants. The program initiated by PT PLN Indonesia Power UBP Semarang in 2023, called SIMPANG LIMA (*Slap Mandiri Pangan*), involves the participation of the Tunas Bahagia Women Farmers Group (KWT) in Tanjung Mas, Semarang. The implementation concept is an integrated community food security program that includes the following components: an integrated system of agriculture and livestock, utilizing green mussel waste from the PLTGU power plant as a source of amino acids for plants and phosphorus from mussel shells; the development of the Tunas Bahagia Women Farmers Group (KWT) through vertical gardening and rainwater harvesting as a disaster mitigation measure for tidal floods (ROB); the use of power plant waste materials for rainwater harvesting systems, workshops, and vertical gardens; initiating eco-friendly urban farming; a food security program aimed at reducing stunting in the Tanjung Mas Subdistrict, Semarang; and the use of solar energy systems in greenhouses to support automated plant irrigation and biofloc catfish farming.

One method that can be used to quantitatively measure the social impact of CSR programs is the Social Return on Investment (SROI) (Gambhir et al., 2017; Suryawati et al., 2023; Scelles et al., 2024). According to Epstein (2018), this measurement helps companies understand the management of the social, environmental, and economic value generated. By implementing SROI, companies can identify the positive value created by CSR programs, particularly for the community, and evaluate the effectiveness of the social investments made. SROI serves to convert social and environmental impacts into tangible monetary values, enabling various organizations and investors to see the broader benefits of investing time, money, and other resources (Lawlor et al., 2008). Furthermore, SROI can also be viewed as a process for understanding, measuring, and reporting the social, environmental, and economic value generated by an organization (Banke-Thomas et al., 2015; Maier et al., 2015). Research findings by Marsha and Matoati (2021) reveal that companies achieving

positive SROI successfully create beneficial social impacts for their stakeholders. Evaluating the impact of social innovation programs implemented by a company is essential to provide both incentives and justification that these programs are worth being consistently carried out. This ensures they not only benefit the company's business sustainability but also contribute to improving the welfare of communities beyond the organization.

Corporate Social Responsibility (CSR) is widely implemented by large companies, including PT. PLN Indonesia Power, as part of their social responsibility to the community. However, the use of SROI as a tool to evaluate the social impact of CSR programs at the local level, such as in Tanjung Mas Subdistrict, Semarang, remains uncommon. SROI provides a more comprehensive approach to measuring social changes resulting from CSR programs, which are often overlooked in traditional evaluations at the small community scale. Utilizing SROI can help both companies and communities better understand the long-term impacts generated by these programs.

This study aims to analyze the social impacts generated by the SIMPANG LIMA CSR program of PT. PLN Indonesia Power UBP Semarang on the community in Tanjung Mas Subdistrict, Semarang, using the SROI approach.

Methods and Material

Type of Research

This research is descriptive, utilizing a quantitative descriptive approach (Nassaji, 2015; Sidel et al., 2018).

Population and Sample

The population in this study consisted of all residents of Tanjung Mas Subdistrict, Semarang City. The sample was drawn from the residents in Neighborhood Unit (RT) 07/Community Unit (RW) 09, Tanjung Mas Subdistrict, North Semarang District, Semarang City, targeting the *Tunas Bahagia* Women Farmers Group, which included 20 farmer group members.

Data Sources

The data for this study were obtained from the following sources:

- a. The primary data in this study were directly collected from informants through face-to-face interviews or other media to gain insights into activities and achievements (Hicks et al., 2021).
- b. The secondary data included written data and information related to the planning, implementation (monitoring), and reporting of program outcomes (Riedel, 2000).

Data Collection Methods

The data collection methods used in this study are as follows:

- a. Observation Method, this method was conducted by directly observing community activities in the Tanjung Mas Subdistrict area (Ciesielska et al., 2018).
- b. Interview Method, this method was done by conducting direct interviews with respondents using a structured questionnaire (Schnall et al., 2018).
- c. Focus Group Discussion (FGD), FGD is a qualitative research method involving directed group discussions to collect information, views, and opinions from a group

of individuals on a specific topic (Akyıldız and Ahmed, 2021). According to Susanto et al. (2024), the main objective of FGD is to understand participants' perceptions, experiences, and attitudes toward an issue or phenomenon through group interactions.

