

## **COLLABORATIVE GOVERNANCE IN THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) BY PT PERTAMINA HULU ROKAN IN RIAU PROVINCE**

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### **ABSTRACT**

This study examines collaborative governance in the implementation of PT Pertamina Hulu Rokan's (PHR) Corporate Social Responsibility (CSR) program in Riau Province. The study seeks to investigate the extent to which the dimensions of principled engagement, shared motivation, and capacity for joint action are applied in the implementation of CSR. The study adopts a qualitative approach through the case study strategy. The data was collected through in-depth interviews, focus group discussions (FGDs), and analysis of policy documents. The results show that the implementation of PHR's CSR through collaborative governance is not yet optimal. Stakeholder engagement remains top-down and has not been supported by deliberative and participatory dialogue mechanisms. The dominance of corporations, low levels of trust, and limited transparency in the decision-making process also continue to weaken actors' motivation. Also, the capacity for joint action has not developed well due to weak coordination structures, limited collaborative mechanisms, and the absence of a common information system to support the monitoring and evaluation of CSR programs. The findings of this study indicate that the implementation of PHR's CSR remains partial and administrative and is not fully integrated with community needs or the regional development agenda.

**Keywords:** collaborative governance; Corporate Social Responsibility (CSR); implementation; Sustainable Development Goals (SDGs).

### **INTRODUCTION**

In the present age, sustainable development can no longer be the sole responsibility of the government, but rather a shared agenda requiring the participation of the state, the private sector, and civil society. Development issues are complex, particularly in regions where natural resources are a major factor, and therefore require a more open, participatory and collaborative governance approach. In this respect, companies are presented not only as economic actors acting for profit but also as social systems responsible for the consequences of their business activities. Therefore, Corporate Social Responsibility (CSR) plays an important role in linking corporate interests, community needs, and the aims of sustainable development. (Ansell and Gash 2008; Emerson, Nabatchi, and Balogh 2012; Assan and Gupta 2019).

CSR was initially often understood as corporate philanthropy, expressed through social assistance, donations, or short-term community programs. However, in the context of modern corporate governance, CSR is no longer viewed as a stand-alone or additional

activity disconnected from a company's business strategy. CSR is now an integral part of a company's social and environmental responsibilities, directly related to its social legitimacy, operational sustainability, and contribution to regional development. The importance of CSR is increasing in extractive sectors such as oil and gas, where corporate activities have large social, economic, and ecological impacts on local communities. While oil and gas operations can generate jobs and local revenues, they can also lead to inequality, environmental degradation, social conflict, and public dissatisfaction if not conducted equitably and transparently (Hilson, 2012; Muttakin, Khan, and Mihret, 2018; Sarkar & Singh, 2019).

In Indonesia, the implementation of CSR has been given legal basis in various regulations, especially for companies engaged in natural resource activities. However, the presence of rules does not always guarantee that CSR is realized in a participatory and sustainable way. In practice, many CSR programs are still implemented in a top-down fashion, in which companies set the agenda, objectives, and success indicators. Communities are often viewed as passive beneficiaries rather than as actors who help to define needs, design programs, and assess outcomes. This situation shows that CSR programs are usually not well-suited to the community's real needs and are poorly integrated into local development planning. Thus, CSR can become an administrative and ceremonial exercise rather than an instrument for sustainable social transformation. (Gunawan 2016; Laksmi and Kamila 2018; Nainggolan et al. 2021).

These issues underscore the relevance of a collaborative governance approach to the implementation of CSR. This approach stresses that the success of a program is not just a matter of having funds available or of the corporation's commitment, but also of the quality of the relationships among the actors involved. The program's dialogue, planning, implementation, monitoring, and evaluation must involve local governments, companies, communities, civil society organizations, and other stakeholders. (Emerson et al., 2012) explain that collaborative governance can be understood in terms of three main dimensions: principled engagement, shared motivation and capacity for joint action. The importance of these three dimensions lies in assessing whether a CSR program is truly implemented collaboratively or is merely a formal stakeholder engagement (Emerson & Nabatchi, 2015).

