

# Measuring Social Return on Investment: Lessons from the *Kelas Berbagi (Sekolah Lestari Berbasis Teknologi)* CSR Program of PT Pertamina Hulu Energi Jambi Merang

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## Abstract

This article aimed to determine the Social Return on Investment (SROI) value in the *Kelas Berbagi (Sekolah Lestari Berbasis Teknologi)* CSR Program of PT Pertamina Hulu Energi Jambi Merang. This article employed the SROI method. Data collection techniques included interviews and literature studies. Validity tests were conducted through data triangulation obtained from various sources. This research was located in Mekar Jaya Village, Bayung Lencir District, Musi Banyuasin Regency. The results of the study indicate that: 1) SROI calculation needs to be carried out to encourage continuous innovation and improvement in the *Kelas Berbagi* Program; 2) The *Kelas Berbagi* Program obtained an SROI value of 2.16; 3) An SROI value of 2.16 indicates a positive value of the social investment made by the company. Moreover, the involvement of stakeholders, including agencies, the government, and community institutions in Musi Banyuasin Regency in the *Kelas Berbagi* Program illustrates participatory and collaborative cooperation, thus being able to promote environmental knowledge enhancement among the program's beneficiaries.

**Keywords:** CSR, Social Investment, SROI.

## A. INTRODUCTION

In the last decade, concerns about plastic waste accumulation have continued to rise (Firdaus and Lestari, 2020). This is because the majority of plastic products circulating in society are single-use plastics (Narancic et al., 2019). Moreover, about 40% of these single-use plastic products are packaging (Narancic et al., 2019). Globally, the accumulation of waste from single-use plastic production and the consumptive behavior of plastic use are major global waste problems (Jambeck et al., 2015). The same issue is also found in Indonesia; a 2015 study indicated that Indonesia is the second-largest producer of plastic waste in the world (Suhardjono et al., 2021). Furthermore, World Bank data shows that one in five plastic wastes accumulating in Indonesia end up in rivers and seas (World Bank, 2019). This indicates that besides the potential for ongoing waste accumulation, Indonesia also faces the potential for more prudent waste management issues.

Furthermore, the problem of plastic waste accumulation is not the responsibility of one individual alone; all layers of society have an equal role. Given the potential waste problems, the government has established a hierarchical policy from the central to the regional levels

regarding plastic waste management (Fitri and Ferza, 2020). Through these policies, it is hoped that each region can implement more prudent and sustainable plastic waste management. However, in practice, these efforts have not yet been fully effective. Data from the Directorate of Waste Management in 2019 indicates that plastic waste still dominates at 15% of the total waste, becoming 69% of the total waste managed by the Final Disposal Site (TPA) (Ministry of Environment and Forestry, 2020).

Optimization of this policy cannot be carried out by the government alone. Similar to achieving community welfare, efforts to address plastic waste issues also require the involvement of all development actors, including the government, the community, and the private sector/companies. The participation and collaboration of these three actors play an important role in every process of resolving waste problems in Indonesia. Therefore, national and multinational companies in Indonesia have their strategic roles in the process of solving regional waste issues. Moreover, Government Regulation (PP) No. 40 of 2012 on Social and Environmental Responsibility serves as a foundation for companies to realize sustainable community and environmental development.

Furthermore, as one of the companies promoting social and environmental sustainability, PT Pertamina Hulu Energi Jambi Merang also implements Social and Environmental Responsibility (SER) policies through various sustainable CSR programs. In response to the plastic waste problem in Jambi City, where 432.45 tons of waste are produced daily and 22% of it remains untreated (Thamrin and Rahim, 2022), PT Pertamina Hulu Energi Jambi Merang initiated a CSR program projected to raise awareness about the importance of waste management for future generations. This program, established in 2021 and named the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi), is a strategic step by PT Pertamina Hulu Energi Jambi Merang to instill the importance of wise plastic waste management from an early age. The Kelas Berbagi Program is conducted at elementary School 02 of Sukajaya, targeting the principal and teachers, students in grades 3-6, parents, and school canteen vendors. Recognizing that achieving a sustainable and plastic-free city is a long process, the Kelas Berbagi Program is projected with a five-year program scheme, developing various sustainable innovations.

