Integrating Government Policy and MNC Actions in SDGs: a Case of Jakarta Government and Unilever Indonesia

Dian Maulini Akmal and Roseno Aji Affandi

International Relations Department, Faculty of Humanities Bina Nusantara University, Jakarta, Indonesia 11480 dian.akmal@binus.ac.id, roseno.affandi@binus.ac.id

Abstract

This study aims to determine the effect of the CSR program of PT. Unilever Indonesia Tbk on policies and strategies for waste management in DKI Jakarta in realizing the SDGs target in 2030. The type of research used in this research is explanatory research that applies qualitative research methods with data analysis using secondary data sourced from books, journal articles, and news of related issues. The results showed that the CSR program of PT. Unilever Indonesia Tbk makes a positive contribution to waste management in Jakarta and increases innovation in strategies and policies implemented by the DKI Jakarta Government in managing waste.

Keywords

Government policy, CSR Strategy, Jakarta and SDGs, Green Systems, Unilever's CSR and SDGs.

1. Introduction

Waste management is one of the biggest issues in achieving environmental sustainability in the world. This is because due to globalization, very fast environmental changes, both external and internal cannot be avoided. This encourages business people (Multinational Corporations) to pay attention to social problems in the host country. Indonesia as one of the developing countries and the country with the largest population in the world is also not spared from the issue of waste management.

Kelompok Umui Laki-laki 10-14 15-19 20-24 25-29 30-34 40-44 45-49 50-54 55-59 60-64 65+ Jumlah

Table 1. Total Population of DKI Jakarta

Jumlah Penduduk Provinsi DKI Jakarta Menurut Kelompok Umur dan Jenis Kelamin

Based on data from the Central Statistics Agency for DKI Jakarta Province, the population of DKI Jakarta Province from 2019 - 2021 continues to increase, with the increasing number of residents of the city of Jakarta, the more waste is generated and affects the increase in the volume of waste in landfill (TPA) (Central Statistics Agency DKI Jakarta 2021). Every year, the volume of Jakarta's waste is increasing (Information Media of The Porivncial Government of DKI Jakarta 2020). In directly shows that the waste management in DKI Jakarta by the DKI Jakarta Provincial Government has not been managed properly (Mulyadin et.al 2018). In connection with this, quoted from the 2018 Indonesian Environmental Statistics Catalog related to Waste Management in Indonesia, it is stated that from the results of the 2017 Social Security Module Susenas, only 1.2 percent of the people recycle household waste, and 8.7 percent of the people carry bags. as a way to reduce waste, while 66.8 percent of the community still burns waste as a

treatment for household waste processing (Central Bureau of Statistics 2018). This shows that people tend to not be aware of problems related to waste issues, which actually have a high level of relevance to the earth itself. In addition to having a high relevance relationship with the earth, the issue of waste is a multidimensional problem that involves many aspects of human life. If this waste-related problem is not handled swiftly and efficiently, it is not impossible that it will be the beginning of various other problems in the life of the wider community. To overcome this, the contribution of the government and relevant stakeholders plays a vital role in it.

PT. Unilever Indonesia Tbk as one of the producers that produces consumer goods shows its concern for the sustainability of the surrounding environment by implementing its CSR which is called the "Green and Clean" program. This program was initially carried out in Surabaya, but continues to be developed in several cities in Indonesia, such as DKI Jakarta, Yogyakarta, Makassar, Medan, Banjarmasin, Bandung, Balikpapan and Manado (Unilever Indonesia 2017). The Green and Clean program is carried out by providing training and information to the community in waste management and empowering the community to have additional income from waste management in the area (Hendawan and Purnaningsih 2009).

