



Teh Sekar: A Mosque-Based Community Empowerment Model in Synergy with the Business Sector

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Abstract. Sustainable Development Goal (SDG-12) Responsible Consumption and Production emphasizes the importance of sustainable patterns in consumption and production to protect the environment and enhance societal welfare. This principle serves as the foundation for a community empowerment initiative implemented in Tegalrejo Hamlet, Ngesrep Village, Ngemplak Subdistrict, Boyolali Regency. The area faces significant environmental issues, particularly in waste management, due to the absence of a final waste disposal site and the widespread practice of burning waste, which contributes to air pollution and health hazards. Additionally, many residents experience economic vulnerability. In response to these conditions, PT Pertamina Patra Niaga AFT Adi Sumarmo, through its Corporate Social Responsibility (CSR) program, partnered with the management board of Jami Baiturahim Mosque to launch the Tegalrejo Hijau, Sehat, dan Berdikari (Teh Sekar) program. This initiative utilizes underutilized waqf land belonging to the mosque as a center for productive community activities. Three beneficiary groups were formed under the program: the Berkah Makmur MSME Group, the Miguno Waste Bank Group, and the Ar Bath Gallon Water Refill Group. The program targets economically vulnerable women and heads of households in need of additional income and access to healthier living conditions. Teh Sekar program serves as a tangible example of integrating sustainable development goals with cross-sector collaboration, promoting responsible waste management and local economic empowerment rooted in community potential. Methodology:

This study employed a Participatory Action Research (PAR) approach, involving active engagement between the researchers and the local community as the target beneficiaries of the program. The research methods included Focus Group Discussions (FGDs), data collection, and documentation, which were then analyzed using Miles and Huberman's interactive analysis model. To ensure the validity of the findings, source triangulation was applied.

Teh Sekar CSR program, implemented by PT Pertamina Patra Niaga AFT Adi Sumarmo in collaboration with the management board of Jami Baiturahim Mosque, involved three community beneficiary groups. The program has contributed significantly to improving the local economy, optimizing the potential of available resources, and empowering the community through enhanced knowledge, skills, and economic-based activities. These efforts have not only addressed environmental issues but also supported income generation and financial improvement for the beneficiaries. Furthermore, the program has contributed to

revitalizing the role of the mosque through community-based activities and has successfully fostered strong synergy between the company, the community, and the surrounding environment.

Keywords: community empowerment, mosque management (takmir), waste bank, waqf land, corporate social responsibility (CSR).

1 INTRODUCTION

Boyolali is one of the districts in Central Java Province, which has 22 sub-districts, one of which is Ngemplak Sub-district. Ngemplak Sub-district had a population of 102,200 in 2025, spread across 12 urban villages with an area of 39.69 km² (BPS Data: 2025). The Ngesrep Village area is divided into four hamlets: Hamlet I, Hamlet II, Hamlet III, and Hamlet IV. Ngesrep Village has 10 neighborhood associations (RW) and 43 community associations (RT). In 2019, Ngesrep Village had a population of 7,653 people with 2,613 family cards (KK) spread across 10 RW areas. Tegalrejo Hamlet, which is part of Hamlet III (RW 05 and RW 06), has a population of 1,761, the largest among the other hamlets in Ngesrep Village (Ngesrep Village Social Mapping Data: 2022). Boyolali Regency faces a waste management problem that has not been properly addressed. The amount of waste generated in Boyolali Regency is 298.04 tons/day (SIPSN Data: 2024).

“Currently, we handle 58 percent of the waste, while 42 percent remains unmanaged or unidentified. We know that the waste in the rivers has not been handled,” said Suraji. Suraji said that the Boyolali landfill is unable to accommodate the total waste produced by the community. As a result, only one-third of the total waste can be managed (quoted from detik.com news: 2024).

This situation indicates that Boyolali Regency faces a waste problem that needs to be addressed collectively. Ngesrep Village in Ngemplak District faces structural social issues related to waste management.

Waste management is one of the problems identified in Ngesrep Village. The lack of a well-organized waste management system in the community is a significant issue, resulting in waste being scattered throughout the area. The lack of a communal final disposal site means that the community is unsure where to dispose of or collect household waste. Some residents pay workers to dispose of their waste, but most residents often burn their waste in front of their homes. As in Tegalrejo Village, the large volume of waste poses numerous threats and impacts, including soil pollution, physical injury, foul odors, flooding, and others (Social Mapping Study of Ngesrep Village, 2022).

