

CHAPTER I INTRODUCTION

1.1 General Description Research Object

1.1.1 Rumah Cemara

Rumah Cemara is a community-based organization that aims to improve the quality of life of people living with HIV / AIDS and drug addicts in Indonesia through peer support approaches. Established in 2003 by five ex-addicts; Rumah Cemara is a network of people with HIV / AIDS and drug addicts in West Java, Indonesia. Rumah Cemara has 45 staffs, 70% of men and 30% women, with a lifespan of 20-35 years old. The majority of the staffs are former addicts, and 85% are HIV-positive. The Picture below is Rumah Cemara Logo.

Figure 1.1 Rumah Cemara Logo



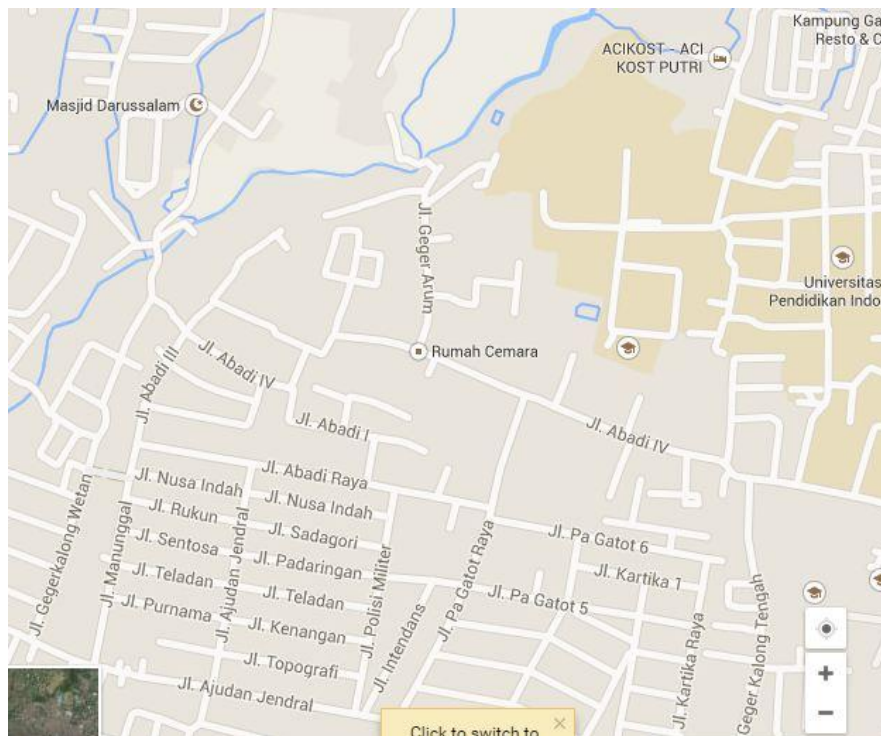
Source: Rumah Cemara (2015)

There is a meaning behind the logo. The big triangle is representing home. Rumah Cemara was established with a purpose as a home for marginalized people, so they have a place like home where they are accepted in it. Other two triangles are representing handshake which means helping each other. They chose green and yellow because green color represent comfortable and yellow represent peace. Rumah Cemara is a non-profit organization initiated by 5 former drug addicts and HIV/AIDS sufferers. As a former drug addicts and people with HIV/AIDS they received a social sanction from the environment where they live, even from their family. Based on the same experiences they have got, the establishment idea of Rumah Cemara came up. The idea was to create a house for marginal people to express their idea and feelings

about their situation. With spirit togetherness and helping each other they try to keep other people from the threat of drugs and HIV/AIDS regardless about people bad opinions.

Rumah Cemara is an organization originated from Bandung. Rumah Cemara has its headquarter at Jl Gegerkalong Girang no 52 Bandung – West Java, Indonesia.

Figure 1.2 Rumah Cemara Location



Source: Google maps (2015)

1.1.2 Vision and Mision

Vision:

Rumah Cemara envisions Indonesia without discrimination toward people with HIV/AIDS and people who use drugs.

Mission:

Rumah Cemara uses a peer intervention model in order to increase the quality life of people with HIV/AIDS and people who use drugs.

Objectives:

With both a spirit of peer support and professionalism, Rumah Cemara works to:

1. Reduce the harm of drug addiction.
2. Provide care, psycho-social support, and treatment to people with HIV/AIDS.
3. Prevent HIV infection among most at risk populations.
4. Engage the public in activities that decrease their discrimination towards people with HIV and drugs addiction.

Scope:

Rumah Cemara's membership constitutes the largest network of people living with HIV and people who use drugs in West Java, Indonesia. By December 2009, Rumah Cemara has treated 200 drugs users at treatment center. Rumah Cemara membership includes 4,317 people with HIV/AIDS and drugs users, and 1,276 people infected by HIV/AIDS within 61 peer support groups, including 3 offices located in Bandung, Sukabumi and Cianjur.

Core Values:

1. Respect for individual rights.
2. Respect for differences in gender, race and sexual orientation.
3. Commitment to reaching agreements with community stakeholders.
4. High levels of transparency.
5. Independence in attitude and decision making.
6. Not affiliated with any political party.
7. Openness to constructive work relationship with diverse stakeholders.
8. Promote spiritually