Moreover, to assess the success of the Kelas Berbagi Program implemented by PT Pertamina Hulu Energi Jambi Merang, an analytical tool is needed that can comprehensively present results, both in terms of social and monetary impact. Measurement through Social Return on Investment (SROI) calculations is considered an appropriate tool, as SROI calculations can quantitatively measure the social impact generated by CSR programs (Matoati et al., 2023). Additionally, SROI calculations translate social and environmental impacts into tangible monetary values, helping investors, in this case, PT Pertamina Hulu Energi Jambi Merang, to see a holistic picture of the benefits from their time, money, and resources (Lawlor et al., 2008). Therefore, this article will analyze the effectiveness and impact of the Kelas Berbagi Program implemented by PT Pertamina Hulu Energi Jambi Merang holistically through Social Return on Investment (SROI) calculations.

## **B. METHODS**

This research employed Social Return on Investment (SROI) analysis, a tool that not only measures the magnitude of social impact but also identifies other intangible impacts (Parikesit et al., 2022). According to Hart and Houghton (2007) and later expanded by Lynch and Cooney (2011), there are at least five levels used in calculating SROI: 1) Contextualizing the program in line with the company's vision and mission, including mapping key stakeholders; 2) Identifying the financial capabilities of a program; 3) Analyzing indicators and estimating the output and impact generated; 4) Reducing the impact by making changes or

adjustments to the program/activities that approach the ideal conditions expected; and 5) Sensitivity analysis is needed to calculate SROI results (Parikesit et al., 2022).

The data in this study consisted of primary and secondary data. Primary data were obtained from in-depth interviews with beneficiaries and focus group discussions (FGD) between PT Pertamina Hulu Energi Jambi Merang and key stakeholders. Meanwhile, secondary data were obtained from the company's internal documents related to the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi). Additionally, the SROI assessment stages were carried out by identifying the program scope, identifying related stakeholders, understanding the theory of change implemented, identifying (output, process, and outcome), valuing, and then calculating SROI. Furthermore, the SROI analysis method was used to measure the magnitude of the program's impact quantitatively to produce an equivalent value (Raucher et al., 2012).

## C. RESULTS AND DISCUSSION

### 1. Considering the Importance of SROI Calculation for the Kelas Berbagi Program

The calculation of Social Return on Investment (SROI) is essentially a form of cost-benefit analysis or investment closely related to economic calculations (Drummond and McGuire, 2001). However, in its development, SROI analysis not only analyzes the magnitude of costs but also includes the magnitude of other social impacts. Furthermore, the Social Return on Investment (SROI) analysis is not a new method. In recent years, the use of SROI has attracted much attention, and its application has continued to increase (Nichols et al., 2009). Additionally, the SROI calculation is also used to measure the social impact magnitude of CSR programs invested by companies (Santoso et al., 2018).

Furthermore, based on the development of the Kelas Berbagi Program, it can be seen that various efforts are needed to achieve ideal conditions, both in the preparation and implementation stages. In the preparation stage, PT Pertamina Hulu Energi Jambi Merang plays an important role in drafting the five-year roadmap for the Kelas Berbagi Program from its inception in 2021 to 2025. Additionally, PT Pertamina Hulu Energi Jambi Merang coordinates with potential beneficiaries/target programs and key stakeholders. Moreover, PT Pertamina Hulu Energi Jambi Merang makes social investments projected to foster a sustainable environment. In the implementation process, the Kelas Berbagi Program serves as a platform for the community to realize environmental awareness from an early age.