The purpose of the "Green and Clean" program is to motivate all levels of society about the importance of waste management, as the DKI Jakarta Provincial Government's efforts in regional development planning for the period of five years 2017-2022 for the DKI Jakarta area are stated in the RPJMD (Regional Medium Term Development Plan) document, which states that the need for community participation is to collaborate with fellow citizens through mobilizing community participation in the Corporate Social Responsibility (CSR) forum in order to create a sustainable quality of living environment (Agency for Regional Development of Jakarta 2018. The implementation of the "Green and Clean" CSR program by Unilever Indonesia in the densely populated capital city of Jakarta has made a positive contribution to the local community, marked by the increasing number of Waste Banks assisted by Unilever to reduce the existing waste load. Unilever Indonesia has successfully assisted the development of nearly 4,000 units of Waste Banks spread across 37 cities, with more than 500,000 members of the Waste Bank. With this, Unilever Indonesia has helped reduce 12 tons of inorganic waste(Unilever Indonesia 2020).

With the Triple Bottom Line (TBL) concept put forward by John Elkington, a company's CSR refers to a balance in preserving the environment around the operating area (planet), providing benefits to the community (people), and the company getting value to maintain the sustainability of its operations (profit) (Arowoshgbe and Emmanuel 2016). Based on the explanation above, the research problem that became the author Research Question is one of the factors in the problem of waste processing in Indonesia due to the lack of public knowledge about the importance of household waste management, so that the city government's policies and strategies do not work as they should. Here the author will describe and analyse the CSR program "Green and Clean" initiated by Unilever Indonesia to contribute positively in supporting the strategies and policies of the DKI Jakarta Provincial Government in waste management to achieve SDGs 2030. Thus, the research question of this research is "How is the implementation of the Green and Clean Program by Unilever Indonesia in helping to handle waste management in Jakarta to achieve the sustainable development of the 2030 SDGs?"

1.1 Objectives

This paper will describe the implementation of the CSR program "Green and Clean" by PT. Unilever Indonesia Tbk as a positive contribution in supporting the strategies and policies of the DKI Jakarta Provincial Government in waste management in achieving the sustainable development goals of SDGs 2030. This research is needed to find out that MNCs play an important role in the success of strategies and policies of a region to achieve sustainable development. The theory used in this research is the Triple Bottom Line's concept which is related to the main topic.

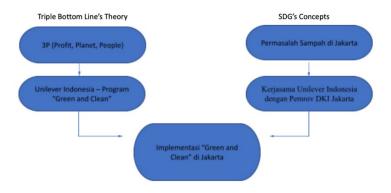


Figure 1. Research Method Scheme.

2. Literature Review

2.1 Multinational Corporations

Multinational Corporation (MNC) is not just a company or firm that operates in various countries. Moreover, the book "Leviathan: Multinational Corporations and the New Global History" describes MNC as an army consisting of economic, political, and cultural aspects that compose it (Chandler et al. 2005). Furthermore, MNC is interpreted as an effective "weapon" that can be used in this globalization era. In the eyes of the author, this proves that the company can be a "vehicle" used by many stakeholders in order to achieve the goals they want and plan. Departing with the basic definition which contains more or less the same meaning as previously mentioned by the previous author, an article made by Hans (2020) explains more about the points that must be owned by an entity in order to be included in the MNC category. One of those points is Unity of Control. MNC has many branch companies located in various places around the world. Although the company's branches, which are widely spread in various places around the world, have different working conditions and areas, the work culture, policies, and strategic arrangements of the company are still held by the central company or commonly known as the parent corporation.

For example, there is a policy and strategic arrangement that must be carried out by PT. Unilever Indonesia. They must refer to the framework that has been provided by PT. Unilever Global as the basis for their decision making. The author defines MNC as an entity that is generally engaged in the production of services and or goods, which has a business size at an international level. The previously mentioned indicators are things that are deemed necessary to exist, to ensure the survival of the existence of the relevant MNC. Even though in the modern era it is stated that MNCs do not only focus on matters related to the economy, it should be remembered that the main goal they want to achieve is still the same, such as maximum profit, both for the companies they own, or related stakeholders.