- d. Literature Review Method, This method involves a literature review relevant to the research, including books and online sources (Fink, 2019; Booth et al., 2021).

Data Processing Methods

The data obtained from interviews were processed through several stages, starting with reviewing field notes, data reduction, data categorization, data classification, and data display. The data analysis process was conducted in three stages: data reduction, data presentation, conclusion drawing, and data verification.

Data Analysis Methods

Social Return on Investment (SROI) is an analytical study that converts the value of impacts that have arisen, based on selected indicators, into monetary values to assess economic, social, and environmental well-being (Then et al., 2017; Moron and Klimowicz, 2021). This analysis then compares these values with the amount of funds invested before the impact appeared. The stages of Social Return on Investment (SROI), as outlined by How et al. (2016), are illustrated in Figure 1 below.

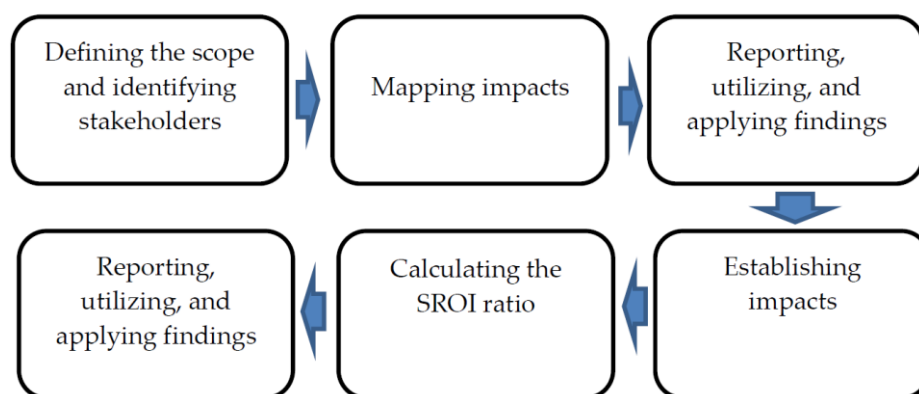


Figure 1. Stages of SROI Analysis

The data were analyzed using a combination of quantitative and qualitative methods. Quantitative analysis focuses on numerical data, such as demographics (population, population density, population growth), and other related metrics. Qualitative analysis emphasized the description of various facts observed during direct field observations.

Based on the results of data processing and analysis, the SROI calculation will then be obtained using the following formula (Matoati et al., 2023; Sari and Premananto, 2023).

$$\text{SROI Ratio} = \frac{\text{Total Present Value}}{\text{Total Value of Input}}$$

Results and Discussion

Defining the Scope

In the SIMPANG LIMA program, the main activity involves utilizing company waste. This begins with collecting green mussel waste from the company's power plant intake. The waste is then processed into amino acid fertilizer. Subsequently, the fertilizer is used in the greenhouse of the *Tunas Bahagia* Women Farmers Group (KWT). During the process, support for the *Tunas Bahagia* group also includes assistance in utilizing leftover materials from the power plant to build the group's greenhouse in the company's workshop.

This program was initiated to address extreme poverty, which requires targeted intervention. The local government has provided support through mentoring and training programs. This support has been focused on food security, with one of the interventions implemented through urban farming. Urban farming is also one of the main programs promoted by the government (Mayor of Semarang), emphasizing the utilization of limited land for agricultural purposes. It is hoped that this initiated program will contribute to reducing stunting and resolving food security issues, particularly in strengthening community food resilience. The Community Unit (RW) 09 area initially did not have any standout agricultural commodities. One of the initiatives introduced by the Agricultural Office was the establishment of household activities involving 10 grow bags. This initiative was also part of the Agricultural Office's efforts to help reduce inflation rates through the cultivation of commodities such as chili peppers, tomatoes, shallots, and others. This encouragement was further motivated by the potential for planting commodities like tomatoes and chili peppers, which can thrive with proper treatment and adjustments to the planting medium.