Principled engagement is a process of dialogue, deliberation and joint problem identification. In the CSR context, this dimension means that communities and local governments are involved not only in awareness-raising but also from the very beginning of the planning phase. Shared motivation is associated with trust, commitment, shared understanding and a sense of ownership amongst actors. Without trust and ownership, CSR programs are unlikely to get strong social support. The capacity for collective action, on the other hand, refers to the existence of institutional structures, coordination mechanisms, resources, information systems, and a division of roles that allow the actors involved to act collectively. Therefore, collaborative governance is a pertinent analytical lens to evaluate the quality of CSR implementation, especially in the extractive sector, where complex power dynamics between companies and communities exist (Ansell & Gash, 2008; Emerson, Nabatchi, and Balogh, 2012).

A case to consider in this matter is PT Pertamina Hulu Rokan (PHR). PHR is a subsidiary of PT Pertamina that manages the Rokan Block following its takeover from Chevron Pacific Indonesia in 2021. The Rokan Block is a key operational area for oil and gas in Indonesia and plays an important role in the country's oil production. The transfer from a multinational corporation to a state-owned enterprise has raised new hopes locally. The community and local government hope that management by a national company will result in a more inclusive, transparent and development-oriented relationship. This transition is not only a change in the administrative side of oil and gas management, but also comes with social and political expectations of changes in CSR governance (Migas, 2021).

The uniqueness of the PHR case lies in the shift in the management of the Rokan Block, which distinguishes it from other Pertamina units. PHR is not only facing the operational challenges of managing a large oil and gas working area, but also the need to re-establish social relationships with local communities that have a long history with the previous operator. The implementation of PHR's CSR is complicated by the legacy of past relationships, the community's expectations of state-owned enterprises, and the demands to integrate CSR programs with regional development. In such a situation, the success of CSR cannot be measured by the number of programs or the size of the budget, but by the degree to which these programs are capable of fostering equitable, transparent and sustainable collaboration between the company, the local government and the community (Bice, Brueckner, and Pforr, 2017).

Studies on CSR implementation have previously concentrated on the extractive sector, including the oil and gas sector. However, most of these studies still have a pre-occupation with administrative issues, the effectiveness of aid programs, or corporate compliance with regulations. Research on the CSR implementation of PHR from the perspective of collaborative governance after the transfer of management of the Rokan Block remains relatively limited. However, the post-transfer context is a crucial site for evaluating whether the change in managing actors, from a multinational corporation to a state-owned enterprise, results in changes in patterns of collaboration, transparency, and community participation. This is the research gap that this study intends to fill (Putra and Syahrul 2023; Zainal and Zeriand 2022).

The initial results of this research indicate that fundamental problems persist in the implementation of PHR CSR in Riau Province. First, the stakeholder engagement process has not yet been fully realized in a deliberative manner. The process of needs identification and program priority setting has not always been participatory for local communities and actors. Secondly, low levels of trust, limited transparency and lack of community ownership of CSR programs generate weak shared motivation among actors. Thirdly, the capacity for collective action is also not yet optimal, as there is no permanent forum for collaboration, a shared information system, or a participatory evaluation mechanism to enable all parties to monitor and evaluate the program's success openly. The empirical results show that the implementation of PHR's CSR remains relatively fragmented and administrative, and is not yet integrated into regional development planning (Siregar & Pratama, 2022).

Another important issue is the limited integration of CSR programs with regional planning documents, such as the RPJMD and SKPD Strategic Plans. When a company's strategic planning is misaligned with regional development needs, CSR programs can become isolated from one another and show little synergy with the local government's agenda. However, if CSR is developed through a collaborative process, such programs can serve as strategic tools to support regional development, strengthen a company's social legitimacy, and accelerate the achievement of the Sustainable Development Goals (SDGs). Thus, it is a crucial aspect that needs to be analyzed in depth: the integration of CSR, community needs and regional development planning (Arenas-Parra and Álvarez-Otero, 2020; Cheng and Han, 2025).

