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From Passive Participation to Self-Reliance: Community Empowerment through the INSPIRASI Program in Binor Village

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Abstract: Binor Village, a coastal village in Ring 1 of the Paiton Power Plant (PLTU Paiton), has diverse economic potential, yet residents' livelihoods remain vulnerable to seasonal and market fluctuations, while community participation in social activities needs strengthening. Social mapping data show 57% of families earn below the district minimum wage, 90% have no savings, and individual participation is nearly zero, despite active village institutions (PKK, Posyandu, BUMDes, Karang Taruna). This article evaluates how INSPIRASI (Inovasi Pengelolaan Air dan Energi Bersih), initiated by PT Paiton Energy, responds through two mechanisms: regenerating local leadership ("local heroes") to activate participation, and diversifying the economy through a circular value chain based on household water and waste management. Using a descriptive-evaluative case study method based on program documents and social mapping data, this study finds the program evolved from ad hoc charitable assistance (2020) into a five-year strategic plan (2026-2030) with a phased exit toward zero CSR funding dependence by 2030. Early outcomes show three of seven targeted vulnerable families gained employment and no longer rely on food assistance, drinking-water unit workers saw income rise 9-15%, and four young community cadres were regenerated. Binor Village's geographic and environmental conditions are also discussed as a backdrop shaping the program's design. Findings indicate empowerment success can be measured not only by uptake of assistance but by the community's capacity to manage and replicate the program independently.

Keywords: Community Empowerment, Economic Improvement, Self-Reliance, Circular Economy, Binor Village

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Introduction

Binor Village, located in Paiton Subdistrict, Probolinggo Regency, East Java Province, is one of the coastal villages situated within the Ring 1 area of the Paiton Steam Power Plant (PLTU) complex, a designated national vital object. As a village with three complementary livelihood characters, capture fisheries in the coastal area, dryland agriculture, and services and home-industry activities, Binor Village holds considerable diversity of economic potential. This condition aligns with the findings of the 2026 Social Mapping Study of Binor and Selobanteng Villages, which identifies these three livelihood characters as the basis of natural and financial resource capital that, while each remains vulnerable individually, collectively form a fairly diverse village economic portfolio. The main challenge faced by residents stems largely from the coastal environment itself: fishing catches and harvest yields, being highly season-dependent, cause household income to fluctuate over time, while residents' skills are also still adjusting to the continuously evolving needs of the labor market.

Geographically, Binor Village is a coastal village comprising three hamlets (Krajan, Pesisir, and Klompangan), each with a distinct livelihood character—ranging from capture fisheries in the coastal area, to dryland agriculture in Klompangan, to services and home-industry activities in Krajan. The village's natural resource conditions were recorded as the weakest livelihood capital among the five livelihood capitals, with a score of 49.94%, influenced by limited equitable access to clean water, suboptimal management of household waste, and pressure on marine and coastal resources (PT. Paiton Energy, 2025). These environmental conditions form an important backdrop shaping the direction and design of the community development program interventions in this village, as further elaborated in the Results and Discussion section.

The urgency of this issue was also evident from the program's very beginning. On the environmental side, the drought crisis limiting access to clean water was recorded as an urgent problem facing Binor Village, and indeed directly triggered the piping intervention in 2020, which marked the starting point of the INSPIRASI Program. This issue remains relevant today: the Social Mapping Study of Binor and Selobanteng Villages by PT Paiton Energy-POMI (2026) shows the natural resource capital score remains the weakest among Binor Village's five livelihood capitals, at 49.94. On the economic side, the same

social mapping study shows that 57% of families in Binor Village live on income below the Probolinggo Regency Regional Minimum Wage (UMR), with 90% of families having no savings as an economic buffer. On the social participation side, the document records a paradox that becomes an important starting point for this article: village institutions such as PKK, Posyandu, BUMDes, and theKarang Taruna Binor (KATABI) are relatively active and even accomplished, yet individual residents' participation in these activities was recorded as nearly zero. This gap between active institutions and passive community participation indicates that the community empowerment problem in Binor Village is not merely a matter of the absence of platforms, but of how these platforms are activated to reach residents individually.