1.1.3 History

Here is the History table of Rumah Cemara

Table 1.1 History of Rumah Cemara

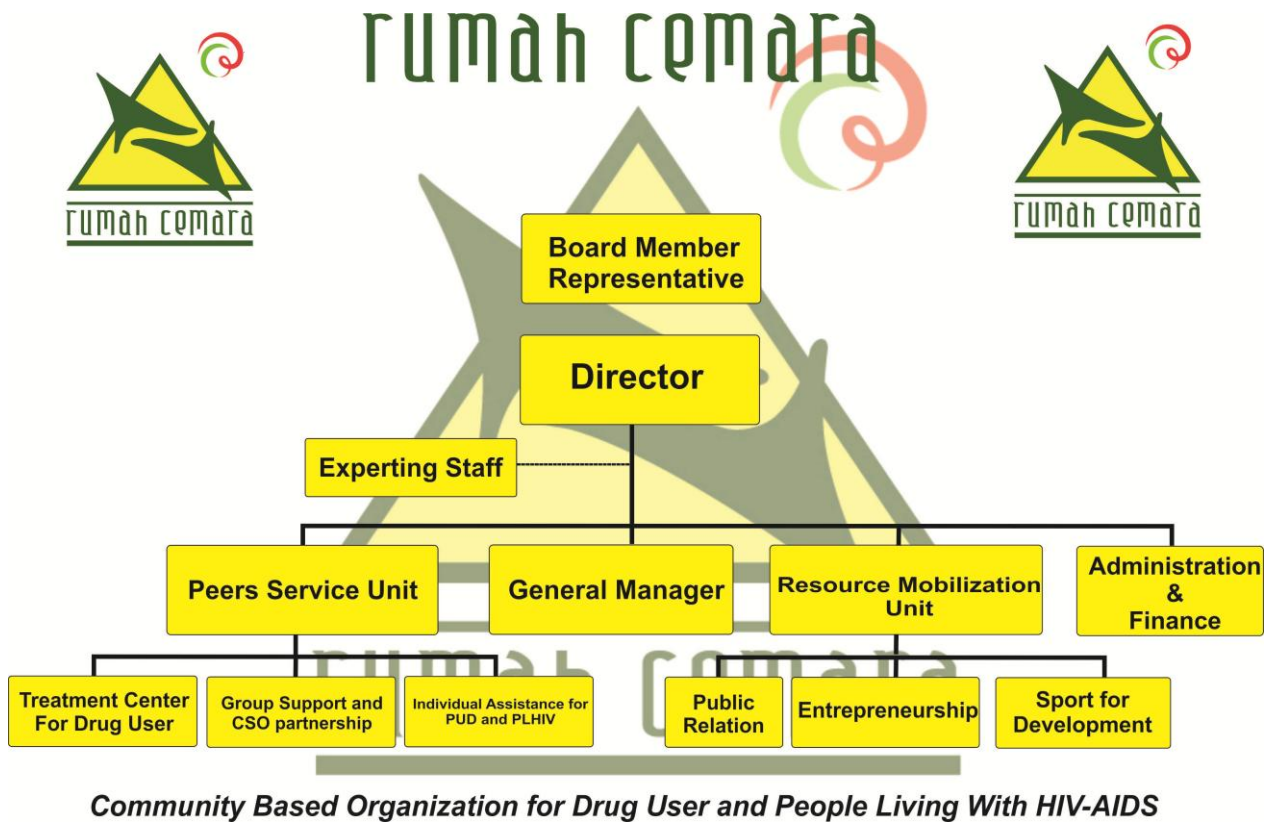
2003	Rumah Cemara was founded on January 1, 2003 by five recovering drug addicts who believed that if a change was to occur in society that change must begin from within the community of drug users.
	Rumah Cemara was legally instituted as a community-based organization in West Java, and as a work unit from the Insan Hamdani Foundation.
	After established a Treatment Center for drug users, the five RC founders realized that the problem of HIV/AIDS was affecting most residents, particularly injecting drug users. They decided to refocus on two target groups, namely people who use drugs and people living with HIV/AIDS, as beneficiaries of their services.
	On March 12, 2003 Rumah Cemara formed a special division named Bandung Plus Support, to provide peer-led services to people with HIV/AIDS from diverse backgrounds through both individual and group approaches.
2004	Rumah Cemara created an Outreach division for populations most at risk of contracting HIV, like drug users, male and female sex workers, and prisoners.
2005	Rumah Cemara open branch offices in the cities of Sukabumi and Cianjur, because services for drug users and people with HIV/AIDS are insufficient in both cities, despite the high number of people in need of these services.
2006	The Rumah Cemara Interterminal Football Club was founded, engaged staffs and members as players in weekly football matches, including matches at prisons, to reduce discrimination about HIV/AIDS and prove that addiction and HIV can be overcome by a healthy lifestyle.
2007	Bandung Plus Support was officially named the Provincial Initiating Group of West Java by Spiritia, the National Network of HIV/AIDS support groups.
2008	Rumah Cemara began a mobile clinic program to provide basic health services to people in rural areas of Bandung who have no access, while simultaneously decreasing the stigma around HIV/AIDS.
2009	Rumah Cemara was named an official Linking Organization of the International HIV/AIDS Alliance.
2010	Rumah Cemara launched a fundraising campaign called “For Life” to engage the local general public as Rumah Cemara supporters.
	Rumah Cemara Internal Football Club was invited to represent Indonesia at the international tournament The Homeless World Cup.

Source: Rumah Cemara (2015)

1.1.4 Organizational Structure

The chart below show the organizational structure of Rumah Cemara

Figure 1.3 Organizational Structure of Rumah Cemara



Source: Rumah Cemara (2015)

Founder:

1. Ikbal Rahman
2. Ginan Koesmayada

Director:

1. Anton M Djajaprawira

Project Manager:

1. Reza Ozon
2. Ardhan Suryadarma
3. Yudi Wachyudi
4. Adit Taslim

Campaign Team:

1. Karmala Bonanoz

Here are several programs that Rumah Cemara has:

1. Art for AIDS

Precisely on December 1st people in Indonesia also commemorate World AIDS Day. World AIDS Day was initiated on the basis of concerns over rising AIDS among the community. There is no cure for AIDS so far, and can only be prevented by controlling its spread effect. By definition AIDS stands for Acquired Immune Deficiency Syndrome, which is a set of symptoms that obtained from reduced immunity, immune system damage caused by HIV infection. Given the rapid increase of HIV in Indonesia , and the more years of continued increases, some health organizations make a lot of events to mark World AIDS day with various series and forms recalling the event with the intention that in the world , especially in Indonesia HIV live among us .