Furthermore, one effort to maximize the Kelas Berbagi Program is by calculating the Social Return on Investment (SROI). A positive SROI calculation will successfully create a beneficial social impact for all stakeholders involved (Marsha and Matoati, 2020). Additionally, the benefit of SROI calculation is to identify the impact received by the community from a program (Rauscher et al., 2012). Based on this, there are at least four crucial aspects of the SROI calculation that are important for PT Pertamina Hulu Energi Jambi Merang and the beneficiaries of the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi). These aspects include:

- a. Measuring the social impact of the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi)

One of the aims of using SROI analysis is to measure the social impact of the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi). In this context, the implementation of the Kelas Berbagi Program has brought about changes in the social life of the community around State Elementary School 02 of Sukajaya. From 2021 to 2023, the community has experienced changes, as shown below:

**Table 1. The magnitude of the Social Impact of the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi)**

2021	2022	2023
41.30%	24.74%	24.83%

Source: Company’s Internal Document (2023)

Based on the table above, in 2021, when the Kelas Berbagi Program was established, there was a significant change experienced by the beneficiaries, amounting to 41.30%. This change includes an increase in the understanding of State Elementary School 02 of Sukajaya students regarding environmental conservation. Additionally, this change encompasses capacity building through training sessions facilitated by PT Pertamina Hulu Energi Jambi Merang.

In 2022, there was an increase in the number of beneficiaries of the Kelas Berbagi Program due to the establishment of new activities that foster closer relationships between teachers and parents. These activities include the implementation of environmental conservation practices at the household level. This change has expanded the number of beneficiaries, thereby broadening the perceived impact.

In 2023, there were social changes in the community due to innovations in the Kelas Berbagi Program. At this stage, technology was utilized through the development of the Bocah Keliling application. This application serves as a new learning method for students at State Elementary School 02 of Sukajaya and other schools. Through this application, the program’s beneficiaries have expanded further as access to waste management knowledge is not limited to the students of State Elementary School 02 of Sukajaya but is available to the wider community.

b. Assessing the effectiveness and efficiency of the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi)

The Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi) is one of the initiatives developed by PT Pertamina Hulu Energi Jambi Merang. Initially, the Kelas Berbagi Program was a response to the environmental issues in the community development area of PT Pertamina Hulu Energi Jambi Merang. Recognizing the company’s strategic role in addressing waste problems in Musi Banyuasin Regency, PT Pertamina Hulu Energi Jambi Merang designed a five-year roadmap for the Kelas Berbagi Program, comprising various activities.

The SROI calculation helps evaluate how effective the Kelas Berbagi Program is in achieving ideal conditions. By analyzing the costs incurred against the social impacts generated, PT Pertamina Hulu Energi Jambi Merang can assess whether the invested resources have been used efficiently. This aids in making better decisions for future program development. In this context, the Kelas Berbagi Program strengthens institutional frameworks through the reorganization and regeneration of group members to maintain the program’s ecosystem. Additionally, to support the creation of an efficient and effective ecosystem, each group member is encouraged to be more disciplined and organized in the management and administration of the Kelas Berbagi Program.

c. Encouraging Innovation and Continuous Improvement in the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi)

The synergy among groups at State Elementary School 02 of Sukajaya stimulates the formation of new groups through various innovations developed within the Kelas Berbagi Program. This is realized through the integration of the Bocil Keliling application, Student Waste Bank, and Green Mushola. Therefore, the Kelas Berbagi Program also promotes the formation of a sustainable ecosystem in the school environment, which is expected to enhance

environmental, economic, educational, and health aspects. The ecosystem formed within this integration includes;

1). Bocil Keliling

The Bocil Keliling application adopts the concept of “playing for the planet,” integrating environmentally friendly activities into a game of sorting waste. Through this application, children are taught the importance of managing waste wisely by classifying different types of waste. Learning through this application is the first stage taught to children before they practice it directly.

2). Student Waste Bank

Through the Student Waste Bank, children who have learned through the Bocil Keliling application are invited to practice wise waste sorting. This activity fosters a spirit of social entrepreneurship through School Art and School Market, where children learn about social entrepreneurship by transforming plastic waste into handicrafts and cultivating hydroponic plants.

3). Little Doctor (Dokter Cilik)

Activities in this group include managing rainwater in carboxyl or mini WWTP (Waste Water Treatment Plant) that is reused as handwashing facilities at sinks and dishwashing facilities in the school canteen. Subsequently, the domestic waste is filtered and used to water nursery plants and trees in the School Forest. In this third stage, students are encouraged to become agents of change in the health and environmental field.