In response to these conditions, PT Paiton Energy introduced the INSPIRASI Program (Clean Water and Energy Management Innovation) as a form of corporate social responsibility designed not merely as one-off charitable assistance, but as a comprehensive social and economic innovation. This program is worth examining for two reasons. First, its design demonstrates an evolution rarely documented in Indonesia's CSR literature, from an ad hoc intervention (emergency piping in 2020) toward a structured five-year strategic plan (2026–2030) bound by an exit strategy roadmap toward zero percent CSR funding dependence by 2030. Second, the program explicitly designs a local leadership regeneration mechanism ("local hero") as a response to the participation paradox mentioned above—an empowerment approach grounded in a measured diagnosis of needs, rather than a one-sided assumption.

Based on this background, the present study was designed to address a number of fundamental questions concerning how the INSPIRASI Program was designed to respond to Binor Village's initial economic conditions, including the strategies and economic improvement achievements pursued toward self-reliance, as well as how the program addresses the drought crisis and environmental impacts that served as the starting point for the intervention in the village. In addition, this study also seeks to understand how the community empowerment mechanism operates, particularly in activating resident participation and regenerating local leadership, so that these three aspects (economic, environmental, and social-institutional) can be understood holistically as a single, interrelated process of transformation.

The purpose of this article is to systematically document and evaluate the design process through the early achievements of the INSPIRASI Program, with an emphasis on the dimensions of community empowerment and economic improvement, and to contribute a model with potential for replication in similar community-CSR contexts. The novelty of this article lies in its explicit documentation of the CSR program's exit strategy toward full self-reliance, a design element rarely discussed openly in CSR scholarly publications in Indonesia, where most case studies stop at reporting achievements without addressing post-program sustainability.

Method

This study employs a descriptive-evaluative case study approach enriched with participant observation. The case study design draws on (Yin, 2018) framework, which recognizes participant observation as one of six legitimate sources of evidence in case study research (alongside documentation, archival records, interviews, direct observation, and physical artifacts), while the evaluative dimension follows Merriam (Merriam, 1998), who defines an evaluative case study as a design explicitly aimed at explaining and assessing a program's effectiveness over time. The unit of analysis is the INSPIRASI program as implemented in Binor Village, with its principal analytical components consisting of baseline conditions, program implementation, local-leadership regeneration, economic diversification, environmental management, and exit-readiness mechanisms. The evaluative dimension does not attempt to estimate causal effectiveness; instead, it assesses the consistency between identified needs, program design, documented outputs/early outcomes, and the program's stated sustainability and phase-over criteria. Participant observation is appropriate as a complementary source because the researcher was directly involved in program mentoring and could observe implementation processes and community interactions that were not fully captured in program documents. This combination allows documentary evidence to be interpreted in its implementation context while keeping quantitative claims anchored in traceable records (Spradley, 1980) (DeWalt & DeWalt, 2011).

The data sources used in this study consist of PT Paiton Energy/PT POMI's internal primary documents as well as the author's participatory observation findings. These documents include the PT POMI Strategic Plan (Renstra) 2026-2030, which contains the program design, problem analysis (problem tree), logical framework

analysis (LFA), program roadmap, and exit strategy scheme; the 2025 INSPIRASI Program Implementation Report, which contains achievement data, beneficiary narratives, and a table of target residents' income; and the 2026 PT Paiton Energy/POMI Social Mapping Study, which presents baseline data on the five livelihood capitals (human, natural, financial, infrastructure, and social) along with a mapping of Binor Village's vulnerabilities and social issues. In addition, the study draws on the 2025 PT Paiton Energy Environmental Verification Study, which contains Greenhouse Gas (GHG) emission calculations from the HI-GELIMAS innovation based on the IPCC 2006 methodology, as well as the integrated value chain diagram of the Binor Village INSPIRASI Program. As a complement, this study also draws on the author's participatory observation notes obtained during direct involvement in mentoring the INSPIRASI Program in Binor Village.

The analysis technique was carried out through content analysis of the five program documents, triangulated across documents and across years (2020–2030) to trace the evolution of the program design and the consistency of data across sources. The author's participatory observation notes were used as complementary evidence to confirm and contextualize the document findings, following the principle of methodological triangulation (Denzin, 1978), rather than to replace or supersede the verified data recorded in the program documents.

Researcher positionality statement and potential conflict of interest. This study consciously positions the author as an insider-researcher/practitioner-researcher (Costley et al., 2010) (Unluer, 2012) that is, a researcher who originates from within the organization implementing the program under study, while also being directly and participatively involved with the target community. This position offers two methodological advantages: access to internal documents that are generally not publicly available, and contextual understanding derived from direct observation that would be difficult for an external researcher to obtain within a short period. However, this position also carries a risk of interpretive bias that needs to be explicitly mitigated (Hewitt-Taylor, 2002). To address this, the study takes three steps: (1) limiting claims of program success only to data that is recorded and verified in the documents (such as income tables, poverty status, and social mapping results compiled by a third party/independent consultant), so that participatory observation functions as contextual support rather than a source of quantitative claims; (2) explicitly stating a conflict-of-interest disclosure as part of the methodological design

rather than as a supplementary note; and (3) openly documenting these limitations in the Conclusion and Recommendations section as a direction for future research.

