







Strengthening Human Security through Village Empowerment: Evidence from The Padakuan CSR Program of PT. Antam UBPN Kolaka

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Abstract. Corporate Social Responsibility (CSR) has become a key tool for addressing the challenges of sustainable development, especially in resource-dependent coastal areas. This study examines the Padakuan CSR Program of PT Antam UBPN Kolaka, a case of village empowerment that contributes to strengthening human security. A qualitative method was employed, involving the review of company CSR reports, government documents, and case evidence from Hakatutubu Village, to analyze the program's impacts on social, economic, and environmental aspects. Findings show that the Padakuan Program has brought significant benefits to the community. Economically, initiatives such as sustainable aquaculture and the provision of eco-friendly fishing equipment have improved local income stability and reduced dependency on exploitative practices. Environmentally, the coral reef transplantation and mangrove restoration efforts have strengthened the ecological systems that serve as the foundation for community livelihoods. Socially, the revitalization of local cooperatives has reactivated community-based institutions that function as mechanisms for social capital formation and collective action. The Padakuan CSR Program shows that empowering villages can improve welfare, support sustainable livelihoods, and boost ecological resilience. By aligning with the SDGs, this example illustrates how CSR can go beyond charity to become a way to promote empowerment and human security in vulnerable coastal areas.

Keywords: Human Security, Village Empowerment, CSR, Padakuan.

1 Introduction

Human security signifies a shift from traditional state-centric security to a focus on people and their communities, prioritizing individual well-being. The United Nations Development Programme's 1994 Human Development Report described human security as including "freedom from want" and "freedom from fear," emphasizing the protection of fundamental freedoms and enhancing human well-being. The human security

framework consists of seven interconnected elements: economic security, food security, health security, environmental security, personal security, community security, and political security ¹.

Human security is inseparable from empowerment, as people-centered protection requires the active involvement of individuals and communities in managing the risks they face. Evidence from multiple case studies shows that empowerment—understood through the dimensions of resources, agency, and achievements—constitutes a critical foundation for strengthening human security, even though its mechanisms and forms are highly context-specific across communities. In times of crisis, embedding empowerment within top-down emergency protection practices becomes essential, particularly through open access to information, inclusive participation, accountability, and strengthened local organizational capacities. In this sense, empowerment not only enhances societal resilience to multidimensional threats but also enables individuals to exercise choice and preserve dignity, highlighting the importance of collective state action and learning from the experiences of vulnerable communities to advance sustainable human security ².

Research shows that effective CSR programs in mining areas support economic growth ³, protect the environment ⁴, and foster social unity when genuinely involving stakeholders ⁵. However, studies also highlight challenges, such as misalignment between company initiatives and local needs, limited community participation in planning, and sustainability issues after project completion ⁶.

Village empowerment represents a bottom-up development approach that strengthens local capacity, institutions, and decision-making power ⁷. The Sustainable Development Goals (SDGs) framework for villages in Indonesia emphasizes integrated efforts to create communities without poverty and hunger, with even economic growth, environmental consciousness, quality education, and gender equality ⁸.

Participatory approaches to community development are vital for achieving sustainable results ⁹. These methods trust in communities' ability to collaborate for the common good, improve local decision-making, and build institutions that support long-term self-sufficiency ¹⁰. Core principles include inclusion, equal partnership ¹¹, transparency, empowerment, and teamwork driven by community members ¹².

PT ANTAM UBPN Kolaka has launched the Padakuan Program as its main CSR initiative to support local communities around its mining activities. The program focuses on building skills, diversifying livelihoods, and strengthening institutions, in line with regional development plans (RPJMD Kolaka). This paper aims to analyze the Padakuan Program from a community empowerment perspective, highlighting both reported successes and on-the-ground realities, and situating the findings within collaborative governance frameworks.

While substantial literature exists on CSR, community development, and human security independently, limited research specifically examines how mining company CSR programs strengthen human security through village empowerment in Indonesian contexts. The Padakuan program presents a unique case study opportunity to analyze

the mechanisms through which CSR interventions enhance human security dimensions in mining-affected villages.

2 Methods

This study uses a qualitative descriptive approach with a case study design to gain a thorough understanding of the implementation and impact of PT ANTAM UBPN Kolaka's CSR program on local community empowerment in the beneficiary villages. The research draws on multiple data sources, including corporate documents such as CSR reports from PT ANTAM UBPN Kolaka, field documentation, direct observations in the beneficiary villages, and perspectives from key stakeholders representing the company's CSR division, local government agencies, and NGOs involved in the program.

The data analysis process uses qualitative methods, consisting of three main stages: data reduction, data display, and conclusion drawing and verification. Data reduction involves filtering, categorizing, and summarizing relevant information based on the research focus. The refined data are then organized using data display techniques, such as matrices, narrative descriptions, and visual representations that show the processes and levels of community participation. The final stage, conclusion drawing and verification, is carried out through triangulation, interpretation of findings, and the synthesis of meanings from the field data.

The analytical framework used in this study is based on human security and community empowerment concepts, highlighting economic, social, environmental, and participatory aspects. To ensure analytical rigor, the study employs content analysis on corporate reports, thematic coding on field data, and triangulation from multiple data sources to improve the validity and reliability of the findings.