Beyond the three stages of the ecosystem mentioned above, the Kelas Berbagi Program has also fostered the emergence of a new group, the Environmental Awareness Movement Group. This serves as motivation for students to be attentive to their surrounding environment. Moreover, the Kelas Berbagi Program not only fosters new groups but also adds value to the program’s value chain. These good practices promote continuous improvement within the Kelas Berbagi Program.

d. As a form of recognition for the long-term value of the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi)

The calculation of SROI plays a crucial role in the value of the investment made by PT Pertamina Hulu Energi Jambi Merang in the Kelas Berbagi Program. This includes the calculation of the long-term social impacts received by the program beneficiaries, such as improvements in environmental sustainability, education, and health. These changes serve as a form of recognition for PT Pertamina Hulu Energi Jambi Merang for creating value in the community through the Kelas Berbagi Program.

## 2. Establishing the Basis for Assessing the SROI Analysis of the Kelas Berbagi Program

The Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi) implemented by PT Pertamina Hulu Energi Jambi Merang promotes an environmentally friendly school management system that not only impacts environmental sustainability but also brings about economic, educational, and health benefits. Furthermore, the social investment made by PT Pertamina Hulu Energi Jambi Merang at State Elementary School 02 of Sukajaya represents a commitment and concern by the company, necessitating the assurance that the ongoing program contributes to sustainability. In an impact assessment study, the stages of activities to be undertaken include: (1) identifying the program scope, (2) identifying key stakeholders, (3) understanding the underlying theory, identifying inputs, processes, and outcomes, and (4) assigning values and calculating SROI (Santoso et al., 2018).

The SROI evaluation process for the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi) is as follows:

a. Program Scope Limitation

The social impact assessment of the Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi) focuses on evaluating the activities conducted from 2021 to 2023. The activities of the Kelas Berbagi Program began with the initiation of a zero-plastic-based school program, the pioneering of the Adiwiyata School, and the establishment of waste bank groups in 2021. This was followed by the utilization of used goods for school infrastructure, recycling of waste for agricultural activities, processing of school domestic waste, and enhancing the capacity of students and teachers in school environmental management in 2022. In 2023, the Kelas Berbagi Program activities included the development of a digital-based environmental learning application, greening the school area, disseminating knowledge on school environmental management, recycling school water waste, and utilizing renewable energy to support activities.

b. Stakeholders

The Kelas Berbagi Program (Sekolah Lestari Berbasis Teknologi) is a manifestation of collaboration among stakeholders, each contributing their respective roles, leading to sustainable cooperation. The South Sumatra Provincial Environmental Agency, the Musi Banyuasin Regency Education Office, the Bayung Lencir Subdistrict Government, the Bayung Lencir Subdistrict Education and Culture Coordinator, and the Mekar Jaya Village Government. Additionally, partnerships have been formed with private sector partners such as the NGOs Gita Buana and Flora Indonesia, as well as civil society partners like the school canteen. This collaboration creates a positive climate for the sustainability of the Kelas Berbagi Program in the future.

c. Identification of input, process, output, and outcome

The determination of impact will account for any external impact associated with the interventions provided by the company. Accordingly, three metrics are determined: deadweight, attribution, and drop-off (William, 2020). These three metrics are used to adjust the impact, ensuring that the resulting impact value has accounted for externalities.

The investment made by PT Pertamina Hulu Energi Jambi Merang in the Kelas Berbagi Program from 2021 to 2023 amounted to IDR 837,512,500. The annual investment amount fluctuates according to the needs of the activities. In 2021, which was the initiation year, the company invested IDR 178,375,000. In 2022, the development phase, the investment reached IDR 130,137,500. The largest investment occurred in the consolidation phase in 2023, amounting to IDR 529,000,000. Each year involves different phases due to the dynamic development of the program. It is hoped that by 2025, when the Kelas Berbagi Program becomes self-sufficient, the beneficiaries will be able to effectively manage the program even without financial support from the company.