The Rokan Block is one of the largest working areas of oil and gas in Indonesia, with an area of more than 6,000 km<sup>2</sup> covering the regencies of Siak, Rokan Hulu, Rokan Hilir and Bengkalis in Riau Province (Rokan, 2022). The transfer of management from Chevron Pacific Indonesia to PT Pertamina Hulu Rokan in 2021 has generated new expectations for greater contributions from the oil and gas industry to regional development, especially through the implementation of more participatory and collaborative Corporate Social Responsibility (CSR) programs (Widhagdha, Wahyuni, and Sulhan, 2019; Amin and Rachmawati, 2023). Nevertheless, CSR implementation by PT Pertamina Hulu Rokan still faces various fundamental challenges, especially in stakeholder engagement, program transparency, and integration with the regional development agenda.

The purpose of this study is to analyze the implementation of Corporate Social Responsibility (CSR) by PT Pertamina Hulu Rokan (PHR) in Riau Province in terms of collaborative governance. The study looks at three important aspects of the relationship among the company, local government, the community, and civil society organizations: principled engagement, shared motivation, and capacity for joint action. This study is unique in that it focuses on the implementation of PHR's CSR following the transfer of the Rokan Block from Chevron Pacific Indonesia to PT Pertamina Hulu Rokan in 2021. This study differs from previous research, which has focused more on the effectiveness of CSR programs, the dynamics of collaboration among actors, and the various obstacles in CSR governance. This research is expected to make an empirical contribution to the field of collaborative governance and strengthen the implementation of CSR in a more participatory, transparent, and sustainable manner. This approach not just assesses the presence of CSR programs but also how the collaborative processes are developed, who the participants are, how power relations are constructed and what barriers influence the effectiveness of the CSR governance (Emerson and Nabatchi, 2015; Emerson, Nabatchi, and Balogh, 2012).

The contribution of this research is twofold. This study contributes to the literature on collaborative governance in the context of CSR in the extractive sector, particularly regarding the transition of oil and gas management from multinational companies to state-owned enterprises, from a theoretical perspective. The findings of this study indicate that a change in the management of actors does not automatically result in more collaborative governance unless changes are made to the mechanisms of participation, transparency and institutional coordination. Practically, this study contributes to PHR, local governments, and

civil society to develop a CSR governance model that is more participatory, accountable, and aligned with the local development agenda. Therefore, this research is expected to provide an empirical basis for strengthening CSR that is not only oriented toward program implementation but also toward building fair and sustainable social relations in oil and gas operational areas (Ansell, 2012; Emerson, Nabatchi, and Balogh, 2012).

## **RESEARCH METHOD**

This study uses a qualitative approach with a case study strategy to investigate the forms of multi-stakeholder collaboration in the implementation of Corporate Social Responsibility (CSR) by PT Pertamina Hulu Rokan (PHR) in Riau Province. This approach is chosen based on the case's complexity and context. It aims to provide an in-depth exploration of the interactions between actors in CSR governance practices within the upstream oil and gas sector in Indonesia.

This study was based on primary and secondary data. Primary data were collected through in-depth interviews and focus group discussions (FGDs) with informants consisting of (one representative from PT PHR, one from the local government's Bappeda, one from the Environmental Agency, two community leaders, and two members of civil society in the operational area of the Rokan Block). Purposive sampling was utilized to select informants who were directly involved in the planning, implementation, and evaluation of CSR programs and knew local social dynamics (Palinkas & others, 2015). Interviews and FGDs were semi-structured to allow for in-depth exploration of the informants' perspectives while maintaining the focus on the research question.