Result and Discussion

General Overview of Binor Village: The Environment as Context

Binor Village consists of three hamlets with an uneven population distribution, namely Krajan Hamlet (1,170 people, 41.5%), Pesisir Hamlet (1,070 people, 38.0%), and Klompangan Hamlet (573 people, 20.4%), meaning more than three-quarters of the village's population is concentrated in the first two hamlets. Geographically, the village has a coastal character, with capture-fisheries activity in Pesisir Hamlet, dryland agriculture in Klompangan Hamlet, and services, home-industry activities, and proximity to the Paiton Power Plant (PLTU Paiton) industrial area in Krajan Hamlet.

Table 1. Population and livelihood profile of Binor Village

Hamlet	Population	Share	Dominant livelihood	Program-relevant context
Krajan	1,170	41.5%	Services and home industries	Proximity to PLTU/industrial area
Pesisir	1,070	38.0%	Capture fisheries	Coastal and seasonal livelihood exposure
Klompangan	573	20.4%	Dryland agriculture	Agricultural and household livelihood diversification

Of the five livelihood capitals mapped using the Sustainable Livelihood Approach (SLA), the natural resource (NR) capital was recorded as the weakest, with a score of 49.94%, influenced by vulnerability to seasonal drought and limited equitable access to clean water across hamlets, suboptimal management of household waste, the accumulation of plastic waste in coastal areas and tourist sites, and the threat of seawater intrusion into shallow aquifers, which also degrades the quality of residents' well water, particularly during the dry season. Sanitation and environmental drainage issues were also identified as specific problems in the problem-tree analysis conducted during program

development, alongside the threat of abrasion and annual tidal flooding (rob) in Pesisir Hamlet.

These environmental conditions directly shape the direction of the community development program's intervention design in Binor Village, not as a standalone issue, but as a problem intertwined with residents' economic and social vulnerabilities, as elaborated in the following two subsections.

Initial Conditions: A Portrait of Empowerment and Economy Prior to Structured Intervention

Before the INSPIRASI Program was formalized into a strategic plan, the program development team first conducted a comprehensive study to gain a measurable understanding of Binor Village's actual conditions. The 2026 Social Mapping Study served as the primary instrument for systematically capturing these conditions, covering the institutional, economic, and employment dimensions of the community. This mapping process identified three key, interrelated findings that became the starting point for the program's design. These three findings did not stand in isolation but rather illustrated a mutually reinforcing pattern of vulnerability among weak individual participation, household economic inequality, and challenges in absorbing working-age labor. Based on these findings, the INSPIRASI Program was subsequently designed not as a one-off response, but as a structured intervention addressing the root causes that had been empirically identified.

First, the social capital paradox. Village institutions such as Binor Village's PKK, Posyandu, KATABI (Binor Youth Organization), farmer groups (Poktan Setia Kawan 2, Gapoktan), and cooperatives were recorded as actively holding regular meetings and maintaining relatively good relationships with the village government. Nevertheless, the social capital score in the SLA measurement fell into the moderate category (58.50%), with indications of a shift from traditional mutual-cooperation (gotong royong) patterns toward more transactional interactions, alongside very low recorded individual participation in institutional activities. This means the existence of institutions does not automatically translate into individual resident participation, a gap that underpins the argument that empowerment in Binor Village requires a more personal activation mechanism, rather than mere strengthening of formal institutions alone.

Second, structured economic vulnerability. Problem-tree data compiled during the Strategic Plan's development recorded that 58.8% of families live below the UMR standard, with 11.8% of families in the extreme poverty category concentrated in Krajan Hamlet, and 5.9% of families earning below Rp1,000,000 per month. The as-yet undiversified coastal economic structure, which relies heavily on fluctuating sea catches and the seasonal cycle of west winds, traps fishing households and coastal laborers in an annual lean-season cycle without an alternative income safety net.