In addition to the waste problem, Ngesrep Village also faces social challenges, including a lack of access to capital and support for MSMEs within the community. These problems prompted PT Pertamina Patra Niaga AFT Adi Sumarmo to run a community empowerment CSR program in Tegalrejo Hamlet, Ngesrep Village. The program is called Tegalrejo Hijau, Sehat dan Berdikari (Teh Sekar). This program began in 2023, starting with assistance to the Berkah Makmur MSME group with food production activities using banana stems. The company facilitated access to capital and assistance for

Berkah Makmur MSMEs. In addition, the company also provided vegetable seeds, medicinal plants, and other resources to the Germas group. In the second year of the program, the company collaborated with the Takmir of the Jami Baiturahim Tegalrejo Mosque to work together on solving the waste problem in Dukuh Tegalrejo. The waqf land owned by the Jami Baiturahim Mosque had not been utilized until 2024, when a collaboration with AFT Adi Sumarmo's CSR program began, and the waqf land was used for the Sekar Tea program. The waqf land is now used as a productive waqf.

Productive waqf is a type of waqf where waqf assets are used for production activities in various sectors such as agriculture, industry, trade, and services. The benefits do not originate from the waqf assets themselves, but rather from the net profits generated and distributed to the rightful parties in accordance with the waqf's purpose (Roji, 2024). In 2004, program development began with a waste bank and a gallon water refill business that supported two assisted groups. The mosque administrators aimed to transform the Baiturahim Mosque into a hub for community activities, not just a place of worship.

A mosque that serves as a hub of activity for Muslims holds a significant position and meaning in the lives of believers from all sectors and walks of life. Such is the existence of mosques in the history of Islamic civilization's glory, which has always played a major role as a place to determine and control broad public movements. Beyond its main function as a place to worship Allah, there are other functions such as social, educational, and economic functions (Ahmad Sutarmadi, *Masjid: Tinjauan al-Qur'an, Al-Sunnah dan Manajemennya* [Mosque: A Review of the Qur'an, Sunnah, and Its Management], (Jakarta: Kalimah, 2001), 17).

Corporate Social Responsibility (CSR) refers to a company's obligation to account for all of its actions that may affect the surrounding community and environment. CSR has become an important part of a company's business strategy and is often seen as a way to enhance the company's reputation and achieve long-term business goals. Companies that implement CSR consider the social and environmental impacts of their business activities and strive to make positive contributions to the communities and environments around them. The issue of the role of CSR has long been present in developed countries and has also gained national attention from various circles, ranging from the government, the private sector, NGOs, and academics (Ramada et al., 2020).

AFT Adi Sumarmo fulfills its social/environmental responsibilities by implementing CSR programs that focus on efforts to preserve the environment and enhance the economic well-being of the community. Environmental sustainability is a key goal of sustainable development. The development of society, in terms of the number, intensity, and variety of activities carried out, has an impact on environmental sustainability degradation (Setyarini et al., 2020). One of them is waste, which is a tangible consequence of increased human activity. Waste or garbage is the residue of production generated by various parties in various forms of activities (Riyadi, 2016). Waste is something that is no longer used, cannot be used again, is unwanted, and must be disposed of, so it must be managed properly to prevent negative impacts on life (Dewanti et al., 2020); (Suryani, 2014). Waste banks generally operate on specific days and are open once a week. Waste banks also have various service products, including the sale of handicrafts made from inorganic waste and the exchange of inorganic waste for basic necessities (Haryanti et al., 2020).

Waste Management with the Waste Bank Program. According to the Ministry of Environment Regulation 13/2012 on Guidelines for Reducing, Reusing, and Recycling Through Waste Banks, the definition of a waste bank is a place where waste can be sorted and collected for recycling and/or reuse, and has economic value. Waste banks are innovative community initiatives that teach people to sort their waste and raise awareness about responsible waste management. The process of waste generation is a natural consequence of human life's continuous development. Therefore, waste needs to be managed so that its existence does not harm the environment or living things around it. According to Law Number 18 of 2008 of the Republic of Indonesia concerning Waste Management, waste management is a systematic, comprehensive, and continuous activity that encompasses waste reduction and handling (Hakim, Hidayati, 2023).