Based on the explanation above. In giving the information, Rumah Cemara believe in creativity since HIV infection, Rumah Cemara is an organization which is concerned in prevention of HIV and Drugs addiction. Rumah Cemara creates a partnership with Global Fund to conduct an event to commemorate world AIDS day with theme “ART FOR AIDS” nowadays already into general population.

Art for AIDS has several purposes which are:

Giving the information regarding HIV AIDS to society with a populist approaches.

1. Reminding the society that HIV live among us and ask the society to participate in preventing HIV/AIDS
2. Eliminating the stigma and discrimination against ODHA.
3. Giving the chance for everybody to conduct HIV test.

This activity is expected to give results such as:

1. The spread information about HIV and AIDS among artist, students, and society.
2. A joint commitment in preventing HIV/AIDS.

This event was held in form of full one day activity at Pasar Seni ITB. This event involves artists and athletes with concept ART FOR AIDS with activity like boxing against stigma, art performance, VCT and art socialized by prisoner at Banceuy jail.

Figure 1.4 Art for Aids Activty



Source: Rumah Cemara (2015)

2. Treatment Center for Drug Users

The main target population Rumah Cemara is the people who use and drug addiction. Rumah Cemara Care Center Therapeutic Community combines models and a twelve Steps approach by combining peer and professional approaches. Resident running 6-9 months of treatment in an inpatient program (' inpatient ') and the post-treatment (' aftercare ') .

3. Peer Mentoring people with HIV/AIDS: Bandung Plus Center

Bandung Plus Support (BPS) initially is a peer support group (KDS), which was formed based on the needs of its members . BPS then run individual case management for HIV / AIDS , where the Rumah Cemara staffs accompany clients to the hospital for tests and treatment and make home visits to provide support and information to families of people with HIV / AIDS . Fir house maintains a growing network of 61 peer support groups across West Java . In carrying out the program, Bandung Plus Support in cooperation with the Hospital, Department of Health, Social Services , Red Cross Indonesia , prisons , and other NGOs.

4. Community Outreach

Rumah Cemara intensively reaches both the public with high-risk behavior and the general public. Rumah Cemara outreach, especially drug users, inmates in prison, and female sex workers (FSW), with a clean needle exchange programs and free condom distribution. Since September 2004, Rumah Cemara has expanded services to cities such as Cianjur and Sukabumi, to distribute more than 35 558 and 38 375 condoms needle, and reach approximately 2,240 injecting drug users, 3,256 inmates, 214 WPS, 264 gay, and 4,375 high risk men. Rumah Cemara is also working with local health centers to provide service “Harm Reduction”, because this issue is also the responsibility of the government.

Apart from it, in order to reach out general public, Rumah Cemara has a portable clinic which provide health service. In 2009 – 2010, portable clinic has done 156 field work and services more than 7.039 people who live in country side which geographically having problem to access the hospital and health center. The idea of portable clinic came up with a purpose to integrate people with aids and drugs addicts with society. If people with aids and drugs addict, their existence want to be recognized by the society, they need to do a essential thing for the society so that the integration base on helping each other between people with aids and drug addicts with the society created.

Through Community Action on Harm Reduction project which initiated by International HIV-AID ALLIANCE in 6 countries, Rumah Cemara expands its service range with supporting community base organization in 6 provinces started in 2011 for Java island through outside Java like Bali and Lombok. In 2015 the expansion is conducted to another 3 provinces which are Batam, DKI Jakarta, and East Java. This project was run with concept reducing service gap in country side focused on harm reduction program among NAPZA, couple and family.

5. Advocacy

Responding the situation which occurred on the society regarding law issue and health service for Napza user and people with HIV. Rumah Cemara organize advocacy activity against stakeholders with targeting the creation supported regulation and wisdom, stand in same side with community, good in a Drugs abuse and HIV AIDS. In this case Rumah Cemera cooperate with another drugs addiction and HIV community through populasi kunci network in Indonesia

with strengthen community in region and provide documentation and good data for advocacy importance.

Resource Mobilization

Rumah Cemara believes that independency is a requirement for organization which have strong characteristic and healthy; this unit has a purpose to increasing also mobilize a role and society support widely, both financially and morally. This case becomes important since the wheels of organization need to keep moving to achieve Rumah Cemara's vision. Resource mobilization has 3 sub unit which are public relations, entrepreneur (Business unit), and grants management. Business unit has started the activity through small business like internet café, motorcycle helmet laundry and boutique, while grant management unit has responsibility on fund raising effort in higher level and planned, include searching strategic partners both local and internation who willing to make partnership with Rumah Cemara.

FOR LIFE Campaign

Specifically Rumah Cemara runs a fund raising campaign with concept 'from society for society named FOR LIFE. Through this campaign, Rumah Cemara want to state to the society that HIV/AIDS issue is a social issue that involves several life aspects and more than just medical issue. Therefore, the overcome need a role from every various parties. FOR LIFE campaign directly engage society from every background to involve in HIV/AIDS overcome, participated and initiated every social activity using universal idea like music concert, art exhibition and sports competition.

With this positively interaction between community and society, the society understanding about the fact behind HIV/AIDS and drugs addiction issue is increased. In the end stigma and discrimination are declining. Through this campaign strengthen and empowerment ODHA and drugs addict community is raised, because automatically they have a chance to express themselves and creative.

