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STRATEGY FOR IMPLEMENTING CORPORATE SOCIAL RESPONSIBILITY (CSR) IN THE BATANG INTEGRATED INDUSTRIAL AREA: REALISING SUSTAINABLE DEVELOPMENT THROUGH ECONOMIC EMPOWERMENT OF LOCAL COMMUNITIES

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ABSTRAK

This study aims to explore the implementation of Corporate Social Responsibility (CSR) programs carried out by the Batang Integrated Industrial Estate (KITB) in empowering the local community economy in three sub-districts around the industrial area. The main focus of this study is to analyze the impact of CSR programs such as competency-based work skills training, Mandarin language training, and support for MSMEs on local economic development. The research method used is a qualitative approach with a descriptive method, which involves collecting primary data through interviews with informants from various related parties and secondary data from literature studies and documentation. The results of the study indicate that the KITB CSR program has succeeded in improving the competence of the local workforce and expanding economic opportunities through various initiatives, such as skills training and MSME empowerment. The Mandarin language training program has also proven effective in improving the competitiveness of local communities in communicating with investors from China. However, challenges related to low community participation, cross-sector coordination, and program sustainability still need to be addressed. In conclusion, the KITB CSR program has made a significant contribution to the economic empowerment of local communities, but it needs improvement in terms of coordination and sustainability to achieve more optimal results.

Keywords: Corporate Social Responsibility , Sustainable Development, Economic Empowerment,

Batang Integrated Industrial Estate

INTRODUCTION

Batang Integrated Industrial Estate (KITB) is one of the national strategic projects designed to encourage regional and national economic growth. However, the development of this industrial estate has the potential to cause significant social and environmental impacts. Therefore, corporate social responsibility (CSR) is a very important instrument to ensure that the development of this industrial estate is in line with the principles of sustainable development, which includes economic, social, and environmental dimensions.

Corporate Social Responsibility (CSR) is a concept that refers to the responsibility of companies to contribute to the social, economic, and environmental development of the communities in which they operate. CSR, especially through local community empowerment programs around industrial areas, is a very relevant issue to study because of its great potential in improving community welfare through initiatives specifically designed to meet their needs. Some CSR programs that can be implemented to empower local communities include job skills training, support for MSMEs, and development of social infrastructure (Nyoman et al., 2024).

Job skills training can help prepare local workers with competencies that match industry needs,

such as technical training in welding, automation, and information technology. With this training, local people can gain relevant skills, improve their competitiveness, and increase their opportunities to get jobs in industrial areas. Support for MSMEs is also a very important CSR program. Providing capital assistance and mentoring to develop sustainable local businesses can increase the capacity of small and medium enterprises around industrial areas. This program not only creates economic opportunities for the community but also supports the sustainability of the regional economy. In addition, the development of social infrastructure, such as the construction of markets, health facilities, and access to clean water, are also important aspects of the CSR program. With adequate public facilities, the quality of life of the community can improve, as well as support inclusive social progress.

The implementation of CSR in Indonesia has been regulated in Law Number 40 of 2007 concerning Limited Liability Companies (PT), specifically in Article 74, paragraphs 1 to 4. Article 74, paragraph 1, regulates the obligation of each company to carry out social and environmental responsibilities, while paragraph 2 emphasises that these responsibilities must be realised through CSR programs. Paragraph 3 stipulates that the implementation of CSR must be based on the principles of prudence, openness, and sustainability, while paragraph 4 requires that CSR programs be implemented proportionally according to the company's capabilities and conditions (Meilani et al., 2024) .

Corporate social responsibility CSR is an effort made by organisations, including large companies, to contribute positively to society and preserve the environment. CSR encourages companies to integrate social and environmental considerations into their business operations and actively involve stakeholders. This concept goes beyond simply seeking profit, emphasising accountability for the social and environmental impacts caused by the company. According to the World Business Council for Sustainable Development, CSR is defined as "the commitment of business to contribute to sustainable economic development by working with employees, their families, and the communities in which they operate"(Nimavat, 2019).

Sustainability itself refers to the ability to meet current needs without compromising the ability of future generations to meet their own needs. This requires a balance between environmental, social, and economic factors to ensure efficient and equitable use of resources, both now and in the future. The principle of sustainability emphasises environmental preservation, social justice, and economic progress through efforts such as reducing carbon emissions, conserving natural resources, using renewable energy, promoting social justice, implementing fair labour practices, and strengthening economic stability and resilience. In this case, companies and communities can collaborate to ensure the welfare of current and future generations (Nimavat, 2019).