One of the CSR programs that can adopt a community development approach in realizing SDG-12 is the organic and non-organic waste management program. The waste management program is closely aligned with the goal of "Responsible Production and Consumption" in accordance with SDG 12. The main target of this SDG is to reduce the amount of waste produced by the community and increase waste processing to achieve zero waste. Effective and efficient waste processing can reduce the amount of waste produced and reduce the negative impact of waste on the environment and human health. In addition, waste processing can also support the recovery and reuse of resources, thereby helping to reduce irresponsible consumption of natural resources. There are two types of waste (Capah, 2023). The Teh Sekar program is a concrete implementation of CSR and SDG 12.

2 METHOD

This study employs a Participatory Action Research (PAR) approach, which emphasizes active community participation at every stage of program implementation to foster social transformation and enhance overall welfare. The Teh Sekar community empowerment program from AFT Adi Sumarmo's CSR in Dukuh Tegalrejo, Ngesrep Village, collaborated with Takmir Masjid Jami Baiturahim, which began with the formation of community groups, namely the Miguno waste bank group and the Ar Bath gallon water business group, with program activities carried out using mosque waqf land.

In starting the Teh Sekar Program, several steps were taken, namely:

2.1 CSR Program Socialization

This program, which began in 2023, is the first of its kind in Dukuh Tegalrejo. Previously, there had never been a corporate CSR program running in this location. This was certainly a new concept for the community, so AFT Adi Sumarmo initiated a socialization program to explain the rules, assistance scheme, objectives, process, and expectations of the company's CSR program. This was important to provide information, understanding, and common goals before the CSR program was implemented.

2.2 Formation of Assisted Groups

For the target group, if an existing group in the program location was already active before the program and is relevant to the activities to be implemented, then forming a new group is not necessary, and assistance can be provided directly to the existing group. However, in Dukuh Tegalrejo, no community groups had been formed prior to the program. Therefore, a community group was established in 2023, starting with UMKM Berkah Makmur. Then, in 2024, program activities were developed in collaboration with Takmir Masjid Jami Baiturahim, utilizing mosque waqf land. This initiative began with the formation of the Miguno waste bank group and the Ar Bath gallon refill water business group.

2.3 Focus Group Discussion (FGD)

Before the program assistance began, a multi-stakeholder FGD was held to agree on the program activities to be carried out each year. Thus, when the program was initiated, it began with an FGD on the program's strategic plan to develop a five-year program plan. This is followed by an annual work plan FGD to detail the program activities to achieve the final goal after five years of assistance. The FGD process involves the private sector (companies that implement CSR and other companies around the program area, such as PT Angkasa Pura Adi Soemarmo Airport Branch), civil society (program-assisted community groups and local community leaders), and the state (the Ngesrep Village government, relevant agencies in the Boyolali SKPD related to program activities, in this case from the Boyolali Regency Environment Agency and the Boyolali Regency Industry and Trade Agency).

2.4 Program Assistance (Program Implementation Process)

Intensive assistance is provided by company employees responsible for CSR and community empowerment, namely Community Development Officers (CDOs). However, several incidental activities also involve other employees from AFT Adi Sumarmo. Program assistance also involves stakeholders related to the program. Of course, a community empowerment program can only be implemented if there is synergy between stakeholders.

2.5 Program Monitoring and Evaluation

To measure the program's success, comprehensive monitoring and evaluation are conducted periodically, at least once every six months, involving relevant multi-stakeholders. However, incidental monitoring and evaluation activities do not have to wait six months; they can be carried out while the program is being implemented, so that any obstacles/problems that are found can be addressed immediately. At this stage, participatory observation and field documentation are conducted to gain a comprehensive understanding of the dynamics that occur, including participation, interactions, obstacles, and problems that arise during the program. Of course, this is also accompanied

by in-depth interviews with the program assistance group, the surrounding community, and relevant stakeholders.

2.6 Sustainable assistance

This is carried out by the company to ensure the sustainability and development of the program, promoting sustainable environmental conservation.

3 RESULTS AND DISCUSSION

The Teh Sekar program, which began in 2023 and is still being implemented with strategic plans/roadmaps for the program until the fifth year, namely 2027, has had an impact on the environment and society, especially the direct beneficiaries of the program who are members of the program's mentored groups, as well as the community in Dukuh Tegalrejo and its surroundings as indirect beneficiaries of the program. The results of the assistance that have been felt by the community to date include:

3.1 Increased knowledge and skills

The community groups assisted by the program, consisting of the Berkah Makmur MSME, the Miguno Waste Bank Group, and the Ar Bath Water Refill Business Group, which previously had no knowledge or skills related to the activities carried out in the Teh Sekar program, now have the necessary information and skills, which have become the foundation for the groups to carry out program activities to date. For example, Berkah Makmur MSMEs are now able to make various products based on the training provided by the company. These products include banana chips, cassava chips, aromatherapy candles made from used cooking oil, and room fresheners made from used cooking oil. Meanwhile, the Miguno Waste Bank Group has gained knowledge on running a waste bank from a comparative study of the Gemah Ripah Waste Bank in Bantul, Yogyakarta, provided by the company. The gallon water refill business group also received knowledge transfer from the Al Iman Tanjungsari Mosque gallon water business group, which has been mentored by AFT Adi Sumarmo. The group also possesses knowledge and skills in digital product marketing, acquired through the company's digital marketing training, which consisted of 16 sessions.

3.2 Development of program infrastructure

A program cannot run if the necessary infrastructure is not available, so the company provides infrastructure support ranging from the renovation of the Berkah Makmur MSME production house and cooking equipment as well as product packaging, renovation of the waste bank office and equipment needed to run the waste bank, water refill business premises, waste bank warehouse, water refill

machine equipment set, and bottled water packaging. The infrastructure provided enables the beneficiary groups to carry out program activities effectively from the outset to the present.

3.3 Increase in income/economy of beneficiary groups

The community's economic improvement was IDR 9,000,000.00 for 9 months from September 2024 to May 2025 (Arbath water refill group) and IDR 5,864,200 for 9 months from September 2024 to May 2025 (Miguno waste bank group). Increased economy of the Berkah Makmur MSME group, with an average income of IDR 500,000 per month.

3.4 Social impact of the program

There are 33 people who have been empowered (10 people from the Berkah Makmur MSME, 11 people from the Miguno waste bank group, and 12 people from the Arbath refill business group). Additionally, 150 people are indirect beneficiaries of the donation/infaq program carried out by the Miguno and Arbath waste bank groups for the mosque. The groups have been able to set aside their business income to support activities at the mosque through the distribution of donations/infaq. The donations consisted of Rp 600,000.00 in cash and teaching equipment to support the TPA at the mosque from the Miguno waste bank group, while the Ar Bath water refill business group donated to the mosque by providing bottled and glass drinking water during the month of Ramadan 1446 H for activities at the mosque.

3.5 The environmental impact of waste reduction and management in Dukuh Tegalrejo

The handling of non-organic waste in Tegalrejo began in September 2024 and continued through May 2025, and has collected 2,575 kg to date. Additionally, the management of used cooking oil from the production of aromatherapy candles, which has been produced by the Berkah Makmur SME, amounts to 200 liters of used cooking oil.

3.6 Stakeholder collaboration.

The Teh Sekar program currently follows a community-based climate village program that is directly monitored by the Boyolali Regency Environment Agency. Other stakeholders include food stalls and restaurants that sell Berkah Makmur MSME products, those that sell non-organic waste from the Miguno waste bank, and customers who purchase refillable gallon water and Ar Bath bottled water products. The assisted group in Tegalrejo has also become acquainted with and

connected to the AFT Adi Sumarmo assisted community group in another village, Sobokerto Village, Ngemplak District.

3.7 The group is capable of transferring knowledge

Berkah Makmur MSMEs, which have been conducting program activities since 2023, already possess a variety of knowledge and skills that can be utilized by the group in carrying out these activities. Berkah Makmur MSMEs have been a valuable resource for the elderly group in Gagaksipat Village, providing training in making aromatherapy candles from used cooking oil. Knowledge transfer on making banana chips for PKK mothers in Donohudan Village and knowledge transfer on making cassava chips for KWT Berkah Makmur (this group is assisted by AFT Adi Sumarmo's CSR in Sobokerto Village, Ngemplak District).

3.8 The program contributes to the achievement of SDG No. 12, Responsible Consumption and Production

One of the activities of the Teh Sekar program is the Miguno waste bank, which sorts and handles non-organic waste. Waste is a result of daily human activities that require handling. Sustainable Development Goal (SDG-12) Responsible Consumption and Production emphasizes the importance of sustainable consumption and production patterns to protect the environment and improve community welfare. The activities of the Miguno waste bank seek to protect the environment through waste sorting carried out by the waste bank group. The sale of non-organic waste also provides economic value to the community. This includes the processing of used cooking oil by Berkah Makmur MSME, particularly from food production activities that inevitably generate used cooking oil. This is addressed through the processing of waste oil for the production of aromatherapy candles. All group activities in the Teh Sekar program also have an impact on improving the welfare of the community, both socially, economically, and environmentally.