Sport and Development Program

All over the world, sports has become a tool for individual development, community or society in solving social issue. Rumah Cemara with a vision creating Indonesia without stigma,

use sports for spreading the HIV/AIDS information and drugs also increasing life quality of people with AIDS and drug addicts through sports activity.

Rumah Cemara as a community based organization believes that sports can be a effective tools to overcome social issue. Through sports, Rumah Cemara try to shift their addiction in drugs, improving their life quality and spreading the information about HIV/AIDS and drugs to society.

Football

Rumah Cemara has a football team which consists of people with AIDS and dugs addicts. At first, this activity just as recreational activity to keep physical condition and strengthen the relationship each other. But as a time goes by they realize that football can be a solution for social change. Beside keep their physical and mental condition, football as a media for spreading information about HIV/AIDS and drugs addict. Football has created a discussion forum about the danger of drugs abuse and issue about HIV/AIDS. So that, more people understand about this issue, so stigma and discrimination will declined.

In 2 years consecutive, 2009 and 2010, Rumah Cemara football team won the national championship against rehabilitation center in Indonesia which held by Badan Narkotika Nasional (BNN). Even further, in 2010 also won global competition which held by Nike and Ashoka Changemakers titled 'Changing Lives through Football', beat almost 300 applicant from 60 countries.

In 2010 Rumah Cemara appointed as 'Official National Team Organizer for Indonesia Team to participate in Homeless World Cup, a football competition for marginalized people. In Indonesia the term of marginalized is people with AIDS, drugs addict, ex prisoner, poor people. Below is the achievement of Rumah Cemara in latest 4 year participation in Homeless World Cup.

1. Rumah Cemara in Homeless World Cup 2011 in ParisFrance: 6 World Ranking, Best New Comer Team dan Best Male Player 2011 (Ginan Koesmayadi, Captain)
2. Rumah Cemara in Homeless World Cup 2012 Mexico City: 4 World Ranking and Best Coach UEFA Award

3. Rumah Cemara in Homeless World Cup 2013 Poznan, Poland. 8 World Ranking.
4. Rumah Cemara in Homeless World Cup 2014 Santiago, Chile: 10 World Ranking and Best Male Player

Figure 1.5 Indonesian National Team in 2014 Homeless World Cup



Source: Rumah Cemara (2014)

Figure 1.6 Indonesian National Team



Source: Rumah Cemara (2014)

Boxing

In July 2014 Rumah Cemara officialy announce Rumah Cemara Boxing Camp. It is boxing center to facilitate people with AID, drug addict in recovering and society to access this sports. This boxing center was built with a purpose to support the development of boxing in Indonesia, and reducing stigma and discrimination towards people HIV/AIDS and drugs addict.

Aerobic

To attract women to engage in sports activities Rumah Cemara . On May 2014 established group aerobic studio Rumah Cemara. This activity aims to provide a space for women in particular to exercise. It is also expected to reduce stigma and discrimination against people with HIV / AIDS and drug addicts.

1.2 Research Background

The concept of integrating social aims with profit making has been an emerging trend in the world today, especially in the wake of the 2007-2009 when the crisis hit the financial sector. Social Enterprise is at the very core of this new movement to integrate social aims with profits, taking root in an increasing number of circles today, ranging from the field of international development, to impact investing, and even public policy (Poon, 2011). Social entrepreneur's existence is believed to develop in future since there are so many emerging social problem all over the world.

In addition to the definition about social enterprise above, There have been many approaches taken in the interpretation of social entrepreneurship in the west (Bull, 2008; Haugh, 2005; Tan, Williams, & Tan, 2005; Thompson, 2008). According to Thompson (2008), a social enterprise is an organization which creates not only economic but also social wealth, yet is able to generate revenue and afford needed resource to perform satisfactorily. (Bull, 2008) on the other hand, adapts the definitions used by related organizations such as the Department of Trade and Industry in UK and Social Enterprise Alliance, and views social enterprise more as venture with specific social mission and objectives, and achieves them through entrepreneurial strategies. Yet another view is given by Haugh (2005) who defines social enterprise as the process of creating a social enterprise and that process involves all activity associated with the perception of opportunities to create social value. At the same time, there are also scholars such as Tan, Williams & Tan (2005) who approach the matter from the entrepreneur perspective. They define

a social entrepreneur as a legal person engaged in the process of entrepreneurship that involves a segment of society with the altruistic objective that benefit it.

Another definition of social enterprise expressed by J. Gregory Dees, Professor of the practice in Social Entrepreneurship, founding faculty director of Duke University's center for the Advancement of Social Entrepreneurship, and often referred to as the "Father of Entrepreneurship Education. He broadly defines social enterprise as an organization which aims to fulfill a social mission by implementing innovative problem solving strategies and demonstrates high accountability to the public (Dees, 2006). The author can conclude from all the definition about social entrepreneurship above that social entrepreneurship is one specifications of entrepreneurship that integrate social aims with profits, it also has a specific social mission and objectives to create a social value at the end social entrepreneurship not only gaining an economic wealth but also social wealth.

The Emergence of social enterprise took place a long time ago. History has recorded the emergence of social enterprise as taken based on Daryl Poon (2011).

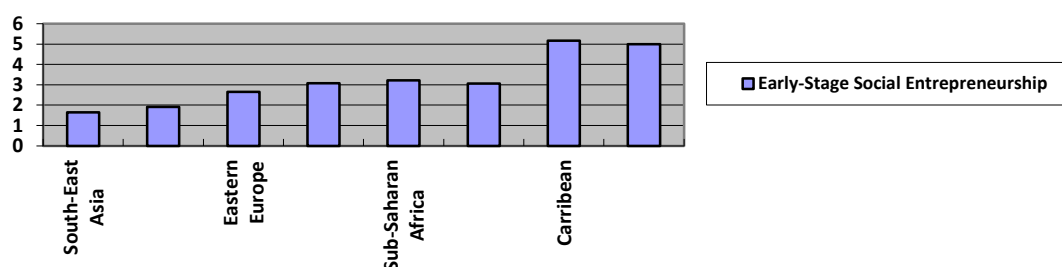
Social Enterprise has been in existence for many centuries, Social Entrepreneurs and social enterprise have been in existence for many centuries, but only came into prominence in recent decades when the particular label of "social entrepreneur" has been intentionally used to identify them, an effort in large part pioneered and actively championed through Ashoka, a nonprofit institution that identifies and supports leading entrepreneurs globally in an effort to support social change.