2.2 Corporate Social Responsibility

Corporate Social Responsibility is defined as assistance in social activities undertaken by a company in order to generate sustainable growth for the company and the affected community, including providing a positive impact on the government. It can be said that CSR activities by a company are the involvement of business actors in sustainable development by reviewing the economic, social, and environmental influences of their activities (Post et al. 2002). Corporate social responsibility activities are considered successful in providing benefits if conditions are realized where the company and the surrounding community benefit from each other. CSR activities by a company can be carried out in several ways. one of which is CSR activities in community relations. This activity can provide benefits to the company in the form of community support, corporate image, and controlling the risk of the company's reputation (Disemadi and Prananingtyas 2020). PT. Unilever Indonesia in carrying out its CSR issued a program related to environmental care under the name "Green and Clean" in the Jakarta area, where the program is part of the company's business development activities as well as a form of Unilever Indonesia's contribution as a company that implements good corporate governance in preserving the environment. environment by encouraging the community to manage waste by supporting changes in the behaviour or mindset of the local community.

2.3 Triple Bottom Line's Concept

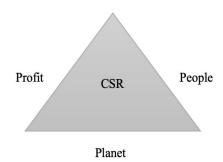


Figure 2. Triple Bottom Line's Strategy

In the mid-1990s, Elkington (1997) was the first to introduce the concept of the Triple Bottom Line. In his view, the Triple Bottom Line is a new concept that doesn't only talk about traditional calculations of profits or profits made in investment. More than that, the Triple Bottom Line was a thought across the ages, which talked about sustainability and environmental dimensions which, according to John Elkington, were important elements that had not yet been discussed and received proper attention. In the Triple Bottom Line that he introduced, there are three main elements that make up the theory. The three elements are: people, planet and profit or what is often referred to as the 3Ps. Furthermore, there are three aspects of calculation in this Triple Bottom Line. First, Economic measures (Profit). Profit is a form of responsibility that must be achieved by companies where companies need to create fair trade and ethical trade in doing business (Felisia and Limijaya 2014).

By increasing the level of welfare of shareholders, contributing to society through tax payments, and expanding business and production capacity are things that can be obtained when companies have the ability to create profits (Hadi 1969). This variable relates to matters relating to the velocity of money. It can be in the form of taxes, income, employee contracts, company climate, and others. The second aspect is Environmental measures (Planet), created to represent Natural Resources. It includes the quality of water and air, the amount of energy consumption, waste treatment, and land use. Ideally, this aspect contains things that are future and have a long time span. Every company needs to properly manage the natural resources around by reducing the use of natural resources or replacing them with environmentally friendly technologies. The third aspect is Social measures (People), containing elements related to social dimensions such as community prosperity. Companies must be socially responsible both within the company and outside the company.

Therefore, the People aspect here includes the welfare of human resources in the company and the community around the company. Corporate responsibility can be by creating good relations between employees and the community by creating activities that help the lives of employees and the surrounding community. In essence, corporate social responsibility is the company's commitment to integrate its concern for the economy, social and environment with the aim that the company can carry out its main function, namely trying to generate profits and to improve its existence.

2.4 Correlation between CSR of MNCs and Triple Bottom Line's Concept

Based on a book written by Urip (2014), the existence of Corporate Social Responsibility (CSR) by Multinational Corporations in developing countries also has a positive impact that can be felt not only by the community, but also has a positive impact on companies. Moreover, there is intense competition in the global market in maintaining the reputation of the company to maintain the company's stability in the long term. Therefore, a CSR strategy is needed that can solve the problems that exist in developing countries. so it can be said that CSR is an integrated part of the company's business strategy. a company that is aware of the importance of equivalence between achieving profit, improving the quality of human resources (people), and preserving the environment (planet) will achieve the principles of Good Corporate Governance (GCG). where this principle aims to optimize the value of the company's competitiveness so that it can maintain its existence.

According to the World Business Council for Sustainable Development (WBCSD), the company's CSR role exists in two spheres of influence, namely the internal and external spheres. internal scope is an issue that is under the control of the company such as Health, Safety, Environment while the external scope is the supply chain which is an

interdependent relationship between core business operations, environmental partners, and markets, also including the community and government (Berampu and Agusta 2015). The success of CSR based on GCG internally and externally will support the company's strategy and improve the company's reputation. In the end, it will also increase the company's competitiveness and generate sustainable growth for the company and the surrounding community, as well as indirectly providing a positive impact on the government.