Third, the challenge of absorbing working-age labor. The open unemployment rate among the working-age population in Binor Village remains relatively high, influenced in part by a skill mismatch, namely, the qualifications of local senior high school (SMA/SMK) graduates that are not yet fully aligned with the competency standards required by the formal sector. This condition also affects the orientation of occupational regeneration among the younger generation, who find themselves in transition between continuing the coastal maritime tradition and pursuing employment opportunities in the formal sector.

These three findings, not normative assumptions about the village's needs, but the results of measurable mapping, form the basis for the argument that the community development program in Binor Village "can no longer be present merely as charitable assistance, but must be positioned as an instrument of social risk mitigation and a catalyst for economic self-reliance" (POMI Strategic Plan 2026-2030).

Evolution of the INSPIRASI Program's Design: From Ad Hoc Assistance to a Strategic Plan

The INSPIRASI Program was not born as a complete, large-scale plan from the outset, but rather developed through a gradual learning process rooted in a real environmental problem. The program's starting point can be traced to the drought crisis limiting household access to clean water in Binor Village, which prompted PT Paiton Energy to build emergency piping infrastructure in 2020 to expand the distribution of clean water to residents. This emergency intervention became the seed from which the INSPIRASI Program grew, before evolving into the Bicua bottled drinking water (AMDK) business unit managed by BUMDes Binor Energy, and finally, in 2025, the program introduced a

disposable diaper waste management innovation called HI-GELIMAS (Hybrid Gel Limbah Inovasi Masyarakat), developed by the Binor Tirta Lestari Group, which received a national-level award in the waste management category.

The culmination of this evolution occurred with the drafting of the PT POMI Strategic Plan (Renstra) 2026–2030, which formalized the INSPIRASI Program into five interconnected sub-programs within a single circular value chain:

1. Bichuaku (piping infrastructure and the AMDK business): guarantees access to clean water for at least 10 vulnerable households while also serving as the village's economic engine;
2. Fish Farming: utilizes AMDK filtration wastewater as a supply for communal ponds to reduce nutritional vulnerability among at least 5 vulnerable households;
3. Gardens, Greenhouse, and Longan Cultivation: utilizes nutrient-rich wastewater from fish ponds as liquid fertilizer (fertigation) for marketable food crops;
4. Waste Management: involves environmental cadres and PKK members in domestic waste sorting through a food-assistance incentive scheme;

These five sub-programs demonstrate a clear line of argument connecting the social mapping study's findings to the intervention design: natural resource capital vulnerability is addressed through water infrastructure and waste management; economic vulnerability is addressed through livelihood diversification that mutually reinforces itself within a single ecosystem, rather than through a single fragile program exposed to one risk; and the participation paradox is addressed through the direct involvement of vulnerable groups, environmental cadres, and PKK members at every node of the value chain.

Community Empowerment: Activating Participation and Regenerating Local Leadership

Responding to the social capital paradox identified during the mapping stage, the INSPIRASI Program designed a “local hero” mechanism, community mobilizers selected directly from among residents, rather than solely through formal institutional structures. Two mobilization pathways were identified in the 2025 Implementation Report.

On the economic mobilization pathway, the program positions local leadership figures as the primary driving force behind business sustainability. Jamilah, who serves as Chair of the Binor Lestari Waste Bank and Chair of PoPaBi, is entrusted with full responsibility for the operations, marketing, and finances of the Bicua bottled drinking water (AMDK) business unit, while also coordinating community-based waste management. This dual role makes Jamilah a central figure connecting two key nodes in the program's value chain—economic diversification and environmental management. Recognizing that leadership sustainability cannot rest on a single individual alone, the program has also prepared a successor cadre through local leadership regeneration. To this end, Rofi, a young member of the Karang Taruna youth organization, has been specifically prepared through a series of trainings in business management, financial record-keeping, and digital marketing, as part of efforts to ensure the leadership succession proceeds smoothly without disrupting the business unit's future operational continuity.

On the social mobilization pathway, the program relies on a personal approach to sustainably drive changes in residents' behavior. Hostin, an active PKK member, serves as the primary driving force in this effort, particularly in encouraging housewives to sort and deposit diaper waste at the Waste Bank. Through a consistent, socially embedded approach, Hostin has succeeded in building collective awareness among residents about the importance of household waste management. To ensure the sustainability of this role, leadership regeneration has been prepared through Hasti, a 30-year-old PKK cadre, who has been equipped with training in public communication and media-based social campaigns to expand the reach and impact of behavioral change at the community level.