Local economic development is one of the important pillars in realising sustainable development as a whole. This concept involves various planned efforts aimed at improving the welfare of local communities by optimising the potential of available resources efficiently and sustainably. In this context, CSR plays a role as a strategic instrument that has significant potential to drive local economic growth (Sabolak et al., 2024) . CSR, or corporate social responsibility, is not only seen as a moral obligation but also as an integral element in business strategy that can have a positive impact on society and the environment. CSR refers to a company's commitment to conducting business operations ethically, supporting economic development, and contributing to improving the quality of life of employees, communities, and the environment as a whole (Bocquet et al., 2015) .

Sustainable local economic development requires a holistic and planned approach. One of the main challenges faced is how to ensure that economic growth does not only prioritise financial aspects but also includes social welfare and environmental sustainability. In this context, CSR has a significant role because it is able to integrate the three dimensions of economy, social, and environment into the company's operational practices. This approach is in line with the view that companies have a broader responsibility than just generating profit; companies also have an obligation to support the sustainability of the communities around them (Ellis & Bastin, 2011). Therefore, CSR can be considered a key element that drives the creation of inclusive and sustainable local economic

development.

In the theoretical framework, this study is based on stakeholder theory, which emphasises the importance of harmonious relationships between companies and various stakeholders, including local communities (Hernández-Perlines et al., 2020; Ongsakul & Jiraporn, 2019). This theory emphasizes that the long-term success of a company depends heavily on its ability This theory emphasises that the long-term success of a company depends heavily on its ability to build and maintain strong and mutually beneficial relationships with these stakeholders. In this context, CSR becomes a strategic tool for companies to increase trust, improve reputation, and create sustainable long-term value. Through the involvement of local communities in CSR initiatives, companies not only contribute to improving the quality of life of the community but also participate in infrastructure development and environmental conservation (Inekwe et al., 2020; Ongsakul & Jiraporn, 2019).

The implementation of CSR in local economic development can also provide various significant additional benefits. One of the main benefits is the increased involvement of companies in relevant social issues in the areas where they operate. This involvement not only contributes to improving the company's image but also helps build more harmonious relationships with local communities. For example, companies that actively support education, health, or environmental programs around their operational locations tend to gain greater support from the community. This support, in the long term, can contribute to increasing the stability of the company's operations as well as reducing social risks that may arise from community dissatisfaction (Qu et al., 2022).

However, the implementation of CSR at the local level faces several challenges. One of the main challenges is the different understanding of the concept of CSR in various sectors, especially in developing countries (Cai & Song, 2022; Jackson et al., 2023). Some companies often see CSR as only an additional burdensome obligation, without realising its strategic potential to support economic and social sustainability. In addition, measuring the impact of CSR initiatives on local economic development is often an obstacle. Without clear and measurable indicators, companies may find it difficult to assess the effectiveness of CSR programs that have been implemented (Harto et al., 2022).

Another challenge is the risk of misuse of CSR as a greenwashing tool, where companies only carry out CSR activities to improve their image without providing real impacts for society or the environment. Greenwashing can damage the credibility of the company and reduce public trust in CSR initiatives as a whole (Alon et al., 2010). Therefore, it is important for companies to ensure that the CSR initiatives implemented are truly focused on real and sustainable impacts, not just symbolic. To overcome this challenge, companies need to develop a CSR strategy that is well integrated into their overall business strategy. This strategy must consider the needs and aspirations of local communities and be supported by a strong commitment from all levels of company management. One effective approach is to actively involve local communities in the planning and implementation of CSR programs to ensure that the initiatives implemented are relevant to their needs and are able to provide long-term benefits. This approach can also increase the sense of community ownership of the programs implemented, so that their sustainability is more assured.

This study aims to examine the CSR implementation strategy in the Batang Integrated Industrial Area (KITB) in an effort to support sustainable development through empowering the local community economy. Specifically, this study aims to: (1) identify the types of CSR programs that are relevant and have the potential to provide positive impacts on local communities; (2) analyse the effectiveness of the implementation of CSR programs that have been implemented by companies in KITB; and (3) evaluate the challenges and opportunities faced in implementing CSR to ensure its sustainability.