3.9 Community awareness in efforts to increase the role of mosques

The Jami Baiturahim Mosque in Dukuh Tegalrejo, Ngesrep Village, previously did not have any community empowerment activities; it only served as a place of worship and conducted religious activities, including TPA (religious education) and donations to the poor. The mosque's waqf land was also not being used. However, since the implementation of the Teh Sekar Program, the mosque has begun to transform into a center of community activities that go beyond religious rituals. The mosque empowers vulnerable communities around the mosque by involving them in community empowerment programs through the Miguno waste bank and the Ar Bath refillable water gallon business. The waqf land has also become productive as a result of these activities. This has also raised awareness among the community to get involved in prospering the mosque. There is also a waste alms

activity organized by the congregation of the Jami Baiturahim Mosque, where the general public is free to dispose of their non-organic waste in a designated area, specifically the waste alms box. Later, the Miguno waste bank team will record the proceeds from the sale of waste alms, which will be used to support the religious activities of the Jami Baiturahim Mosque. The Miguno Waste Bank offers several waste bank savings options for its customers, ranging from basic food savings, Eid al-Adha qurban savings, and education savings (which can be withdrawn at the start of the new school year/as an additional monthly school fee), to social savings (distributed to educational/religious/social institutions and the poor around Ngesrep Village).

The Teh Sekar program has certainly not run smoothly over the past three years, with several obstacles and challenges encountered. The obstacles in question include the active participation of all group members in carrying out program activities. This is common in all three assisted groups. For the Berkah Makmur MSME group, the obstacles faced include obtaining halal certification for their products, which not all of them have. So far, only banana chips have halal certification and all the necessary distribution permits (PIRT No., NIB, product lab test results), while other products, such as moringa sticks and cassava chips, do not yet have halal certificates, only other distribution permits. The existence of a quota for halal certificate processing is the cause of this obstacle. Another obstacle that has been encountered by the assisted group is the dynamics within the group organization, which has experienced several membership reductions. This is common in organizations, where maintaining the original number of members is a challenge in itself. There is also the obstacle of each member's difficulty in applying the knowledge and skills acquired after the training provided by the company. The different abilities and comprehension levels of each member result in different follow-ups after training, namely in the application of knowledge and skills during the program. This certainly affects the smooth running of the program. There is also the obstacle of group discipline in bookkeeping/administrative recording of activities. These obstacles were noted in the program monitoring and evaluation findings, which were subsequently addressed by the company through targeted assistance. The company also faced obstacles in terms of program budget availability, as the allocation of corporate social responsibility (CSR) funds fluctuated according to the company's profits and policies. This fluctuation had an impact on the proposals and activity submissions from the groups, not all of which could be facilitated by the company. The company overcomes this obstacle by encouraging the community not only to depend on the company's CSR funds but also to be involved in mutual cooperation efforts that arise from within the community, because, in essence, everything ultimately returns to the community. The program's target groups also face challenges in maintaining the consistency of the group's existence and activity to carry out program activities. Another challenge is achieving the common goals set at the program's initiation.

4 CONCLUSION

The Teh Sekar Program is an initiative to empower the community through the mosque, utilizing corporate CSR funds from PT Pertamina Patra Niaga AFT Adi Sumarmo in Dukuh Tegalrejo, Ngesrep Village, Ngemplak District, Boyolali Regency. This program has had a significant impact on the community, both socially, economically, and environmentally. A community empowerment program certainly does not run smoothly, but it also faces various challenges, obstacles, and constraints. This is what provides lessons for the community from the program's implementation. Of course, through this program, the community also takes concrete action to revive the role of the Jami Baiturahim Tegalrejo Mosque, so that it is not limited to worship activities, but can also become a center for community empowerment activities. The community is also involved in helping to manage waste, thereby preserving the environment and creating a clean and healthy environment. The business activities carried out by the gallon water refill business group and the Berkah Makmur MSME group are also efforts to improve the economic welfare of the community. Previously, most group members were odd-job workers and housewives; however, since the establishment of the Teh Sekar program, they have gained knowledge, skills, and additional income through the business activities offered within the program. Since the establishment of the Teh Sekar Program, its development has expanded its synergy with the Baiturahim Tegalrejo mosque management through the optimization of the mosque's waqf property, which serves as a center for empowerment activities. This program implements a mosque-based community empowerment model that synergizes with the business sector. In addition, the activities in this program have also supported efforts to achieve the goals of SDG 12.

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