This regeneration mechanism is not merely symbolic: the Program Effectiveness Table in the 2025 Implementation Report records the emergence of four new young cadres (Dicky, Rofi, Titin, Hasti) who have begun taking on active roles, as well as increased resident participation in social groups—housewives engaged in diaper waste deposits, youth engaged in AMDK operations. Thus, the local hero approach specifically addresses the gap between active institutions and low individual participation by giving residents a concrete, meaningful role within the chain of activities, rather than mere passive membership within an organizational structure.

The success of this empowerment mechanism does not stand alone but is also underpinned by formal institutional support from the village government. The village government has demonstrated its commitment through efforts to strengthen BUMDes and community business groups as vehicles expected to sustain the initiative's continuity in the long term. This support is not merely a reactive response to an ongoing program but has been structurally integrated into village development planning. This is reflected in the program's alignment with the Binor Village Medium-Term Development Plan (RPJMDes) 2022–2028, particularly its agenda for strengthening access to clean water, sanitation, waste management, and community economic empowerment.

Economic Improvement: Diversification through an Integrated Value Chain

The economic impact of the INSPIRASI Program can be observed at two levels: the transition of individual poverty status, and income increases among residents engaged in the program's business units.

At the level of poverty-status transition, the 2025 Implementation Report documents three representative beneficiary narratives. Arnami, a single parent in Klompangan Hamlet who was previously without income and a recipient of subsidized rice assistance (raskin), now works as a cleaning and gallon-washing staff member at the AMDK business unit, earning a monthly salary of approximately Rp1,200,000, and has since stopped receiving raskin assistance. Bungkos, a fisherman in Pesisir Hamlet whose income was previously highly fluctuating, now works as an AMDK distribution worker with a stable income of approximately Rp1,800,000 per month plus a transportation incentive. Moh Nur Eli, a working-age resident of Krajan Hamlet who was previously unemployed and dependent on his family, has now been trained as an AMDK machine maintenance technician, earning an average of Rp2,000,000 per month and has begun building savings. In aggregate, the Program Effectiveness Table records that three of the seven vulnerable residents targeted by the program are now employed and no longer dependent on food assistance.

At the level of income increases among business-unit workers, the Target Residents' Income Table in the 2025 Implementation Report records monthly income increases for seven Bicua AMDK workers effective from July 2025, ranging from 9% (BUMDes Chair, from Rp1,500,000 to Rp1,650,000) to 15% (technician and administrative positions, from Rp1,200,000–Rp1,400,000 to a

standardized Rp1,650,000). This standardization of wages at a higher level also reflects strengthened financial governance of the business unit, in line with the enhancement of managerial capacity that constitutes one of the program's specific targets.

These income sources do not stand in isolation but form part of a mutually reinforcing circular value chain: the Bicua AMDK business unit generates direct income while also producing wastewater that is channeled to fish ponds; the ponds' output supplies liquid fertilizer for the gardens and greenhouse; while household waste, including disposable diaper waste, is processed into marketable hydrogel and compost products through the HI-GELIMAS innovation, with the volume of diaper waste successfully collected and utilized rising from 824 units (2023) to 1,587 units (January–September 2025), out of a total potential of approximately 35 tons of diaper waste per year in Binor Village. This cross-node diversification is what distinguishes the INSPIRASI approach from a single economic program vulnerable to one type of seasonal or market risk, directly aligning with the earlier findings on the village's previously undiversified economic vulnerability.

Toward Self-Reliance: The Phase-Over Strategy as a Measure of Long-Term Success

The element that distinguishes the INSPIRASI Program from conventional CSR practice is the clarity of its exit strategy, which was designed from the planning stage onward, rather than considered as an afterthought once the program was already underway. The POMI Strategic Plan (Renstra) 2026–2030 establishes a five-stage exit scheme for programs with an empowerment character, combining a phase-down approach (gradual reduction of support) with a phase-over approach (transfer of roles to local actors):

Table 2. Planned Phase-Over and Exit Strategy of the INSPIRASI Program

No.	Stage	Duration	Company's Role	Group/Resident Role
1.	High Support	Year 1–2	Dominant technical facilitator, intensive mentoring	Learning phase, building organizational foundations

2.	Shared Responsibility	Year 3	Shifts to supporting partner	Begins managing part of the operations
3.	Co-Management/Phase-Over Stage 1	Year 4	Acts as coach, network provider	Takes on most operational roles
4.	Full Phase-Over & Exit	Year 5	Provides only limited advisory/facilitation	Manages operations independently
5.	Post-Exit (Sustainability & Replication)	After Year 5	Not involved in routine management	Maintains sustainability, opens opportunities for replication in other areas

Source: compiled from the PT POMI Strategic Plan 2026–2030, Chapter on the Planned Exit Scheme.