**Table 4. Process and Output of the Kelas Berbagi Program**

Process	Output	Outcome	Data Source
Optimization of E-learning methods for plastic-free school learning	<ul style="list-style-type: none"> <li>• Multimedia room provided</li> <li>• E-learning training conducted</li> <li>• Plastic-free school campaign conducted</li> </ul>	Increased knowledge of waste management through e-learning	Primary Data and Interviews with waste bank facilitators
Utilization of waste for	<ul style="list-style-type: none"> <li>• Establishment of waste</li> </ul>	<ul style="list-style-type: none"> <li>• Savings on waste</li> </ul>	Primary Data

savings	<ul style="list-style-type: none"> <li>bank groups</li> <li>Training conducted</li> </ul>	<ul style="list-style-type: none"> <li>processing services</li> <li>Sale of waste to collectors</li> <li>Student waste savings</li> </ul>	and Interviews with waste bank facilitators
Initiation of Adiwiyata School	<ul style="list-style-type: none"> <li>Socialization conducted</li> <li>Adiwiyata curriculum established</li> </ul>	School receives awards	Primary Data and Interviews
Collaboration with supporting vendors	MOU agreement	Revenue from facilitation services	Primary Data and Interviews
Improvement of environmentally friendly facility management	<ul style="list-style-type: none"> <li>Washbasins installed</li> <li>Trash cans installed</li> <li>Compost bags provided</li> </ul>	<ul style="list-style-type: none"> <li>Savings on healthcare costs</li> <li>Savings on fertilization costs</li> <li>Increased knowledge</li> </ul>	Primary Data and Interviews
Enhancement of environmental activities	<ul style="list-style-type: none"> <li>Recycling training conducted</li> <li>Recycled craft products made</li> <li>Aquaponic installations built</li> <li>Aquaponic training conducted</li> <li>Fruit and wood plant seedlings provided</li> </ul>	<ul style="list-style-type: none"> <li>Revenue from crafting</li> <li>Increased knowledge through training</li> <li>Savings on vegetable purchases</li> <li>Increased knowledge of hydroponics</li> <li>Carbon dioxide absorption</li> </ul>	Primary Data and Interviews
Completion of school canteen facilities	Infrastructure from recycled materials	Savings on creating washbasins from recycled materials	Primary Data and Interviews
Environmentally based school innovation	<ul style="list-style-type: none"> <li>1 guard post built using ecobricks</li> <li>Pond utilizing ablution water waste</li> <li>Rainwater harvesting equipment installed</li> </ul>	<ul style="list-style-type: none"> <li>Savings on construction costs</li> <li>Savings on water costs</li> </ul>	Primary Data and Interviews
Formation and training of groups	Establishment of green community groups	<ul style="list-style-type: none"> <li>Savings on waste processing costs</li> <li>Improved health</li> <li>Enhanced skills</li> </ul>	Primary Data and Interviews
Development of school canteen	<ul style="list-style-type: none"> <li>Healthy canteen training conducted</li> <li>Plastic usage regulation established</li> </ul>	<ul style="list-style-type: none"> <li>Savings on plastic usage costs</li> <li>Savings on waste processing</li> </ul>	Primary Data and Interviews
Publication of activities through	<ul style="list-style-type: none"> <li>CSR activity news coverage</li> </ul>	<ul style="list-style-type: none"> <li>Revenue from online media publication</li> </ul>	Primary Data and Interviews

online media		services	
Bocil Keliling Application	<ul style="list-style-type: none"> <li>• Environmental education facilities</li> <li>• Application launch conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Increased environmental knowledge and awareness</li> <li>• Pocket money from attending the launch</li> <li>• Legalization of application usage regulations</li> </ul>	Primary Data and Interviews
Innovation in non-hazardous waste management	<ul style="list-style-type: none"> <li>• IPAL innovation</li> <li>• Construction of solar panels from company waste</li> </ul>	<ul style="list-style-type: none"> <li>• Savings on electricity costs</li> <li>• Savings on labor costs</li> </ul>	Primary Data and Interviews
Program replication	Establishment of environmental concern groups at State Elementary School of Mendis	<ul style="list-style-type: none"> <li>• Savings on waste management costs</li> <li>• Improved health</li> <li>• Enhanced skills</li> </ul>	Primary Data and Interviews
Development of pioneering school (Sekolah Penggerak Perintis)	Elevating State Elementary School 02 of Sukajaya to pioneering school status	State Elementary School 02 of Sukajaya becomes a pioneering school	Primary Data and Interviews
Formation and training of environmental concern groups	Establishment of environmental concern groups	Enhanced skills and knowledge of environmental concern groups	Primary Data and Interviews
Collaboration with implementing and supporting vendors	MOU agreement	Revenue from program facilitation services	Primary Data and Interviews