However, even before Ashoka was founded in 1981 and subsequently popularized the term, history had witnessed numerous social entrepreneurs responsible for the many social innovations we have come to find commonplace today. The epitome of such historical social entrepreneurship is Florence Nightingale, who had revolutionized care-giving by founding the modern nursing profession.

The social entrepreneurship recently are rising up in the Asian society. In my opinion, Asia is the perfect place to conduct the Social entrepreneurship activity. There are two main indicators that show Asia as a perfect place to conduct social entrepreneurship. The social issues like poverty, joblessness and lack of reliable access to basic services like education, energy, health and water. Another indicators is environmental issues like air pollution, illegal logging and water pollution. In 2012 Asian Development Bank (ADB) was conducted the Social Enterprises Forum Amid an explosion in Asian social enterprise set up to tackle the region's social and

environmental problems. In that forum Tommy Hutchinson, the founder of i-genius, an international community of social entrepreneurs stated that the growth of social enterprise in recent years is due to governments and corporations realizing the potential of community-based efforts, consumers making more ethical decisions about what they buy, and people wanting more freedom and creativity from their work (the guardian, 2012). He added Asian countries have fuelled this growth in different ways. China is advanced in technology, Thailand has the government that is most switched on, and Indonesia has a strong, rural based social business (the guardian, 2012). However, if we compare the numbers of social entrepreneurship activity in Asia to the other continent, the number is the lowest. As we can see from picture below.

Figure 1.7 Prevalence of Social Entrepreneurship Early-Stage Activity (SEA) by region



Source: GEM Social Entrepreneurship Report (2009)

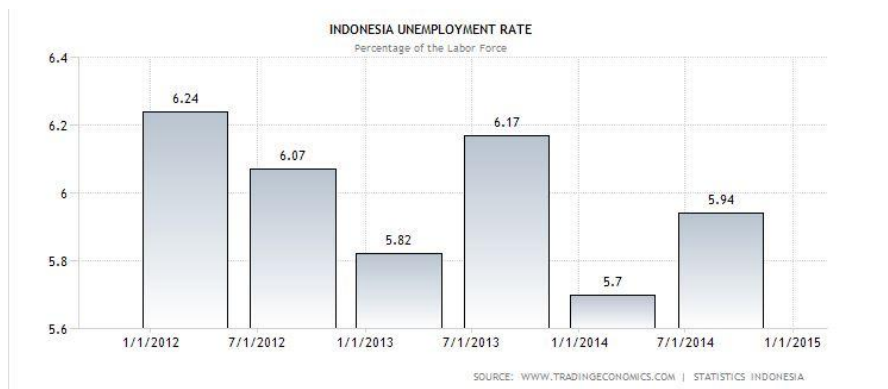
From the data above we can conclude that countries in Asia especially south-east Asia need to boost the growth of social entrepreneurship activity. From figure 1.19 we can conclude that the rate of social entrepreneurship early stage activity in South-East Asia region is only 1,6%.

Sustainability has become a favorite buzzword among development practitioners over the past decade. ‘Sustainable’ has been used not only to characterize a desired future for communities and for society as a whole, but also to describe the desired impact of development interventions and the desired state of organizations working for a sustainable future. There are several definitions regarding sustainability in entrepreneurship. Innovative behavior of single or organization operating in the private business sector who are seeing environmental or social issues as a core objective and competitive advantage” Gerlach(2003, p. 3). Other statement that is stated by Cohen and Winn (2007, p. 35) “The examination of how opportunities to bring into existence future goods and services are discovered, created, and exploited, by whom, and with what economic, psychological, social, and environmental consequences”. "Create profitable enterprises and achieve certain environmental and/or social objectives, pursue and achieve what

is often referred to as the double bottom-line or triple bottom-line (Choi and Gray, 2008, p. 559). It is two concepts that Sustainable Entrepreneurship derives from. Social Entrepreneurship has been described as incorporating a double bottom line within the company's mission - balancing the economic and social returns on investment. So, the author can conclude the indicator that can prove the sustainability of social entrepreneurship organization is balancing both social (people) and economic (profit) returns on investment.

Indonesia as the largest archipelagic state in the world, by area and population has a potentials that can be developed. Indonesia also known for its wealth, both natural resources and human resources. Despite the fact about its wealth, Indonesia still cannot combine it into something that can bring a prosperity to its people. The indicators are the unemployment and poverty rate in Indonesia is relatively high. The numbers are 5.94 percent for unemployment rate in 2014 and 11.0 percent for poverty rate (World Bank and Badan Pusat Statistik, 2015).