By understanding effective CSR implementation strategies, this study is expected to contribute to the development of better CSR practices in KITB and other industrial areas while supporting the achievement of sustainable development goals that include economic, social, and environmental aspects. The results of this study are also expected to be a reference for stakeholders in formulating more inclusive, measurable, and sustainability-orientated CSR policies.

THEORETICAL RIVIEW

Corporate Social Responsibility (CSR) In The Context Of Industrial Areas

Corporate Social Responsibility (CSR) is a company's commitment to making a positive contribution to society and the environment through responsible business practices (Kotler & Lee, 2005). In the context of industrial areas, CSR plays a strategic role in balancing economic growth, environmental preservation, and the social empowerment of communities. Bocquet et al., (2015) emphasized that CSR involves a company's dedication to operating ethically, being socially responsible, and contributing to community welfare and environmental protection. The importance of CSR is particularly evident in industrial areas, where managing the social and environmental impacts of large-scale business activities is a priority. In developing countries, CSR also serves as a crucial instrument for promoting inclusive and sustainable local economic development (Ongsakul & Jiraporn, 2019).

The concept of CSR, as introduced by Elkington (2013) through the "3P" approach (profit, people, planet), emphasizes that companies should not only focus on economic profit (profit) but also have an obligation to contribute positively to society (people) and ensure environmental sustainability (planet). ISO 26000, as explained by (Suharto, 2008), defines CSR as an organization's responsibility for the impact of its decisions and activities on society and the environment. This responsibility is realized through transparent and ethical behavior, aligned with the principles of sustainable development, meeting stakeholder expectations, and complying with international laws and norms. The implementation of CSR aims to improve the welfare of the surrounding community while supporting the company's long-term sustainability.

The implementation of CSR can be done through four main schemes, namely (1) contributions to community development programs, (2) funding activities in accordance with the legal framework, (3) community participation in business activities, and (4) responding to pressure from interest groups. In its implementation, companies that are successful in managing CSR generally go through several stages. The first stage is planning, which includes increasing company awareness of the importance of CSR, mapping company conditions to determine priority aspects, and preparing CSR guidelines through benchmarking or consultation with independent experts. The second stage is implementation, which involves organising resources, assigning personnel according to responsibilities, implementing plans, and evaluating the results achieved. The third stage is monitoring and evaluation, which is carried out consistently to measure the effectiveness of the program and formulate improvement strategies. The final stage is reporting, which aims to build an information system to support decision-making and provide transparency regarding CSR implementation. Stakeholder relationship management is a key element in the success of CSR.

Stakeholders include individuals or groups who have an interest in the company's activities, either directly or indirectly, and can influence or be influenced by the company's existence ((Sukada, 2007). The level of stakeholder involvement is determined by their relevance to the CSR program being implemented. One concrete form of CSR implementation is community development, which not only focuses on charity or philanthropic activities but also involves collaboration of common interests between the company and the community. This approach emphasises the principles of participation, productivity, sustainability, and strengthening social solidarity. Corporate philanthropic programs are often implemented as part of social responsibility, with the aim of implementing the concept of good corporate citizenship, improving environmental quality, and supporting the development of more qualified and educated human resources.

Stakeholder Theory As A Basis For CSR Implementation

Stakeholder theory, introduced by Freeman (1984), is an important foundation in understanding the implementation of CSR. This theory views companies as entities that must pay attention to the interests of various parties, such as shareholders, employees, local communities, governments, and the environment. CSR based on a stakeholder approach allows companies not only to comply with moral responsibilities but also to create business strategies that are orientated towards long-term value (Qu et al., 2022).

Ellis & Bastin (2011) explained that effective CSR implementation can strengthen the relationship between companies and local communities, increase consumer loyalty, and improve the company's financial performance. In the context of industrial areas, active involvement with local communities through CSR can improve the company's reputation while creating sustainable social impacts.

Oh et al. (2017) asserted that companies that consistently integrate CSR into their business operations tend to have a competitive advantage through improved reputation, strengthened stakeholder relationships, and innovation driven by employee engagement (Inekwe et al., 2020).