The research instrument was an interview guide based on the Collaborative Governance Regime (CGR) framework by (Emerson et al., 2012) and further developed by the concept of collaborative governance regimes from (Emerson & Nabatchi, 2015). There are three major dimensions to this framework: (1) principled engagement, (2) shared motivation, and (3) capacity for joint action. In addition, the study also considers factors that drive collaboration, such as inter-actor interdependence and external pressures. The interview guide was initially piloted with several informants to assess the clarity and relevance of the content to the local context. All interviews and FGDs were recorded with participants' permission and transcribed verbatim for data analysis.

Secondary data were collected from various policy documents and institutional reports published between 2018 and 2024. The documents included: (1) Riau Province Medium-Term Development Plan (RPJMD) 2019–2024; (2) the strategic plans of relevant local government agencies (SKPDs) in the social and environmental sectors; (3) annual CSR reports of PT Pertamina Hulu Rokan for the period 2021–2025; (4) internal and external CSR audit reports; (5) local media news and coverage concerning CSR implementation in the Rokan Block; and (6) reports from non-governmental organizations related to CSR governance in the extractive sector. The documents were selected based on their direct relevance for PHR's CSR implementation, the availability of verifiable information and their connection to the dynamics of multi-stakeholder collaboration. Documents that lacked a clear source, were speculative, or were from social media were excluded from the analysis.

The unit of analysis in this study is the collaborative process among actors in implementing Corporate Social Responsibility (CSR) by PT Pertamina Hulu Rokan in Riau Province. The research investigates the relationships and interactions between the company, the local government, and civil society organizations in the planning, implementation, and evaluation of CSR programs. Using such an approach, the research analyses how patterns of collaboration are established, how the roles of each actor are played out and various structural and relational barriers that influence the efficacy of CSR governance (Jain et al., 2023).

The data were analyzed using thematic coding techniques to identify significant patterns and themes within the research data (Zamawe, 2015). The analysis process followed the stages formulated by (Braun & Clarke, 2023), namely: (1) familiarization with the data; (2) generation of initial codes; (3) searching for themes; (4) reviewing themes; (5) defining and naming themes; and (6) producing the report of analysis. Triangulation of sources and methods, member checking with informants, and peer debriefing with academics within the fields of public policy and CSR governance were used to ensure the validity of the data (Sciberras & Dingli, 2023).

## **RESULT AND DISCUSSION**

### **Principled Engagement in PHR's CSR Collaboration**

Interviews with local government officials, community leaders, and NGOs reveal that the space for dialogue in PHR's CSR planning remains limited and has not yet taken place on an equal footing. Local government sources said that coordination with PHR usually takes place after the company has designed the program, rather than at the stage of identifying the community's needs. One informant said, "We usually only find out about the program when it is at the socialization stage. There is still very limited scope for input from the beginning." (Riau provincial Bapeda, 2026).

The results of FGDs in Siak and Rokan Hilir Regencies also indicate that some community members perceive CSR programs as mere formalities that do not meet local needs. "The programs are there, but the issues are not sometimes in line with the community's main needs," said one FGD participant. "More support for education, the environment and sustainable economic assistance." (Community Leader, 2026).

Field observations suggest that the idea of principled engagement, as articulated by which highlights the importance of equal dialogue, collective problem identification, and deliberative processes, has not yet been fully realized in the implementation of PT Pertamina Hulu Rokan's (PHR) Corporate Social Responsibility (CSR) programs in Riau Province. In the ideal context of multi-stakeholder collaboration, principled engagement should be expressed through an open, inclusive, and reflective dialogue among corporations, local government, and civil society. Interviews with local government officials from oil- and gas-producing regions, local community leaders, and NGOs working in the social and environmental sectors, however, suggest that this space for fair discussion remains limited and largely dependent on corporate initiative.

The lack of engagement is evident in the absence of permanent forums or institutional mechanisms to engage stakeholders in the CSR planning process regularly.