A group's readiness to advance to the next stage is assessed through the Exit Readiness Indicator, consisting of ten dimensions—covering institutional governance, leadership and operational independence, business and financial management, member participation, technical capacity, market access and partnership networks, social inclusion, household economic resilience, sustainability of program benefits, and readiness for the phase-over itself, each rated on a scale of 1-5. The total score is then mapped into five status categories, ranging from "Not Ready" (score 8–16) to "Self-Reliant/Full Exit" (score 36–40).

Under this framework, the success of the INSPIRASI Program is measured not merely by the amount of assistance disbursed, but by how far the managing groups (Bank Sampah Binor Lestari, BUMDes Binor Energy, farmer groups, and fish-farming groups) have progressed toward readiness to manage the program independently. The ultimate target is explicit: by the fifth year (2030), all facilities, expertise, and business operations are targeted to be fully handed over to community groups and BUMDes, bringing the INSPIRASI Program to the achievement of zero percent dependence on CSR funding.

Synthesis Discussion: The Interconnection of Empowerment, Economy, and Environmental Context

The three findings discussed above (local leadership regeneration, economic diversification through the circular value chain, and the phased self-reliance scheme) are not three standalone initiatives but rather form a single, mutually reinforcing ecosystem. Local hero regeneration provides the leadership capital needed for the economic chain to be managed independently at the phase-over stage; conversely, income diversification from the value chain provides tangible economic incentives that make residents willing to take on such leadership roles (Namotemo, 2026). This is clearly evident in the pattern where local hero figures and economic beneficiaries are largely the same group: PKK cadres, Karang Taruna youth, and vulnerable residents who were previously passive both socially and economically (Damayanti, 2021; Mustanir, 2023).

Binor Village's environmental conditions (weak natural resource capital, the clean water crisis, and accumulated household waste) serve as the context that justifies why the program's value chain was designed in this particular way: leveraging environmental problems (wastewater, diaper waste, livestock waste) as economic raw material, rather than addressing them as environmental issues separate from economic and social concerns. In other words, the success of empowerment and economic improvement in Binor Village cannot be separated from the way the program interprets and utilizes the available natural resource conditions, not merely as a limitation, but as raw material for transformation.

As a critical note, it must be emphasized that the data currently available remains predominantly sourced from the company's internal documents, which, despite being systematically compiled, still carry an inherent limitation in perspective. This condition means that claims of empowerment success, such as increased resident participation, have not yet been validated through independent interviews with residents outside the program's direct beneficiaries, so the potential for reporting bias on the part of the program implementer cannot be entirely ruled out. This methodological limitation is fully acknowledged by the author and will be discussed further, including the direction for future research needed to confirm these findings, in the Recommendations section.

Conclusion

This study finds that the INSPIRASI Program in Binor Village emerged from a concrete environmental problem, namely, the drought crisis limiting residents' access to clean water since 2020, before evolving into a strategic plan that also responds to three interrelated social mapping findings: a social capital paradox (active institutions yet low individual participation), undiversified economic vulnerability, and challenges in absorbing working-age labor due to a skill mismatch. The community empowerment mechanism is carried out through local leadership regeneration ("local heroes") along both economic and social mobilization pathways, which specifically activates individual resident participation rather than merely strengthening formal institutions alone. On the economic side, the program addresses vulnerability through income diversification across a circular value chain (water, fisheries, agriculture, and waste management), with early achievements including the poverty-status transition of three out of seven targeted families and a 9–15% income increase for business unit workers. Both mechanisms are bound together by a five-year phased self-reliance (phase-over) scheme that explicitly targets zero percent dependence on CSR funding by 2030, positioning self-reliance, rather than the disbursement of assistance, as the program's true measure of success.

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Author Contributions

RH, Conceptualization, study design, field supervision of the INSPIRASI Program, and writing – original draft preparation. NW, Field data collection, program

evaluation on community self-reliance, and qualitative data processing. RP, Methodology development for community empowerment, program effectiveness analysis, and writing – review and editing. SP, Literature review, data validation, critical evaluation of findings, and final manuscript editing. GS, Data visualization, project administration, reference management, and technical proofreading.

Use of AI Tools Declaration

The authors declare that no artificial intelligence (AI) tools or generative AI technologies were utilized in the data collection, analytical framework, drafting, or editing of this manuscript. All content represents the original work and analysis of the authors.

Conflict of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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