3 Result

3.1 Program Overview





The CSR initiative of PT ANTAM UBPN Kolaka, known as Program Padakuan, functions as a comprehensive model for building community resilience through the integration of human security principles and village empowerment strategies. The program aims to improve the well-being and self-reliance of coastal communities by addressing key aspects of human security, such as economic security, environmental sustainability, and social participation. Through targeted actions—like sustainable aquaculture, eco-friendly fishing practices, coral reef and mangrove restoration, and cooperative revitalization—Program Padakuan shows how corporate social responsibility can support both ecological balance and inclusive local development.

The initiative also reflects a bottom-up empowerment approach, where community members actively participate in planning, implementing, and evaluating the projects, thereby reinforcing local capacity and institutional sustainability. The following table presents a detailed overview of Program Padakuan, outlining its major components,

implementation mechanisms, and supporting evidence observed throughout the project period.

Table 1. Description of Padakuan Program

Program	Description	Evidence
<p>Vaname Shrimp Cultivation Using the Biofolk System</p>	<p>The biofolk method combines a mixture of various microbes, phytoplankton, deltritus, and other organic particles. The biofolk mechanism enables nitrification, which can reduce disease in fish and shrimp. Furthermore, it improves water quality, minimizes water changes, reduces feed efficiency, and inhibits the development of diseases during the cultivation process.</p>	<p>2022</p>  <p>2025 The Biofolk System Vaname shrimp cultivation is no longer operational.</p>
<p>Provision Environmentally Friendly Fishing Gear “Cakap Berlayar”</p>	<p>Assistance is provided to fishermen with fishing equipment in the form of handlines, nets, traps, seines, and longlines, including boat engines to enable them to reach more remote locations. Throughout the program, 10 units of fishing gear and 30 boat engines are distributed annually to each fishing group.</p>	<p>2022</p>  <p>2025 This activity, which began in 2025, is in collaboration with academic institutions, namely the University of Sembilan Belas November Kolaka, which acts as the program's facilitator.</p>

Program	Description	Evidence
Coral Reef Transplantation and Mangrove Planting	<p>Environmental conservation is manifested in the form of coral reef transplantation and mangrove planting. Both coral reef and mangrove ecosystems provide habitat for various fish species and serve as fishing grounds. Through this program, coral transplantation was carried out around the Padamarang sea and a total of 10,000 mangrove seedlings were planted in three locations: Sopura, Tambea, and Hakatutobu.</p>	 <p>2022</p> 
Revitalization of "Mutiara Laut" Cooperative	<p>Revitalization takes the form of technical assistance in managing cooperative administration and finance, providing locations, and providing supporting facilities and infrastructure.</p>	<p>2024</p>  <p>2022</p> 
		<p>2025 Mutiara Laut Cooperative is again on hiatus from activities.</p>

The implementation of *Program Padakuan* reflects a multidimensional impact that extends beyond short-term economic gains toward the enhancement of community resilience and collective capacity. From the perspective of human security, the program contributes to three essential dimensions: economic, environmental, and social security. Economically, initiatives such as sustainable aquaculture and the provision of eco-friendly fishing equipment have improved local income stability and reduced dependency on exploitative practices. Environmentally, the coral reef transplantation and mangrove restoration efforts have strengthened the ecological systems that serve as the foundation for community livelihoods. Socially, the revitalization of local cooperatives has reactivated community-based institutions that function as mechanisms for social capital formation and collective action.

The Padakuan CSR programs offered essential lessons on community empowerment and human security. Several initiatives, like shrimp cultivation using the biofloc system and cooperative revitalization, were temporarily halted due to technical issues, limited operational capacity, and weak institutional continuity. Environmental efforts such as coral transplantation and mangrove planting faced similar challenges in maintaining and monitoring post-implementation.

These experiences highlighted the importance of shifting from project-based support to sustainable community ownership. As part of the exit plan, PT. Antam UBPN Kolaka and academic partners enhanced capacity through technical training, financial literacy, and ecosystem management, while encouraging community ownership through co-management and integration into local institutions. Sustainability is now viewed not just as program continuation but as the community's increasing ability to manage resources independently, build resilience, and maintain social, economic, and environmental security beyond the CSR phase.

3.2 Empowerment and Human Security

The following table presents a synthesis of key dimensions, inputs, processes, outputs, and outcomes identified in the implementation of the Padakuan CSR Program at PT. Antam UBPN Kolaka. Organized thematically, it illustrates how economic, social, human resource, and institutional aspects interact to strengthen village empowerment and human security. This structured comparison provides insight into the mechanisms through which program activities translate resources and collaboration into tangible improvements for local communities, supporting both enhanced livelihoods and sustainable development outcomes.