These programs have annual meetings or discussion forums, but local actors are generally not involved in the early stages of needs assessment or program prioritization. This is clear from the fact that most CSR programmers' proposals are generated either within the company or by third-party consultants employed by PHR, with little to no involvement from the local community. In this case, the CSR agenda is determined through a top-down, non-deliberative process, with no collaborative mechanisms to define the social issues to be addressed. Indeed, the phase of joint problem identification is an important basis for consensus-building on collective solutions to be implemented in line with the principle of principled engagement (Emerson et al., 2012).

Focus group discussions (FGDs) in Siak and Rokan Hilir districts revealed that some community members perceive the implemented CSR programs as merely ceremonial and not relevant to their immediate needs, such as access to education and reduction of environmental impacts from upstream oil and gas operations. Community aspirations for local economic empowerment initiatives are also often omitted from final CSR implementation plans. This situation is a symptom of the power imbalance in determining the direction of corporate social policy. This policy should be defined through joint dialogue and through a common perspective. The current CSR practice of PHR demonstrates corporate-centered governance rather than participatory collaborative governance.

In theory, the absence of this deliberative process invalidates CSR programs, as decisions are not made based on a consensus of shared values and objectives. (Mena & Palazzo, 2012) argue that CSR can become a tool for depoliticizing structural issues and indirectly reinforcing corporate hegemony over local communities when interactions are not based on dialogue and deliberation. This partly explains why some CSR projects in PHR's areas of operation have failed to achieve sustainable social change and have faced resistance from local communities, especially regarding environmental and labor issues. This is consistent with the argument (Van Alstine, 2017) without a deliberative process, CSR initiatives tend to fail to address the root causes of local problems and instead reinforce existing inequalities.

Hence, it can be concluded that the aspect of principled engagement in PHR's multi-stakeholder CSR collaboration is far from ideal. The corporate perspective still dominates the process of formulating CSR issues and objectives, and fair dialogue is not yet a regular part of the program planning and evaluation cycle. For a genuine collaborative CSR framework, local actors should be seen as equal partners, and local collaborative forums should be strengthened to promote open, honest, and accountable deliberative discussions.

### **PHR CSR Collaboration: The Common Motivation Factor**

Findings from interviews and FGDs indicate that trust between PHR and local actors remains low. Some informants believed that the transparency of the program selection process, budget, and CSR success indicators was insufficient. One informant from a civil society organization said, "The community is often only involved when the program is about to be implemented, not when deciding what is actually needed." (PHR Official, 2026).

Another instance is PHR's entrepreneurship training program in the Rokan Hilir District in 2023, which drew around 35 participants. From the FGD, some participants felt the training material was still too general and lacked follow-up mentorship. As one participant said, "The training was just a few days. There was no further mentoring after that, and the participants were unsure how to continue their businesses. (Community Leader, 2026).

Shared motivation is the normative and emotional basis that drives actors to sustain cooperation in multi-stakeholder collaboration. It reveals that the effectiveness of collaborative governance does not rely solely on formal structures and technical mechanisms but also heavily depends on the level of trust, shared understanding, and collective commitment among the actors. This aspect reveals complex dynamics in PT Pertamina Hulu Rokan (PHR)'s implementation of Corporate Social Responsibility (CSR) in Riau Province that are not yet firmly embedded in practice.

Findings from observations and in-depth interviews with multiple parties indicate that structural and historical trust issues persist between PHR and local stakeholders. Several informants in local government agencies said that although there is a normative framework for communication between the PHR and technical departments, trust in information transparency, program integrity, and the consistency of agreements is very low. This is exacerbated by the legacy of past management of the Rokan Block, which was viewed as lacking accountability and fostering a culture of distrust towards oil and gas companies over their fulfillment of local needs. The lack of transparency in the CSR program selection process and the lack of clear success indicators reinforce the impression that the relationships created are transactional rather than transformational.