The goal of the community empowerment activities through catfish farming to reduce stunting rates in Tanjung Mas Subdistrict, Semarang City, is to provide education on catfish farming, facilitate the necessary infrastructure for catfish farming for the residents of Tanjung Mas, and offer guidance on catfish farming practices. Additionally, the objective of this activity is to establish Rainwater Harvesting (RWH) facilities to support irrigation needs for urban agriculture in Tanjung Mas Subdistrict. The intended benefits of this initiative include providing irrigation facilities for urban farming activities in Tanjung Mas, reducing residents' operational costs for fulfilling irrigation needs and mitigating the impact of flooding caused by climate change.

Identification of Stakeholders' Roles and Impacts

According to Amelia et al. (2024), stakeholder involvement is crucial in implementing community development programs. In SROI, stakeholders are defined as individuals or organizations that experience changes or are affected by activities, whether positively or negatively, as a result of the implemented activities. The stakeholder identification stage is carried out to identify all parties who may be influenced or impacted by the program within the scope analyzed by SROI, regardless of whether the impact is positive or negative, planned or unplanned.

In this study, the researchers considered stakeholders relevant to the activities being analyzed and excluded stakeholders deemed less relevant, even if they were part of the organization. Stakeholders involved, in addition to the beneficiaries of the SIMPANG LIMA

program, also included other parties such as academics from UNNES (Universitas Negeri Semarang), UNPAD (Universitas Padjadjaran), and UNDIP (Universitas Diponegoro). Equally important was the participation of the Semarang City Government, which played a significant role. Government contributions included participation from the Semarang City Agricultural Office, Semarang City Food Security Office, Central Java Province Fisheries Office, Semarang City Environmental Office, and the Ministry of Environment.

Table 1. Stakeholder Analysis

No	Stakeholder	Role/Contribution
1	PLN IP SMG PGU	Program initiator and funding supporter
2	Universitas Negeri Semarang	University partners actively assist the community
3	Agricultural Office	Government representatives providing support beyond the company
4	Tanjung Mas Subdistrict Office	Territorial manager supporting program implementation
5	North Semarang District Office	Territorial manager supporting program implementation
6	Tunas Bahagia Women Farmers Group (KWT)	Beneficiary

Source: Results of Analysis Data (2024)

Deciding How to Engage Key Stakeholders

The parties involved in this program are detailed in Table 2.

Table 2. Stakeholder Engagement Methods

No	Stakeholder	Engagement Method	Number of People	Date
1	PLN IP UBP SMG	FGD and questionnaire (closed interview)	6	October 13
2	Universitas Negeri Semarang	FGD and questionnaire (closed interview)	5	October 17
3	Agricultural Office	Closed interview	2	October 16
4	Tanjung Mas Subdistrict Office	FGD and questionnaire (closed interview)	5	October 14
5	North Semarang District Office	Closed interview	2	October 14
6	Tunas Bahagia Women Farmers Group (KWT)	FGD and questionnaire (closed interview)	20	October 15

Source: Results of Analysis Data (2024)

In Table 2, six individuals from PLN IP UBP Semarang were involved, consisting of one senior manager, one senior administrative manager, one public relations assistant manager, one CSR officer, and two community development officers. Universitas Negeri Semarang was represented by five individuals: one expert, two coordinators, two field assistants, and one administrative staff member. From the Agricultural Office, two individuals participated: one agricultural extension officer and one assistant. In Tanjung

Mas Subdistrict, five individuals were involved in this activity, including one subdistrict head (*lurah*), one section head, one member of the Community Empowerment Institution (LPMK), one neighborhood association (RW) head, and one community unit (RT) head. From the North Semarang District Office, one district head (*camat*) and one section head participated. Additionally, the *Tunas Bahagia* Women Farmers Group (KWT) was represented by 20 individuals, consisting of one coordinator and 19 members.