Figure 1.8 Indonesia Unemployment Rate



Source: Figure 1.9 Indonesia Poverty Rate

Statistik Kemiskinan dan Ketidaksetaraan di Indonesia:

	2006	2007	2008	2009	2010	2011	2012	2013	2014
Kemiskinan Relatif (% dari populasi)	17.8	16.6	15.4	14.2	13.3	12.5	11.7	11.5	11.0
Kemiskinan Absolut (dalam jutaan)	39	37	35	33	31	30	29	29	28
Koefisien Gini/ Rasio Gini	-	0.35	0.35	0.37	0.38	0.41	0.41	0.41	-

Sumber: Bank Dunia dan Badan Pusat Statistik (BPS)

Source: World Bank and Badan Pusat Statistik

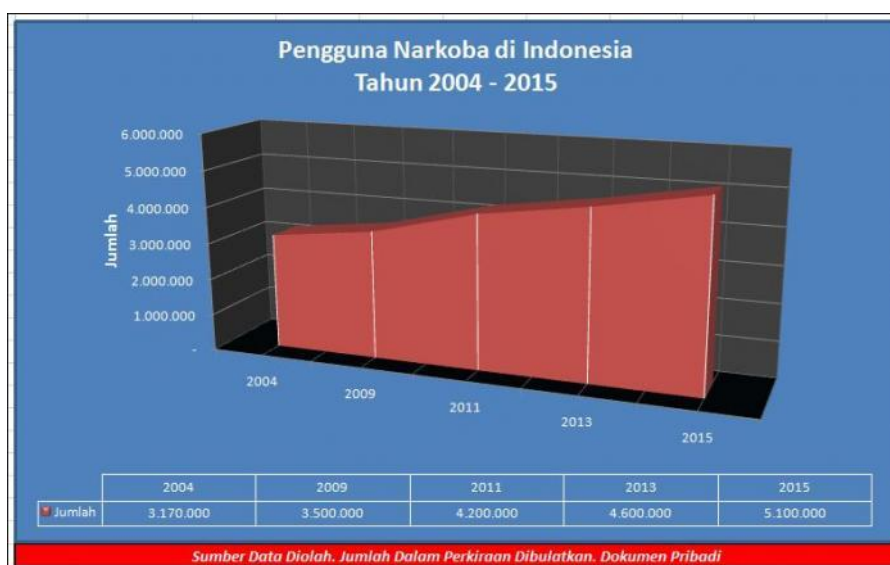
To overcome these problems, the one way out is through entrepreneurship, because by doing entrepreneurship we can reduce the number unemployment, poverty and economic alleviation and creating more jobs (Kompas, 2010). However the number of entrepreneurs in Indonesia still less compared to the countries in same region like Malaysia, Thailand and Singapore. In order to boost the national economy, the number of entrepreneurs need to be increased at least 2 percent as stated by Chairman of the Board Diplomat Success Challenge (DSC) 2013 Surjanto Yasaputera. The Nobel prizes Muhammad Yunus also encourage young people to think about become job creator not a job seeker. The young generation has the creative power to build a social business and overcome the social problem (Kompas, 2014). Rhenald Khassali the professor of Management, Faculty of Economics, University of Indonesia also stated that the the social problems and interest in entrepreneurship can be solved through social entrepreneurship. Because social entrepreneurship has an entrepreneurial spirit and social life (SWA, 2014).

According to Bornstein & Susan (Wibowo, 2013) social entrepreneurship movement is a process undertaken by the citizens building or transforming institutions to improve the solution of social problems, such as poverty, disease, literacy and writing, environmental damage, human rights violations and corruption , in order to build a better life for all. Thus, assessment of SWA (Wibowo, 2013) stated that social entrepreneurship increasingly proven to cure social ills such as poverty, underdevelopment and public health. This means that the entrepreneurial movement has increasingly believed to provide hope and benefit to society at large.

There are several social problems that we can find in Indonesia like poverty, environmental damage and the one that recently become a main issue, drugs abuse. Rumah Cemara is a community based organization which concern on reducing the drugs abuse. They try to reduce the drugs abuse by spreading all the information about the damage of drugs and conducting several programs related to drugs abuse prevention. The drugs itself is not a new commodity in Indonesia. Indonesian people has known drugs since the colonial era when the Dutch colony planted cannabis plants in Aceh and Erythroxyton Coca (Cocaine) in East Java for their export commodity. At that time the Dutch colony made a regulation that prevented the abuse of that plants, but the regulation didn't include the synthetic drugs that have a same effect like cannabis and cocaine. That phenomena are believed as a root-cause the drugs abuse in Indonesia. In globalization era the barriers among countries are less, it becomes an opportunity to deliver the drugs from one country to another. As the time goes by, in today era since the

development of international relations where politics take a part in it and also globalization era, drugs has become a commodity that can gain a huge profit for all stakeholders who play in drugs syndicate. In globalization era the barriers among countries are less, it becomes an opportunity to deliver the drugs from one country to another which mean the drugs distribution through black market is easier. This phenomena occurred in Indonesia as well where so many headlines on newspaper regarding the distribution of drugs. This situation draw attention our current president Mr. Joko Widodo. He stated that Indonesia is currently in a state of emergency drugs and instructed all heads of regions to fight against drugs abuse in their respective regions (VOA Indonesia, 2015). The picture below is the data regarding the drugs user in Indonesia.

Figure 1.10 The data of drugs users in Indonesia



Source: Kompasiana (2015)

From the data above, Badan Narkotika Nasional (BNN) estimates the number of drugs users around 5 million people or 2% from Indonesia's population in 2015. We can see that the numbers of the drugs users in Indonesia are increasing each year, which is the main reason why our president stated that our country in state of emergency drugs now. Later on in effort to fight against the drugs abuse, our governance will spend more money to fund the drugs prevention program. From the Rumah Cemara perspective, this situation become a positive signal because the government efforts to fight against drugs abuse are in accordance with the main program in Rumah Cemara. The indicators we can see that for this year, Rumah cemara gain more funds from governance. This funds they will use in free treatment center for drugs users.