Source: Company's Internal Document (2023)

The impact calculation in the Kelas Berbagi Program is analyzed for each activity that has taken place, then monetized according to predetermined parameters. The monetization calculations are derived from various sources, such as online price analysis, accredited journals, and direct interviews with beneficiaries. After determining the indicators and parameters, impact fixation is performed by reducing the components using drop-off, attribution, and deadweight. Deadweight is the value of the extent to which the impact would have occurred without the intervention of the investor. Attribution is the value of the contribution of other parties to the activities, based on the assumption that other parties also contribute to some activities. Drop-off represents the extent to which the impact will continue to be felt over a certain period. In the SROI impact fixation calculation for the Kelas Berbagi Program, an attribution of 10% is applied to activities related to the sale of vegetables and aquaponic fish farming utilizing ablution water waste. This is because, before the assistance from Pertamina Hulu Energi Jambi Merang, the school already had hydroponics systems built using funds contributed by the teachers themselves.

d. SROI Valuation and calculation

SROI valuation and calculation process is the most complex and time-consuming stage. The principle of SROI involves measuring what is reported by the previously identified stakeholders, requiring surveys and in-depth interviews (Watson and Whitley, 2017). These surveys and interviews are designed to be exploratory. Below is the SROI calculation for the Kelas Berbagi Program:

**Table 5. SROI Calculation**

Program Year	2021	2022	2023
Total Present Value	331,751,000	542,714,400	924,171,000
Rate of return (2021 Bond Interest: 6.3%)	374,868,346	576,905,407	924,171,000
Total Investment	178,375,000	130,137,500	529,000,000
Rate of return (2021 Bond Interest: 6.3%)	201,558,220	138,336,163	529,000,000
Total Benefit Value			1,879,944,753
Total Investment Value			868,894,383
SROI Value			2.16

Source: Company's Internal Document (2023)

**3. Learning, Reflecting, and Interpreting the SROI Value of the Kelas Berbagi Program**

SROI analysis is one of the most intensive methods for measuring social impact (Stevenson in Maier et al., 2015). This analytical method aids social investors in formulating appropriate policies aligned with the social programs implemented within communities. Therefore, social programs can be executed effectively and appropriately, as the impacts generated can truly be beneficial. This idea is rooted in economic theory, where the social returns on investment are defined as internal returns alongside all positive and negative externalities of that investment (Canton in Maier et al., 2015). Therefore, it is evident that the concept of SROI aligns closely with utilitarian ideas, which suggest that the correct action is the one that maximizes utility (Maier et al., 2015). The social investments made by PT Pertamina Hulu Energi Jambi Merang in the Kelas Berbagi Program emphasize the benefits realized by the beneficiary community.

The SROI calculation results for the Kelas Berbagi Program, indicating a value of 2.16, suggest that the program is positively valued. This implies that the social innovation program conducted by PT Pertamina Hulu Energi Jambi Merang provides social benefits to the beneficiaries. The realized social investments suggest that a social transformation has occurred at State Elementary School 02 of Sukajaya. From the Kelas Berbagi Program, we learn that the SROI value of 2.16 indicates an appreciation of the social value experienced by the beneficiaries, including teachers, students, and canteen owners at State Elementary School 02 of Sukajaya. Additionally, the involvement of stakeholders, including agencies, government, and community organizations in the Kelas Berbagi Program, illustrates that inter-institutional collaboration fosters a collective increase in knowledge regarding environmental sustainability.