Mapping Impacts

In mapping the impacts, several key informants were involved by conducting an FGD with one Licensing and Communication Manager and one Communication and CSR Assistant Manager. Below is Figure 2, which illustrates the process stages of mapping the impacts generated by the SIMPANG LIMA program of PT. PLN Indonesia Power UBP Semarang.

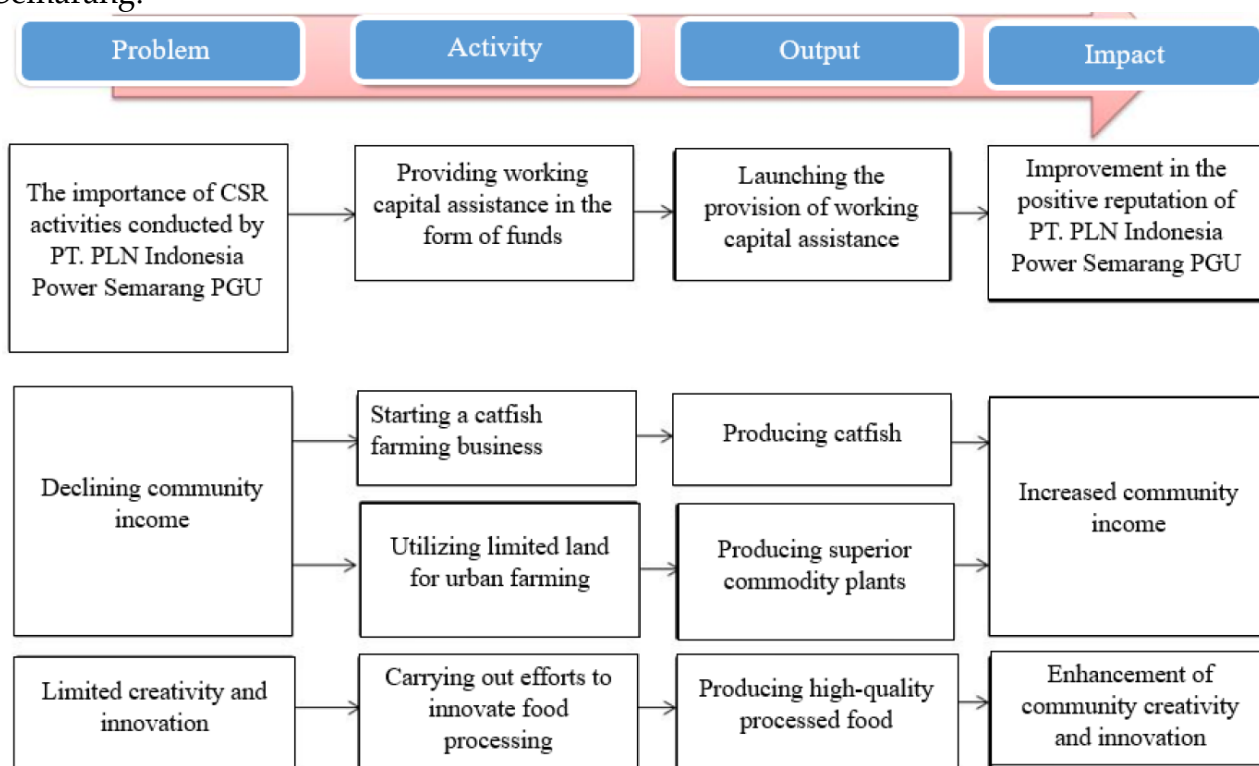


Figure 2. Impact Mapping

Evidencing Outcomes and Assigning Value

In the Social Return on Investment (SROI) analysis, this evidence is referred to as indicators. Indicators are parameters used to measure and assess the extent to which the impacts have been achieved. They serve as measurement tools that reflect the changes resulting from the program and evaluate the magnitude of these impacts within the social and economic context.