Civil society, especially local communities and NGOs, feels excluded from the decision-making process for implementing corporate social responsibility programs. According to many sources, the element of community participation in PHR is largely symbolic, as public engagement is more geared toward legitimizing the program than influencing policy content and direction. The lack of an equal platform for discussion also makes the community feel they have no sense of ownership over CSR projects. In many cases, the community is a passive recipient and not an active partner. This hampers the sustainability of programs once the implementation phase is over.

One example is the entrepreneurship training program held by PT Pertamina Hulu Rokan (PHR) in Rokan Hilir Regency in 2023. Around 35 participants from the village communities near the company's operations attended the program. The FGD results indicated that most participants felt the training materials were not designed to address the local community's economic needs or business potential. Some participants indicated that the training offered was too general and did not take into account market conditions or the community's existing skills. One FGD participant said: "The training was only for a few days without any follow-up support, so participants found it difficult to apply what they had learnt to create a sustainable business." Another participant felt that the program was more focused on advancing the company's agenda than on the community's long-term economic

development. Consequently, most participants did not pursue their business activities because they lacked an emotional attachment to the program or a tangible economic benefit.

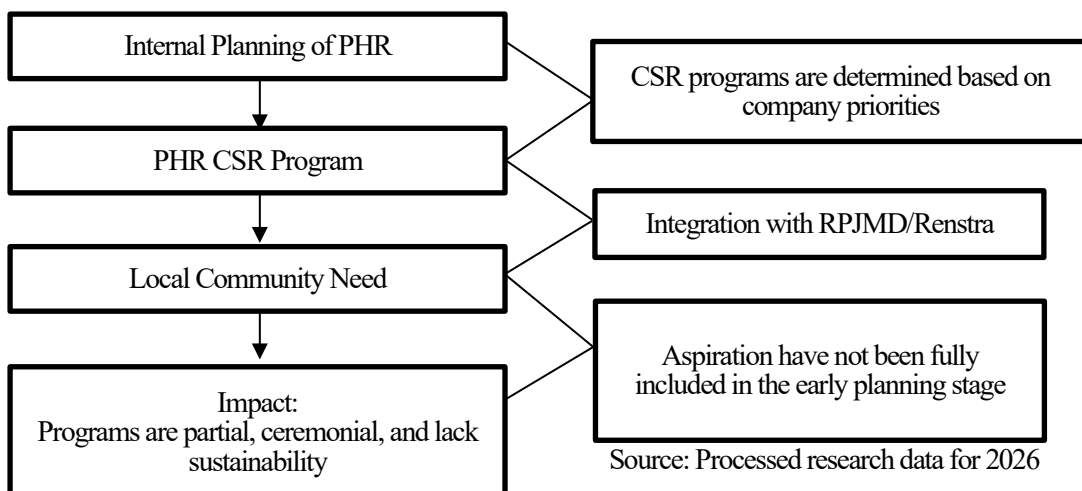
(Emerson et al., 2012) colleagues emphasize the shared motivation, including motivational aspects that link individuals and groups to a shared goal. If CSR activities lack a sense of ownership and meaningful community participation, they are unlikely to achieve sustainable social transformation.

However, there are positive signs that could serve as a starting point for building social capital and reinforcing collaboration. Several village officials said informal communication with PHR representatives has intensified, slowly building trust, but it has not yet been institutionalized. For example, PHR has begun involving local communities in monitoring activities within the peatland protection program in Bengkalis District, even though they were not involved in the initial planning stage. If you practice this consistently and with a high level of openness, your chances of developing a mutual understanding are much higher.

From the perspective of collaborative theory, social relationships with trust and common commitment are important preconditions for the success of collaborative governance (Bryson et al., 2015). When individuals are socially and psychologically motivated toward common goals, they are more likely to invest resources, energy, and time in collective ventures. If shared motivation is not established, collaboration will be procedural, ceremonial, and easily undermined. The CSR practices of the PHR in the field show that the development of shared motivation still occurs sporadically; it is not yet institutionalized and is highly dependent on personal relationships rather than on open and sustainable institutional structures.