Other issue regarding the drugs abuse issue is from the regulation perspective. During the orde baru era, government underestimated the drugs abuse issue. They believed people are uphold the pancasila and religions principle, so they would not use drugs in wrong way. But the fact is different from what the government believe. Later on, government showed their intensity on drugs abuse issue by approved law number 5 of 1997 about psychotropic substances and law number 22 1997 about narcotics. In 2009 the law was amendment. If on the law in 1997 the drugs users were seen as a criminal not as a victim and need to be punished by putting them in jail, in 2009 the law was amendment. Based on the law number 54 2009, the drugs users have a right to be treated in rehabilitation center. From Rumah Cemara perspective, the law is very helpful because the drugs users can be treated in treatment center as Rumah Cemara providing a free treatment center regarding the drugs distributor the law is very assertive, as they implement the death penalty for the distributors. It was still fresh in our mind about the death penalty to the drugs distributor from Australia, Brazil and Nigeria.

From the political and legal perspectives, author finds several problem phenomena regarding the drugs abuse.

Figure 1.11 The Number of drugs abusers in jail

Tabel 53. Jumlah Narapidana dan Tahanan di Lapas Khusus Narkotika di Seluruh Indonesia Tahun 2013

NO.	SATKER	KANWIL	ISI			KAPASITAS	% KAPASITAS
			TA-HANAN	NAPI	TOTAL		
1	2	3	4	5	6	7	8
1.	Lapas Kelas II A Narkotika Bandar Lampung	Lampung		689	689	168	410
2.	Lapas Kelas II A Narkotika Bandung	Jabar	581	544	1,125	448	251

Source: Ditjen Pemasyarakatan Kementerian Hukum dan HAM RI, 2014

According to Kasat Reserse Narkoba AKBP Nugroho Arianto, in 2014 they have handled 207 drugs cases and caught 274 suspects, from the 274 suspects it divided to 168 people who had drugs, 97 drugs distributors and 8 drugs producers (Detik, 2015). That numbers are increasing if we compare to 2013 the numbers were 174 cases with 247 suspects. From the figure 1.11 we can see the numbers of drugs abusers in jail. In 2013, the numbers of the drugs abusers in jail are 1,125 in total. From the picture above we can see the problem phenomena, if we compare the total numbers of the convicts to the jail's capacity, it is overcapacity. Whereas, there is a

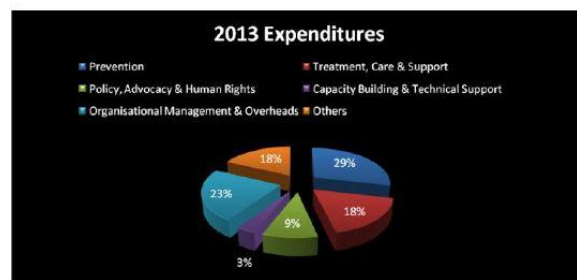
regulation UU no 54 2009 stated that the drugs users have a right to be treated in rehabilitation center. However, according to Rumah Cemara’s knowledge the government implementation of the regulation is nothing. All the victim in this drugs abuse case, they were sent to jail directly. While, in Rumah Cemara treatment center, they only treat 30 people due to the limited capacity on their treatment center.

There are also several issues regarding drugs abuse from the social perspective. Most people in Indonesia see the drugs users as a criminal. They feel their existence among the society is harmful, they think that the drugs abuse can give a negative impact to the society. Therefore, it is not surprise if so many case about the drugs users who are evicted from their society, even they are evicted from their family. Another example, the former drugs abuse get a little chance for getting a job. Most of the workplace will reject them if they know about their bad record regarding drugs, This phenomena was occurred within the society in Indonesia and this kind of experience that accepted by the founder of become the reason why Rumah Cemara was established. There is a less effort from the government to solve this problem. If there is a social treatment program from the government, the implementation is not really effective as the former drugs abuse still suffer a bad experience from the society. The founders of Rumah Cemara see this kind of situation need to be changed. Rumah Cemara try to change the society perspective towards the drugs users. Through their several activity they involve the former drugs users to a social activity. Through the activity Rumah Cemara try to make an interaction between the drugs users and the society. Hopefully, from this interaction, society will change their perspective towards the drugs users, and the drugs users also can give a contribution to the society.

Figure 1.12 Rumah Cemara’s total expenditure (numbers are in US Dollar)

2013 Expenditure by Allocation

Total Expenditure	: 459,948
Prevention	: 131,998
Treatment, Care & Support	: 81,709
Policy, Advocacy & Human Rights	: 44,011
Capacity Building & Technical Support	: 15,055
Organisational Management & Overheads	: 105,343
Others	: 81,832



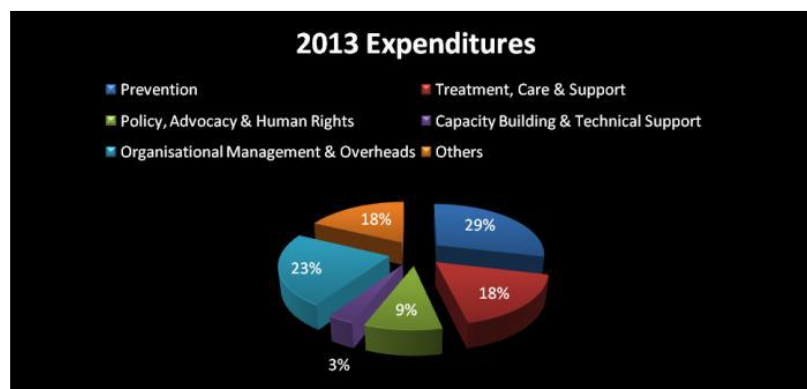
Source: Rumah Cemara annual report

Author discover other problem phenomena. The picture above shows the budget allocations for the activity in Rumah Cemara. The budget allocation for their program are not balance. Their fund resource are coming from 3 sources: international funding, government funding and private sectors funding. The international funding they use it for their main program. The government funding, they use it for rehabilitation program and the private sectors funding, they use it for supporting event. For the sport development program they have not enough budget for running the program. Therefore one of the sport development program which is boxing forcedly to be stopped whereas the sport development program is an effective program for the former drugs user to have a positive activity to set their mind free from drugs. We can see from the expenditure picture above the highest allocation is for prevention program which is 29% and the second is treatment program which is 18%, while sport development include in others 18%. It showed that there is no certain budget for the sport development program, and they feel they need additional fund if they want to continue the program. According to Rumah Cemara they need 2 billion rupiah if they want to cover all the budget in running their programs including sport development, but from the picture above we can see the budget allocation is only 810 million rupiah which is far from the ideal numbers of the expected budgets.