3. Methods

This paper uses a qualitative approach research method using secondary data collection sources. The main secondary data source to understand this research was obtained from the official website of Unilever Indonesia. Other secondary data sources were obtained by authors from previous research, books, e-journals, articles, related to the theoretical concepts used and obtained from online news sites related to Unilever Indonesia.

4. Data Collection

This study uses a literature review method. By conducting a literature review, several explanations will be obtained from experts related to this research and the data obtained in this study comes from company data, ministry data, and Unilever Indonesia reports.

5. Result and Discussion

The DKI Jakarta Provincial Government has made efforts to deal with the waste problem in the city of Jakarta as described in the Regional Medium-Term Development Plan (RPJMD) document regarding the strategy and policy direction of the DKI Jakarta province from 2017 to 2022.

Table 2. Strategy and Policy Direction of DKI Jakarta Province 2017-2022

Objective	Target	Strategy
Accelerating the development of reliable, modern, and integrated infrastructure and able to solve urban problems	Improving the function and management of flood and abrasion control infrastructure	Build and maintain flood and abrasion control infrastructure.
	Improving access to proper sanitation	Improving the availability of clean water infrastructure.
		Build and manage a wastewater treatment system.
		Reducing waste and improving waste management services
	The realization of safe, adequate, modern, integrated, environmentally friendly and affordable transportation facilities and infrastructure for all Jakarta residents	Supervision and control of traffic and transportation
		Increase connectivity in the province
		Maintaining the condition of provincial roads in a stable condition, increasing the length of roads with utility network infrastructure
		Development of Public Transport System
		Development of facilities and infrastructure for traffic safety

It can be seen from Table 1 above that the problem of reducing and handling waste is included in the strategy and policy direction of the DKI Jakarta regional development program for the period 2017-2022 (Agency for Regional Development of Jakarta 2018).

One of the strategies of the Indonesian government in dealing with waste management problems in the surrounding environment is to create a waste bank. the establishment of a waste bank in addition to handling waste management and building a community mindset for a healthy and clean environment, it also increases people's income by exchanging their waste in exchange for money and basic food ingredients. In the 2017-2022 RPJMD document it is also stated that one of the strategies of the DKI Jakarta Provincial Government in processing and controlling waste and waste is carried out through the development of Intermediate Treatment (ITF) as well as strengthening cooperation in waste management with the surrounding government in order to create an integrated waste management (Agency for Regional Development of Jakarta 2018). the alignment of strategies by the Government of Indonesia and Unilever Indonesia in overcoming problems led to collaboration. In 2020 the provincial government of DKI Jakarta collaborated with PT. Unilever Indonesia and PT. Solusi Bangun Indonesia Tbk in processing old waste at the Bantargebang TPST into Renewable Energy Sources (Bahfein 2020). The partnership between the government and the private sector is strengthened by the Regional Regulation of the Special Capital Region of Jakarta Number 4 of 2019 article 92 paragraph 1 which states that, Regional Governments can collaborate with other regional governments and/or other parties in waste management (Financial Audit Agency of the Republic of Indonesia 2019). The cooperation in question can be carried out in:

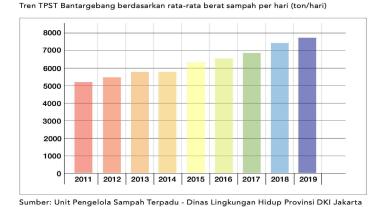
- a. waste generation restriction;
- b. waste recycling;
- c. waste reuse;
- d. waste sorting;
- e. garbage collection;
- f. garbage transport;
- g. waste processing; and
- h. final waste processing.

In the report on the Achievement of Sustainable Development Goals (TPB/SDGs) in 2019, DKI Jakarta Province stated that the trend of the average weight of waste and the average number of vehicles entering the Bantargebang TPST continues to increase from year to year (TPB Secretariat/ SDGs 2020).