Empowering Local Community Economy Through CSR

CSR has a strategic role in empowering the local community economy, especially in industrial areas such as Batang. Jackson et al. (2023) showed that CSR initiatives can be a catalyst for local economic growth through job creation, community skill development, and infrastructure development.

In the context of industrial area development, collaboration between companies and local communities is essential to create sustainable economic value. However, Harto et al. (2022) noted that the main challenge in implementing CSR is the lack of consistent evaluation methods to measure the impact of these initiatives on economic growth and community welfare. In addition, CSR practices that are only orientated towards corporate image, or known as "greenwashing," often do not make a real contribution to local development (Alon et al., 2010).

CSR Implementation Strategy To Support Sustainable Development

Effective CSR implementation requires integration into the company's business strategy with a focus on long-term sustainability. Bocquet et al. (2015) emphasise the importance of innovation in CSR implementation to support corporate adaptation to changing social and economic dynamics. By leveraging technology and innovative approaches, companies can increase the effectiveness of CSR while having a greater impact on local communities.

Cross-sector collaboration is a key factor in the success of CSR, especially in integrated industrial areas such as Batan Cross-sector collaboration is a key factor in the success of CSR, especially in integrated industrial areas such as Batang. Jackson et al. (2023) showed that collaboration between companies, government, and non-governmental organisations can improve the quality of life of the community and ensure a fair distribution of economic benefits. Harto et al. (2022) also noted that strategic partnerships, such as with Islamic financial institutions (micro waqf banks), can strengthen the economic resilience of communities during times of crisis, such as the COVID-19 pandemic.

RESEARCH METHODS

This study uses a qualitative method with a descriptive approach to describe in detail the variables studied (Darvenkumar & Rajasekaran, 2023). The focus of the study is to investigate and understand the phenomenon of the implementation of Corporate Social Responsibility (CSR) in the Batang Integrated Industrial Area (KITB) in empowering the local community economy. This study utilises two main data sources, namely primary data and secondary data. Primary data were obtained directly from respondents through interviews with relevant sources (Mavodza, 2022). Meanwhile,

secondary data were obtained through literature studies and documentation from related agencies, such as the Batang Regency Industrial Area, in the form of notes or documents that support this research.

purposive sampling and snowball sampling methods. Research informants included internal parties of the company, namely the Corporate & CSR Manager Division of the Batang Regency Industrial Area, as well as external parties such as the government and the community from Gringsing, Banyuputih, and Subah Districts. Data collection techniques involved library research to study relevant theories (Kotur, 2024), as well as field research to collect data directly through observation, face-to-face interviews, and documentation (Soukup et al., 2017) . Data validation was carried out using triangulation techniques, which include triangulation of sources, techniques, and time. Source triangulation is carried out by checking data from several sources, technique triangulation by using different techniques on the same source, and time triangulation by examining data in different situations (Santos et al., 2020).

Data analysis uses the Miles and Huberman model (Baltacı, 2017), which includes three main stages. First, data reduction is done by summarising and selecting important data to focus on relevant themes. Second, data presentation is done by organising data in a systematic relationship pattern to make it easier to understand. Third, conclusions are drawn by analysing data to produce valid and in-depth findings. This study aims to provide a comprehensive understanding of CSR implementation in KITB and its impact on local community economic empowerment.

RESULTS AND DISCUSSION

CSR Implementation Strategy At KITB

The Corporate Social Responsibility (CSR) program in the Batang Integrated Industrial Estate shows significant developments in community empowerment efforts in the three affected sub-districts. The work skills training program, implemented in stages, has succeeded in improving the competence of local communities in Gringsing, Banyuputih, and Subah Sub-districts, with a focus on skills relevant to the needs of industry in the region. The training provided covers various areas of technical and soft skills that are adjusted to the development phase of the industrial estate, thus enabling the community to actively participate in the development of the industrial estate, both as workers and as potential business partners.