Through the SROI calculations conducted by the company, several key lessons can be derived, such as:

a. Adopting a collaborative and participatory approach

While implementing the Kelas Berbagi Program, the company encountered various cases of success and challenges in each activity. For instance, social jealousy was felt by the community in the company's Ring 1 area because the Kelas Berbagi Program was located in the company's Ring 2 area. This situation had the potential to create social conflict within the community. To address this, the company initiated dialogues between schools in the Bayung Lencir District. These dialogues led to the development and formation of the Environmental Care Activist Group at State Elementary School of Mendis (the company's Ring 1). The discussion/dialogue approach adopted by the company is a phase in triple-loop learning aimed at opening and sharing power spaces to be more transformative. Dialogues also promote more participatory and collaborative organizational learning. This aligns with the "learning to learn" concept in every empowerment process. McClory (Flood and Room, 2018) describes triple-loop learning as a crucial level of learning that enables reflections on "lessons learned" in practice.

b. Targeting vulnerable and inclusive groups

The beneficiaries of the Kelas Berbagi Program are students, teachers, and canteen managers at State Elementary School 02 of Sukajaya. According to the analyzed data, among the total beneficiaries are students from low-income families and underprivileged teachers. A total of 53 students at State Elementary School 02 of Sukajaya are classified as economically disadvantaged. The majority of these students' parents work as rubber plantation laborers and daily wage laborers, engaging in manual labor. Before the Kelas Berbagi Program, these students did not have the habit of saving at school and struggled to purchase school supplies due to their families' limited economic capabilities. On average, they spent IDR 55,000 per semester on school supplies. After the introduction of the waste-saving initiative, they managed to save IDR 3,000 per month. Additionally, the School Market activity provided an additional income of IDR 14,475,000 per year, which was managed and allocated to assist economically disadvantaged students with IDR 82,000 per semester. Furthermore, underprivileged teachers also benefited from the Kelas Berbagi Program. Nine underprivileged teachers are honorary teachers with an average teaching income of IDR 1,000,000 per month. Before the Kelas Berbagi Program, the average monthly expenditure on necessities by these teachers was IDR 800,000. After the program's implementation, they were able to save on vegetable and fish purchases because they could harvest hydroponic vegetables and fish from the Green Mosque, which were cultivated at the school.

c. Encouraging knowledge transfer

PT Pertamina Hulu Energi Jambi Merang has not only invested socially in terms of funds, as reflected in various activities but also in terms of human resources and intellectual capital by involving staff to share knowledge with State Elementary School 02 of Sukajaya. This case represents a new trend in corporate responsibility, where the decentralization of corporate responsibility commitments extends beyond the CSR department to involve all employees according to their core competencies. This is achieved by facilitating employee volunteering. Employee volunteering is a growing phenomenon and aligns closely with the evolution of corporate social responsibility, particularly among private for-profit actors (European Commission in Harahap, 2018).

The transfer of core competency knowledge from company personnel to the community is tailored to the community's needs and the employees' professional backgrounds. For example, Heri Suheri from the Facility Operation LAB Department shared his knowledge related to wastewater treatment system management. Heri conducted training on the operation and maintenance of the wastewater treatment system at the Mini Carboxyl WWTP, an environmentally friendly wastewater management system, at State Elementary School 02 of Sukajaya

#### D. CONCLUSION

Based on the analysis presented in this article, several key points can be drawn. First, the calculation of SROI is essential to promote innovation and continuous improvement in the Kelas Berbagi Program. PT Pertamina Hulu Energi Jambi Merang, as a social investor in this program, can assess the social, economic, and environmental impacts resulting from the implementation of the Kelas Berbagi Program. Therefore, the SROI calculation serves as an evaluative tool to measure the effectiveness of the Kelas Berbagi Program in achieving the desired ideal conditions.

Second, the Kelas Berbagi Program achieved an SROI value of 2.16. The program, which spans from 2021 to 2023, involves various stakeholders, including foundations, village, subdistrict, and district governments, and schools. The monetization calculation is derived from multiple sources such as internet price analyses, accredited journals, and direct interviews with beneficiaries. After determining the indicators and parameters, the impact fixation is conducted by reducing the attribution by 10%.

Third, the significance of the SROI value of 2.16 indicates a positive return on the social investment made by the company. Additionally, the involvement of stakeholders such as local government agencies and community organizations in Musi Banyuasin Regency in the Kelas Berbagi Program illustrates that participatory and collaborative efforts can effectively enhance environmental awareness among the program's beneficiaries. The Kelas Berbagi Program fosters the development of a sustainable ecosystem within the school environment, which is expected to improve environmental, economic, educational, and health aspects.

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