Sumber: Unit Pengelola Sampah Terpadu - Dinas Lingkungan Hidup Provinsi DKI Jakarta

Figure 3. Trends in Bantargebang TPST Based on Average Entry Vehicles per Day (rit/day)



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Figure 4. Trends in Bantargebang TPST based on the average weight of waste per day (tonnes/day)

The chart above shows that from 2011 to 2019 the volume of waste generated by the people of Jakarta continues to increase every year. With this, the DKI Jakarta Provincial Government has a challenge to achieve the SDGs 2030. This effort to achieve the SDGs is also supported by the issuance of Governor's Instruction Number 107 of 2019 concerning Waste Reduction and Sorting within the DKI Jakarta Provincial Government, in which the 3R principle (Reduce, Reuse and Recycle) is a form of participation in waste reduction and waste management for residents of the Capital City of DKI Jakarta (Governor of the Special Capital Region of Jakarta 2019). The DKI Jakarta Provincial Government already has a number of policies related to these problems, but the implementation of the policies is still not optimal. Therefore, the "Green and Clean" CSR program initiated by Unilever Indonesia is present as a form of innovation from this problem.

Unilever Indonesia as one of the leading Fast Moving Consumer Goods (FMCG) companies in Indonesia has the company goal of becoming a company that can manage and implement business responsibly and sustainably so that it continues to grow while reducing environmental impacts and increasing positive social impacts for society (Unilever Indonesia 2020). Since 2010, Unilever Indonesia has a sustainability strategy called the Unilever Sustainable Living Plan (USLP), in which the sustainability strategy has three major objectives which include social, environmental and economic performance. In Unilever Sustainable Living Plan, reducing the impact on the environment is one of the main targets in implementing the sustainability strategy.



Figure 5. Three Big Goals of USLP

In Sustainability Report of Unilever Indonesia (2020) above, PT. Unilever Indonesia Tbk was mentioned that Waste & Packaging is one of Unilever Indonesia's targets in reducing the impact on the environment in 2030. Unilever Indonesia's attention to waste processing has been started since 2001 through the "Brantas Bersih" Program in Jambangan, Surabaya. This program was developed in several other areas with a program called "Green and Clean" which focuses on educating the public in managing waste from its source, namely household waste as the output of this program. In 2008, Unilever Indonesia implemented a Waste Bank which then strengthened its system and distributed it to various regions in Indonesia. In addition, Unilever Indonesia has focused more on the establishment and development of a waste bank that absorbs waste while generating economic value for the community. Through the waste bank activity, the company also had the opportunity to provide education about recycling plastic packaging to the public.



Figure 6. Unilever Indonesia Waste Bank Program



Figure 7. Unilever Indonesia Waste Bank Program

In line with the government's efforts to increase the visibility of waste banks in the community, Unilever Indonesia also collaborates with Google in helping Unilever-assisted waste banks to access information through Google My Business, Google Maps, and other Google features (Unilever Indonesia 2020). From the above technological innovations, Unilever Indonesia has fostered 2,816 Waste Banks spread across Indonesia and has contributed to reducing inorganic waste by 7,779 tons of waste (Unilever Indonesia 2018). The Green and Clean program initiated by Unilever Indonesia is one of the USLP strategies. The achievement of the targets and program impacts of the USLP strategy in dealing with waste and packaging can be seen in 2020, Unilever Indonesia helps collect and process 16,402 tons of plastic waste to fulfil its global commitment to be free of waste. The existence of Unilever Indonesia's sustainability strategy is one form of support for the achievement of the Sustainability Development Goals as stated in the Presidential Regulation of the Republic of Indonesia No. 59 of 2017 concerning the Implementation of the Achievement of Sustainable Development Goals (Central Government 2017). In the Unilever Indonesia's Sustainability Report 2020, Unilever Indonesia provides a summary of their initiatives and policies that are in line with government programs in sustainable development goals:

Table 3. Relevant Unilever Indonesia Initiatives



From the table above, there are three relevant pillars in dealing with waste and packaging problems. The three pillars are pillar-11 (Developing an Inclusive, Safe, Strong, and Sustainable City and Settlement), pillar-12 (Ensure Sustainable Production and Consumption Pattern), and pillar-14 (Conserve and Sustainably Use the Oceans, Sea, and Marine Resources for Sustainable Development). The three pillars both focus on reducing plastic waste. There are several ways for Unilever Indonesia to provide support for SDGs 2030. To achieve the target of pillar-11, Unilever Indonesia in creating a clean and comfortable city has collected 13,262 tons of waste through a waste bank that is processed into energy through Refuse Derived Fuel (RDF), and using 68.60 tons of Post-Consumer Recycled (PCR) plastic for product packaging. Pilar-12's initiative in dealing with waste is to recycle 36,640,552 kg of waste in 2020, as well as carry out "Zero Waste to Landfill". Pilar-14's initiative in dealing with waste is a strategic approach, namely, reducing plastic, making better plastic, without plastic. To reduce the use of plastic, it can be done by using recycled plastic, and selling products by refilling it at certain stores.

The initiatives that have been carried out by Unilever Indonesia in overcoming the waste management in Indonesia show that Unilever Indonesia is a company that is aware of the importance of a Green Management System. Shu-Hsien Liao (2017) said that the Green Management System is a set of standard processes and practices that help companies to improve their sustainability by planning, conducting, evaluating and regulating environmental policies. In developing a Green Management System, the basis of action is to reduce waste and maximize resource efficiency through four key concepts, namely empowerment, education, efficiency, and excellence (Hall 2001). Unilever Indonesia by holding a Green and Clean program as a CSR activity that cares about the environment, also benefits in terms of business by implementing a green business strategy. With the Green and Clean program, Unilever Indonesia can reduce the environmental impact of their products and services and build their environmental image. Therefore, the alignment of the Government to achieve the vision of environmental sustainability with Unilever Indonesia's CSR activities is very much in line with dealing with waste management problems.

6. Conclusion

Indonesia, as one of the developing countries in the world has many problems in realizing Sustainable Development. With the condition of a country that is densely populated in the world, Indonesia needs assistance in terms of cooperation from the private sector to realizing one of the goals of the sustainable development of SDGs 2030, which is related to the waste problem. With the CSR activities of PT. Unilever Indonesia Tbk participates in making a positive contribution in helping the city of Jakarta. The existence of the "Green and Clean" program initiated by Unilever Indonesia participates in increasing the number of waste banks which is also one of the strategies and policies of the DKI Jakarta Provincial Government regarding processing garbage in Jakarta. With the "Green and Clean" program by Unilever Indonesia, it can also achieve the sustainable development goals in 2030 which are in pillar 11, pillar 12, and pillar 14 with the waste target as one of its sustainable development goals. The Triple Bottom Line concept is used to find out that the existence of CSR activities does not only provide benefits to the company, but also benefits

the community and the surrounding environment. This concept provides an understanding that it is not enough for a company to make a profit, but must also make a positive contribution to the local community and take part in preserving the environment.

From what has been described above, the research contribution by the author is to provide knowledge about the results of the author's research in examining the implementation of PT. Unilever Indonesia's CSR activities on the strategies and policies of the DKI Jakarta Provincial Government in dealing with waste management problems to align the Sustainable Development Goals 2030.

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Biographies

Dian Maulini Akmal is a student of Bina Nusantara University, Indonesia majoring International Relations. During her study period, he also participated in internship activities at the Directorate General of Immigration, Ministry of Law and Human Rights of the Republic of Indonesia and at the Directorate General of Multilateral, Ministry of Foreign Affairs of the Republic of Indonesia for a year.

Roseno Aji Affandi currently a lecturer at the International Political Economy of International Relations Department, Bina Nusantara University, Indonesia. in 2000 he obtained his bachelor's degree from the Department of Management at the Islamic University of Indonesia, Yogyakarta. then receive a master's degree in Management from Gadjah Mada University, Yogyakarta. Mr. Roseno has done a lot of research with his colleagues related to his masters themes including system value chain analysis (SVCA), balance score card (BSC) technique, business strategic and international marketing, and business modelling generation.