Indicators can take the form of quantitative or qualitative data that reflect the outcomes of various program activities. For example, to measure the increase in community income, indicators may include income data before and after the program's implementation. On the other hand, qualitative indicators could involve feedback from participants expressing

changes in their quality of life or increased social engagement. Thus, the use of these indicators helps to illustrate the impact holistically.

Data collection for the indicators was conducted through various methods, such as surveys, interviews, and Focus Group Discussions (FGD). Stakeholder involvement in this process is crucial to ensure that the selected indicators are relevant and reflect their needs and expectations. This also strengthens the legitimacy of the analysis results, as stakeholders feel they have contributed to determining the parameters being measured. Table 3 presents the indicators for each impact experienced by the stakeholders.

Table 3. Development of Outcome Indicators

Impact	Impact Description	Indicator
Improvement in the positive reputation of PT. PLN Indonesia Power UBP Semarang	Provision of working capital funds and licensing support	The number of people familiar with PT. PLN Indonesia Power UBP Semarang, including consumers and aid recipients.
Increase in community income	Groups receiving working capital assistance	Statement from the coordinator confirming an increase in turnover, based on direct interviews.
Enhancement of community creativity and innovation	Number of innovations made to produce high-quality processed food	Statement from the coordinator confirming the production of high-quality processed food, based on direct interviews.

Source: Results of Analysis Data (2024)

Establishing Impacts

SROI not only assesses numerical values in monetary terms or monetizes impacts but also examines the distribution of impacts experienced in the program (Pramadha, 2022). According to Amelia et al. (2024), the distribution of program impacts also measures the extent of the program's reach to its beneficiaries. It further evaluates which stakeholders receive the most significant impact from the program, determining whether these stakeholders are truly the primary targets of the program or if other parties are benefiting from it instead.

At this stage, impact assessment focuses on the SROI principle known as the *do not overclaim* principle (Habibi and Syamilah, 2019). This principle aims to ensure that the calculated impact value does not exceed the actual reality and accurately reflects its true value, as explained by Nicholls et al. (2012). There are four steps in this stage: deadweight, displacement, attribution, and drop-off, as well as calculating the influence of the researcher's intervention.

The outcome mapping, indicator determination, impact fixation, and impact monetization can be seen in Tables 4 and 5.



Table 4. Outcome Mapping, Indicator Determination, Impact Fixation, and Impact Monetization

No	Program Benefit Mapping	Calculation Formula	2021 (IDR)	2022 (IDR)	2023 (IDR)	2024 (IDR)	Total (IDR)	Fixation			
								Deadweight	Attribution	Displacement	Drop off
1	Additional income from vegetable sales		937,000	9,298,000	602,000	765,500	11,602,500	0%	25%	0%	0%
2	Additional income from catfish sales		-	421,000	263,000	957,000	1,614,000	0%	25%	0%	0%
3	Additional income from processed food sales		-	-	38,570,568	1,860,500	40,431,068	0%	0%	0%	0%
4	Value of Training		5,000,000	13,410,000	45,000,000	40,000,000	103,410,000	0%	25%	0%	0%
5	Value of Social Cohesion		144,910,000	149,580,000	150,830,000	163,200,000	608,520,000	0%	0%	0%	0%

Source: Results of Analysis Data (2024)

Table 5. Outcome Mapping, Indicator Determination, Impact Fixation, and Impact Monetization (Continued)

No	Program Benefit Mapping	2021 (IDR)	2022 (IDR)	2023 (IDR)	2024 (IDR)	Total (IDR)
1	Additional income from vegetable sales	702,750	6,973,500	451,500	765,500	8,190,500
2	Additional income from catfish sales	-	315,750	197,250	857,000	1,370,000
3	Additional income from processed food sales	-	-	28,927,926	1,860,500	30,788,426
4	Value of Training	3,750,000	10,057,500	33,750,000	30,000,000	102,495,000
5	Value of Social Cohesion	144,910,000	149,580,000	150,830,000	163,200,000	608,520,000
	TOTAL BENEFIT VALUE	149,362,750	166,926,750	214,156,676	196,683,000	727,129,176

Source: Results of Analysis Data (2024)



Calculating SROI

Based on the valuation of benefits and investments from the SIMPANG LIMA Semarang program, the calculation of SROI is detailed in Table 6.