The program's support for MSMEs also shows a measurable positive impact, where micro, small, and medium business actors in the three sub-districts receive comprehensive assistance ranging from business management aspects to access to capital. Through a structured and sustainable approach, the CSR program has succeeded in creating a more resilient and adaptive MSME ecosystem to changes in the economic landscape around the industrial area. MSME actors not only get increased business capacity but also open wider market access through partnerships with various stakeholders in the industrial area so that they can encourage local economic growth more evenly and sustainably. Some of the CSRs in KITB that have been carried out are as follows:

a. Competency Based Job Skills Training

The Corporate Social Responsibility (CSR) program organised by the Batang Integrated Industrial Estate (KITB) in the form of sewing training shows effective implementation in preparing local workers. The collaboration strategy between KITB and the Ready to Work Platform and the Indonesian Ministry of Manpower reflects an integrated approach in human resource development. This is evidenced by the existence of a certification system that not only provides technical skills but also formal recognition of participant competencies, thereby increasing their competitiveness in the industrial labour market. The presence of investors such as

Yih Quan Footwear Indonesia as one of 13 industrial vendors at KITB has a positive impact on the absorption of local labour energy. The statement of the Head of the Semarang Vocational Training and Productivity Centre indicates that there is careful planning in preparing the workforce, not only in terms of sewing skills but also including training in other technical matters required by the factories that are established. This holistic approach shows that KITB does not only focus on meeting industrial needs alone but also considers the development of community capacity as a whole.

Positive testimonials from training participants, such as those conveyed by Mrs. Sityiah, indicate that this CSR program has succeeded in achieving its goal of empowering local communities. An important aspect that needs to be underlined is that there are no fees charged to participants, which shows KITB's strong commitment to providing inclusive access to education and training. This creates a double impact: on the one hand, helping communities gain skills and job opportunities, while on the other hand ensuring the availability of skilled labour for the industries that will operate in KITB.

This program is in line with research conducted by Ghosh (2015) that Corporate Social Responsibility (CSR) can facilitate competency training in three main ways. First, by encouraging private companies to develop and implement innovative training models. Second, ensuring that the curriculum is designed in accordance with and meets industry needs. Third, providing credible certification to participants. This third element synergistically plays a role in improving work skills and addressing the skills gap in the labour market. Where KITB, through CSR activities, creates competency-based training by looking at the human resource needs of tenants or companies in KITB with job training facilitation that directly gets a certificate and can be distributed directly to companies in KITB. By prioritising affected residents as participants, there is no gap in the labour market in KITB.

b. Mandarin Language Training To Improve Competitiveness Of Local Communities And MSMEs

The initiative of PT Kawasan Industri Terpadu Batang (KITB) in organising free Mandarin language training shows a strategic approach in empowering local communities. The program, which was attended by 130 participants from 4 villages around the area and KITB tenant employees, reflects a significant scale of implementation. Focusing on developing Mandarin language skills is the right step considering the increase in investment and the presence of Chinese business actors in the area so that it can bridge communication between local communities and single investors.

The statement of M. Fakhrur Rozi, Director of Institutions and Public Relations of KITB, emphasised that this program is a manifestation of Grand Batang City's commitment to improving the quality of human resources around the industrial area. The selection of Mandarin as the focus shows good understanding of global market demands and the specific needs of the industrial area. This is reinforced by positive testimonials from participants such as Inalia, which indicate that this program is not only beneficial for job seekers but also local MSMEs in improving the quality of their services.

This Mandarin language training program is part of a broader initiative in community capacity building, as stated by the CSR Manager of KITB. Integration with service programs, restaurant training, and other services shows a holistic approach to community empowerment. This strategy not only focuses on providing workers for industrial area, but also strengthening the

MSME sector as a supporter of the economic ecosystem around the industrial area, thus creating a wider multiplier effect for the local economy.

This program is in line with research by (Yülek, 2018). Industrial capacity development in industrial areas focuses on the accumulation of skills and capacity-building processes rather than just building factory buildings. Effective industrial policies must prioritise these intangible aspects to achieve sustainable industrialisation and long-term growth in order to realise the desired industrial environment.

c. Link And Match

First, there is a strong synergy between KITB's CSR program and the policies of the central government and Batang Regency in developing human resources. KITB not only organises training independently, but also collaborates with the Ministry of Manpower and the Batang Regency Government to develop a curriculum that is certified and in accordance with industry standards. This collaborative approach ensures that the training provided meets national standards while addressing the needs of specific industries in the region.

Second, the training programs are designed based on an analysis of the real needs of the KITB tenant companies. For example, sewing training is held to meet the needs of Yih Quan Footwear Indonesia, as well as Mandarin language training to improve communication skills with investors and business people from China. The adjustment of the training program to the actual needs of this industry increases the relevance and effectiveness of the program in preparing a ready-to-use workforce.