Considering the dynamics discussed above, it can be concluded that PHR's shared motivation for implementing CSR is a weak component and requires strategic intervention. Efforts to build trust must begin with better public accountability, a fair space for deliberation, and community participation right from the earliest stages of planning. In addition, the company has to develop a long-term vision to define the role of local communities not only as beneficiaries, but also as real stakeholders in the process of sustainable social development.

**Figure 1.** PHR Internal CSR Planning



### **Capacity for Collaboration in CSR Collaboration of PHR**

The interviews revealed that there is currently no permanent collaborative forum that regularly brings together PHR, local government, the community, and civil society organisations in the planning, implementation, and evaluation of CSR. A local government informant stated: “A coordination forum did exist, but it has not been operating regularly and has not become an official mechanism in CSR decision-making.” (DLHK, 2026).

Furthermore, evaluations of CSR programs are still largely conducted internally by the company. There is no common information system, public dashboard, or social audit mechanism that enables the community and local government to track program achievements transparently. Several informants also highlighted the absence of program success indicators jointly developed by companies, local governments, and the community. “Program success indicators are usually set by the companies themselves, which makes it difficult for local governments to determine whether the programmes actually meet the regional development targets” (Bappeda, 2026) said one local government informant.

A similar view was expressed by a representative of the local community, who noted that the success of CSR programs is often measured solely by the number of activities carried out, rather than by the long-term impacts on the community. “A program is considered successful once the activities have been completed, whereas the community wants to see the long-term impacts, such as increased income or environmental improvements.” (PHR Official, 2026). This situation indicates that CSR evaluation mechanisms remain administratively oriented and are not yet based on collaborative indicators developed through participatory engagement among stakeholders.

“This refers to the ability of collaborative governance for actors to work together to achieve shared goals. “This capacity developed the capacity for collective action. This capacity includes mechanisms for coordination, information exchange, joint monitoring, and the sharing of resources, responsibilities, and authority. In the context of PT Pertamina Hulu Rokan (PHR) 's implementation of Corporate Social Responsibility (CSR) in Riau Province, this study indicates that the capacity for collective action remains weak and relies more on informal relationships than on formal institutional frameworks. Interviews with local government representatives revealed the absence of formal organizations or permanent collaborative forums serving as coordination hubs for stakeholders in implementing CSR programs. Although there have been initiatives to establish CSR forums at provincial and district levels, these platforms have not yet operated systematically to facilitate joint planning, task allocation, and collaborative evaluation. The functions of existing forums tend to be of an occasional consultative nature, rather than serving as a coordinating body with clear operational objectives. Consequently, CSR implementation remains detached from regional development planning documents and is less responsive to the actual needs of local communities.

Regarding the distribution of resources and authority, it was noted that corporations remain the dominant force. Companies will still decide the strategic direction, select the partners who will implement it, make purchasing decisions, and set the indicators of success for the CSR program. Usually, local government involvement occurs only at the socialization

or handover stage of the program, not in the joint design process. This imbalance is a symptom of a lack of decentralized responsibility-sharing and an equitable distribution of authority, which ultimately detracts from the sense of collective ownership of program results. This situation is in line with Chris Ansell and Alison Gash's perspective that collaborative capacity can only be built if an understanding of roles, the distribution of authority, and a balance of relationships among actors in the collaborative process exist.

The other major problem is the absence of a system of information exchange and joint monitoring. Right now, assessments of CSR programs are typically internal affairs run by PHRs for regulators, with no public or local government participation in the assessment process. There are no open dashboards, public reporting systems, or social audits that enable collective public oversight. It makes it difficult for external actors to objectively evaluate the success of CSR initiatives and limits feedback for improvement. A transparent information architecture supports high-level collaboration, shared accountability systems and cross-sectoral evaluation mechanisms (Bryson et al., 2014).