Table 2. Table Human Security and SDG Contribution

Activity	Output	Outcome	Human Security Pillar	Relevant SDG Targets
Vaname Shrimp Cultivation	Functioning biofloc ponds; trained	Improved technical competence, household income diversification,	Economic Security	SDG 1.2 (Reduce poverty through inclusive economic growth); SDG 8.3

Activity	Output	Outcome	Human Security Pillar	Relevant SDG Targets
using Bio-floc System	farmer groups; trial harvest completed.	and self-efficacy in aquaculture management.		(Promote small-scale enterprise development).
Provision Environmentally Friendly Fishing Gear “Cakap Berlayar”	Distribution of selective fishing tools; demonstration of sustainable practices.	Increased fishing efficiency and income stability; reduced overfishing; adoption of sustainable marine practices.	Economic & Environmental Security	SDG 8.5 (Decent work and productive employment); SDG 14.4 (Sustainable fisheries management).
Coral Reef Transplantation and Mangrove Planting	Rehabilitated coastal ecosystem areas; community-based monitoring groups established.	Restored marine habitats; improved ecosystem services (coastal protection, fish breeding grounds); heightened environmental awareness.	Environmental Security	SDG 14.2 (Sustainably manage and protect marine ecosystems); SDG 15.1 (Conserve terrestrial and coastal ecosystems).
Revitalization of “Mutiar Laut” Cooperative	Reorganized cooperative governance; structured financial records; improved market access.	Strengthened institutional capacity; increased member participation; sustained cooperative autonomy.	Social/Community & Economic Security	SDG 8.3 (Promote cooperative-based entrepreneurship); SDG 11.b (Enhance inclusive local institutions).

This matrix demonstrates how the Padakuan CSR Program translates corporate support into multidimensional empowerment outcomes aligned with the pillars of Human Security. Each activity follows an empowerment trajectory consistent with Zimmerman’s model¹³. The alignment with SDG targets underscores the program’s contribution to inclusive growth, environmental stewardship, and institutional resilience. Collectively, these linkages reveal that sustainable CSR outcomes emerge when economic productivity, social cohesion, and ecological protection are integrated within local governance and community ownership mechanisms.

4 Discussion

The Padakuan Program illustrates how CSR can foster empowerment when implemented through participatory and collaborative mechanisms. Based on Zimmerman’s¹³ empowerment framework, the program enhances individual and collective capacities

(intrapersonal), builds community organizations (interactional), and promotes new livelihood strategies beyond mining dependency (behavioral). However, the discrepancies between corporate reports and field findings highlight that empowerment outcomes have not been fully internalized at the grassroots level.

While the Padakuan CSR Program at PT. Antam UBPN Kolaka demonstrates a strong commitment to holistic village empowerment and human security across economic, social, human resource, and institutional dimensions, closer analysis reveals significant sustainability challenges that hinder long-term impact.

Program outcomes such as increased livelihoods, community participation, and strengthened institutions were initially evident through various interventions—including Vaname shrimp cultivation using biofloc system, mangrove and coral restoration, and revitalization of Mutiara Laut Cooperative. However, as both tables indicate, several key activities have become inactive or discontinued over time, undermining their capacity to provide lasting benefits.

The termination of the Vaname shrimp cultivation program and the repeated dormancy of the Mutiara Laut Cooperative underscore a critical weakness: these components, while innovative, lacked adequate mechanisms for ongoing funding, technical support, and local ownership. This pattern reflects findings from broader CSR and community development research in Indonesia, which highlight the vulnerability of projects heavily reliant on corporate or external support without strong local institutionalization.

Similarly, despite the establishment of participatory structures, sustainability is dependent on the continuous engagement of stakeholders and adaptability of program models. Discontinuity in key activities signals the need for robust exit strategies, transferable skills, and financial independence for community organizations.

In terms of environmental components, ongoing coral and mangrove rehabilitation have shown resilience, especially with multi-party collaboration. Nonetheless, the long-term effectiveness of conservation interventions also depends on persistent community stewardship and periodic monitoring.

In summary, the Padakuan CSR Program provides important lessons on the interplay between immediate benefits and the imperative of sustaining empowerment initiatives. The challenge ahead is to transform temporary gains into permanent improvements—making village empowerment not just a short-term project outcome, but an enduring feature of community development in mining areas.

5 Conclusion

The Padakuan Program of PT ANTAM UBPN Kolaka demonstrates the potential of CSR to contribute to community empowerment across economic, social, human resource, and institutional dimensions. Nonetheless, a clear gap exists between reported achievements and actual conditions in the villages, particularly regarding the sustainability of program outcomes. This gap arises from the absence of comprehensive planning, consistent monitoring, and systematic evaluation mechanisms. Without a clear

sustainability roadmap and periodic assessment, several community initiatives risk losing momentum once corporate support ends. The lack of integrated follow-up strategies also limits community capacity to independently manage program assets and maintain institutional continuity. Consequently, while short-term results indicate positive empowerment outcomes, long-term resilience and community ownership remain fragile, underscoring the need for CSR programs to embed sustainability planning and participatory monitoring as core components of their design.

This study concludes that CSR should not be evaluated solely through corporate reporting but also through participatory, community-based assessments. Strengthening collaborative governance and embedding inclusive evaluation mechanisms are crucial to ensure that CSR programs like Padakuan deliver genuine, sustainable, and replicable empowerment outcomes in resource-based regions.

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