Table 6. SROI Value

	2021 (IDR)	2022 (IDR)	2023 (IDR)	2024 (IDR)	Total (IDR)
Net Benefits	149,362,750	166,926,750	214,156,676	196,683,000	727,129,176
Compound Rate	163,212,710	177,092,589	220,581,376	196,683,000	757,569,675
Investment	20,000,000	28,410,000	95,000,000	49,580,000	192,990,000
Compound Rate	21,854,540	30,140,169	97,850,000	49,580,000	199,424,709

$$SROI \text{ Rasio} = \frac{\text{Total Present Value}}{\text{Total Value of Input}} = \frac{757.569.675}{199.424.709} = 3,79$$

The Social Return on Investment (SROI) value for the SIMPANG LIMA program in Semarang was recorded at 3.79. This calculation indicates that the program implementation was highly successful in delivering significant benefits to its stakeholders, as it achieved an SROI ratio > 1. The benefits analyzed are expected to last for one year. The program's input of IDR 199,424,709 has generated a financial output of IDR 757,569,675. This program, conducted in Tanjung Mas Subdistrict, North Semarang District, Semarang City, Central Java Province, serves as a tangible example of how social investment can produce significant positive impacts. This aligns with the statement in the book *Measuring Value: A Guide to Social Return on Investment*, which asserts that investments in social or community empowerment programs are worth continuing and sustaining if the SROI exceeds 1:1 (Septasawitri et al., 2023).

The SROI value obtained in this study is higher than the study by Matoati et al. (2023), which resulted in a final SROI calculation of 1.37:1. This means that for every IDR 1 invested, it creates a social return value of IDR 1.37 as a benefit of the program's social investment. The stakeholder investment input, with PT. PLN (Persero) UIP Sumbagsel as the main stakeholder, for the TJSL UMKM Oyster Mushroom Chips program in Talang Kering Village, amounted to IDR 225,000,000, generating a financial achievement value of IDR 308,647,343. However, the SROI value from this study is lower when compared to the research by Sari and Premananto (2023), which achieved an SROI value of 7.17 for the *Creating Shared Value* program with the theme "Daya Sinergi Airlangga 2023." An SROI of IDR 7.17 for every IDR 1 invested reflects that this program was highly effective in achieving SDG goals.

From a sustainability perspective, through this program, PT. PLN Indonesia Power UBP Semarang proves its ability to address social issues within the community while providing significant benefits to enhance social welfare. This shows the company's capacity to balance profit generation with delivering social value to the community.

Reporting, Utilization, and Implementation

Reporting the analysis results to stakeholders is a critical step. This process ensures that all relevant parties understand and recognize the benefits they have received and the extent of the program's impacts. Through the communication of analysis results, stakeholders can clearly see how these benefits contribute to the established goals (Budianto and Dewi, 2023).

According to Alhamid and Anufia (2019), the research report serves as a valuable evaluation tool. The information presented in the report enables further evaluation and review of the SIMPANG LIMA SEMARANG program. It helps in understanding the program's effectiveness and provides a solid foundation for improvement and further development. Thus, the report not only ensures transparency for stakeholders but also supports strategic planning to enhance the program's impact and success in the future.

Conclusion

Based on the analysis conducted, the Simpang Lima program implemented by PT. PLN Indonesia Power UBP Semarang in the Tanjung Mas community, Semarang, has shown highly positive results, achieving a Social Return on Investment (SROI) value of 3.79. This value indicates that for every unit of investment made by the company in the CSR program, a social benefit worth 3.79 times the investment value was generated. These findings confirm that the implementation of the Simpang Lima program has provided significant benefits, both socially and economically. It highlights the investment made by PT. PLN Indonesia Power in this CSR program has delivered a far greater impact compared to the costs incurred, making it a successful CSR program and a valuable reference for future CSR management.

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