Nevertheless, many early initiatives provide a basis for strengthening collaborative capacity. For example, in a scheme for the environmental rehabilitation of degraded peatlands, PHR formed a joint monitoring team together with local community leaders and academics. This is still an ad hoc step, but it opens opportunities to build more systematic collaborative monitoring capacity in the future. In some of the CSR program villages, community working groups have been formed as implementing partners, but need more technical capacity building.

In general, the findings of this study indicate that PHRs' CSR cooperation is still limited in its potential for joint action. The main hurdles are the absence of permanent structures for collaboration, the dominance of corporations in decision-making, and the lack of an open, jointly monitored information system. To strengthen this capacity, a new institutional architecture is needed to bring together all actors within a framework of joint decision-making, encourage collaborative resource allocation, and enable overall program oversight. A shift in the role of local government from a regulator to an enabler of collaboration and the empowerment of civil society groups is an important step to more participative and sustainable collaboration.

The results of the study reveal that PT Pertamina Hulu Rokan (PHR) 's CSR implementation in Riau Province has not been optimally carried out in terms of principled engagement. The participation of local government, community, and civil society organizations remains limited, as the company largely determines the CSR program planning process. Interviews and focus group discussions (FGDs) suggest that the community is typically involved during program socialization or implementation, but not during the identification of needs and the determination of program priorities. Some members of the community also regard CSR programs as largely ceremonial and inadequately addressing local needs, particularly in economic empowerment, education, and environmental impacts. This result indicates that the implementation of CSR in PHR remains largely a top-down process and that substantive dialogue and shared decision-making have not yet been effectively instituted. From an evaluative perspective, the absence of principled engagement

leads to poor integration of CSR programs with community needs and regional development planning. Thus, there is a need for a permanent collaborative forum in which the company, the local government, and the community can participate on an equal footing, so that CSR implementation is more participatory, transparent, and sustainable.

## CONCLUSION

This research revealed that collaborative governance has not been optimally realized in the implementation of Corporate Social Responsibility (CSR) by PT Pertamina Hulu Rokan (PHR) in Riau Province. The company's engagement with local government, the community and civil society organizations is not yet institutionalized nor on an equal footing. Dialogue between stakeholders is sporadic and largely driven by corporate initiatives, so CSR programs are generally planned and implemented from the top down. Low levels of trust among actors, due to limited transparency, a lack of space for deliberation, and limited community involvement in decision-making for CSR Programs, remain a challenge.

This study also reveals that the dimensions of principled engagement, shared motivation, and capacity for joint action, as described in collaborative governance theory, are not yet fully in place in the implementation of PHR's CSR. Community involvement is still mostly formalistic; shared motivation among actors has not developed strongly, and the capacity for joint action is still hindered by weak coordination structures, a lack of shared information systems, and an absence of participatory evaluation mechanisms. These conditions mean that the implementation of CSR remains partial, administrative, and not yet fully aligned with the needs of the community or the regional development agenda.

Theoretically, this study supports the view that the success of CSR implementation in the extractive sector is determined not only by corporate resources but also by the quality of collaborative governance among stakeholders. The findings of this research suggest that power asymmetries and domination by corporate actors can be major obstacles to the development of participatory and deliberative collaboration. Thus, this study is an empirical contribution to the development of collaborative governance studies, especially in the context of CSR implementation in the oil and gas sector after the transfer of management of the Rokan Block.

Based on the research results, the researcher recommends further research to conduct a comparative study of CSR implementation at PT Pertamina Hulu Rokan and other extractive companies in Indonesia to gain a broader understanding of collaborative governance practices in the natural resources sector. Additionally, future research could employ a mixed-methods approach to integrate qualitative analysis with quantitative measures of the extent of participation, transparency, and effectiveness of CSR programs, thereby offering a more holistic and in-depth evaluation.

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