Based on the phenomena and the data above, the author wants to evaluate and exploring the operation of Rumah Cemara to get conclusion how Rumah Cemara can sustain their business, and the author conduct a research with the title “THE IDENTIFICATION OF SOCIAL VALUE PROPOSITION IN SOCIAL ENTREPRENEURS ORGANIZATION (A CASE STUDY OF RUMAH CEMARA)

1.3 Problem Identification

Figure 1.13 the expenditures of Rumah Cemara in 2013



Source: Rumah Cemara annual report

Sustainability has become a favorite buzzword among development practitioners over the past decade. ‘Sustainable’ has been used to characterize a desired future communities and for society as a whole. “The problem is that the vast majority of these ventures, as they exist today, are not sustainable. Unless these organizations develop new models that enable social enterprises to deliver double bottom line results, or find permanent funding subsidies for their activities, their chances of long-term survival are not good.” (Shorr, 2006). Rumah Cemara is chosen as object study in this research to define their own strategy to be able to sustain their program. The picture above shows the budget allocations for the activity in Rumah Cemara. The budget allocation for their program are not balance. Their fund resource are coming from 3 sources: international funding, government funding and private sectors funding. The international funding they use it for their main program. The government funding, they use it for rehabilitation program and the private sectors funding, they use it for supporting event. For the sport development program they have not enough budget for running the program. Therefore one of the sport development program which is boxing forcedly to be stopped whereas the sport development program is an effective program for the former drugs user to have a positive activity to set their mind free from drugs. We can see from the expenditure picture above the highest allocation is for prevention program which is 29% and the second is treatment program which is 18%, while sport development include in others 18%. It showed that there is no certain budget for the sport development program, and they feel they need additional fund if they want to continue the program. Rumah Cemara also facing a condition where they have a limited capacity on their treatment center. They only able to accommodate 30 people, while the numbers of drugs victim in Bandung around a thousand people and still counting. The regulation implementation by the government also become a problem. In our constitution, it is stated UU no 54 2009 stated that the drugs users have a right to be treated in rehabilitation center. However we can’t see the government implementation on this regulation, most of the drugs victim directly send to the jail.

1.3.1 Research Question

Based on identified data above, the matters that will be discussed are:

A. External Environment

1. What is the effect of political climate within the organization?
2. What is the legal basis in term of social entrepreneurship field that Rumah Cemara involved in?

3. How does Rumah Cemara change the social perspective against the drugs and HIV/AIDS issue?
4. a. What is the cultural tendency towards the victim of drugs abuse in Bandung?
b. How does Rumah Cemara change the cultural root against the victim of drugs abuse?
5. How does Rumah Cemara embrace the other community and entity to involve and join in every Rumah Cemara event?

B. Internal Environment

1. How does Rumah Cemara find the relevance social needs as the opportunity for its business to implement its mission?
2. What is/are the strategy/ies of Rumah Cemara to fund its programs?
3. What behavioral characteristic of entrepreneurs are exhibited in Social Entrepreneur organization?

1.4 Purpose of Research

Based on the existing problem in identifying data, the purposes of this study are:

A. External Environment

1. Finding out does the Political Environment affected the organization activity
2. Finding out the Legal Basis that Rumah Cemara got from the Policy maker.
3. Finding out the way Rumah Cemara change the social perspective towards the drugs and HIV/AIDS issue.
4. a. Finding out the cultural tendency towards the victim of drugs abuse in Bandung.
b. Finding out the way Rumah Cemara change the cultural root against the victim of drugs abuse.
5. Finding out Rumah Cemara strategy in maintain their social assistance and encourage local people to involve in their program.

B. Internal Environment

1. Finding out the way Rumah Cemara complete their purpose and missions.
2. Finding out the source of their fund for their operational and events.
3. Finding out the behavioral characteristic of entrepreneurs are exhibited in Social Entrepreneur.

1.5 Research Benefit

1.5.1 Theoretical Aspect

The results of this research is hopefully giving a useful information to develop more knowledge about the strategic entrepreneurship that related to the Social Enterprise in Bandung and also additional literature for social entrepreneurship research for social enterprise.

1.5.2 Practical Aspect

This study can be used as a reference for the company that has to do with this research, particularly for social enterprise and entrepreneurs or sociopreneur who want to develop their business by exploring their own entrepreneurial strategies.

1.6 Final Project Systematic

The writing structure is arranged to provide a general overview about research performed with the following structure are:

CHAPTER I INTRODUCTION

This chapter contains a review of the object study, the background, formulation matter, purpose of study, benefit of research, and research outline.

CHAPTER II LITERATURE REVIEW AND SCOPE OF RESEARCH

Chapter II describes the theories that will support this research. This part also contained the Research Framework of this project.

CHAPTER III RESEARCH METHODOLOGY

In this chapter, the subject matters are Research Methods, approaches, and analysis techniques to explain and answer the problem

CHAPTER IV ANALYSIS AND RESULT

This chapter contains discussion and explanation regarding this research based on the analysis that done in this project, and elaborates the theories that already stated in Chapter II.

CHAPTER V CONCLUSION AND RECOMMENDATION

Consist of restatement of the problem, brief description and procedure, principal findings and conclusions, and recommendations for a further research.

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