Third, the integration of training programs with the job placement system managed by the Batang Regency Government creates an effective path from training to workforce absorption. Participants who have completed the training have a competitive advantage in the recruitment process because their skills have been tailored to the specific needs of the company. This system not only encourages job searches but also helps companies obtain skilled workers who have been prepared according to their operational needs.

In line with what was studied by (Ballani & Mehir, 2024), the “link and match” strategy involves aligning educational outcomes with industry needs, ensuring that graduates have the required competencies. This requires collaboration between stakeholders and focuses on moral development, competency enhancement, cooperation, and entrepreneurship to increase graduate competitiveness.

CSR Contribution To Sustainable Development

The garment operator competency-based training program organised by KITB has shown a significant economic impact for the surrounding industrial area. Through collaboration with the Indonesian Ministry of Manpower and the Ready to Work Platform, this program has created a structured economic empowerment path for the local community. This is reflected in the testimonies of participants such as Mrs. Sityiah, who expressed the transformation from being unemployed to having a steady income prospect. This free training program not only provides technical skills but also opens direct access to job opportunities at KITB tenants, especially Yih Quan Footwear Indonesia, which plans to absorb 500 workers. This economic impact is further strengthened by the existence of competency certification, which increases the competitiveness and bargaining value of participants in the industrial job market.

In the broader dimension of economic empowerment, KITB also shows its contribution through Mandarin language training programs and MSME support. The language training program involving 130 participants from 4 surrounding villages has opened up new economic opportunities by enabling the community and MSME actors to communicate with investors and foreign business actors. This is reinforced by the provision of food

trucks as business capital assistance that provides opportunities for the community to develop culinary businesses around the industrial area. The combination of improving soft skills through English language training and support for business infrastructure creates a more inclusive economic ecosystem, allowing local communities not only to participate as workers but also as independent business actors who can serve the needs of the industrial area.

Challenges In CSR Implementation

a. Low Community Participation

CSR programs often do not involve the community in planning so that they do not always match local needs. But only a few stated that, in fact, every CSR activity carried out by KITB always meets the quota and is not short of enthusiasts. Even some of the researchers asked were those who, after participating in the training program, could be immediately accepted for work, and even UMKM skills in language training or services were also useful when they underwent entrepreneurial activities; it's just that there are several factors of education from HR that are usually the concerns of training participants so that they are reluctant to join.

b. Cross-Sector Coordination

Lack of synergy between companies, local governments, and local communities hampers the effectiveness of the program. Because the development of KITB is still in the 1st stage of progress, where in this 1st stage the affected community is only 1 sub-district, namely Gringsing Sub-district, while other sub-districts have not had significant development. The Batang Regency Government always synergises so that the programs carried out by the Manpower Office and KITB CSR related to this competency training can be connected and also be the same as the job vacancy needs needed by the company in KITB.

c. Program Sustainability

Some CSR programs are short-term and have not been fully integrated with long-term development strategies. Because, as previously stated, the Batang Industrial Area has carried out several CSRs that have a direct impact on 3 sub-districts adjacent to KITB. However, only 1 sub-district received more intensive assistance, but there are also some that can cover other sub-districts and even the entire Batang district, namely the increase in competency carried out by KITB.

CONLUSION

Based on an in-depth analysis of the implementation of Corporate Social Responsibility (CSR) in the Batang Integrated Industrial Estate (KITB), it can be concluded that the CSR program has shown a significant contribution to the economic empowerment of local communities in three sub-districts around the industrial area. Through a series of strategic initiatives, such as competency-based job skills training (such as for garment operators), Mandarin language training, and MSME support, KITB has succeeded in creating a comprehensive empowerment ecosystem. These programs not only increase the capacity of local human resources but also open up wider economic opportunities, allowing the community to actively participate in the development of the industrial area both as workers and business actors.

However, this study also identified several challenges that need to be addressed in implementing CSR, including community participation that is still not optimal, cross-sector coordination that needs improvement, and limited program sustainability. Nevertheless, KITB has shown a strong commitment to promoting sustainable development through a holistic approach, which takes into account economic, social, and environmental dimensions. By continuing to refine strategies and increase stakeholder

involvement, KITB has the potential to become a model industrial area that not only contributes to economic growth but also provides real benefits to local communities.

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