

STRATEGIC PARTNERSHIP MODEL FOR SUSTAINABLE EMPOWERMENT BETWEEN COMPANIES AND COMMUNITIES IN THE NICKEL MINING REGION OF KOLAKA REGENCY

Abdul Sabaruddin¹, Ahmad Zul Fikri², Fitri Syawalia³, Winda Septemi Patibong⁴

^{1,2,3,4} Prodi Administrasi Publik, Universitas Sembilanbelas November Kolaka, Kolaka, Indonesia

abdulsabaruddin@gmail.com

*corresponding author

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ABSTRACT

Partnerships between companies and communities are crucial for empowering communities in mining areas. However, in Kolaka Regency, these partnerships have not been implemented optimally or sustainably. This is evident from low community participation, weak coordination among stakeholders, short-term program initiatives, and a lack of partnership models tailored to local needs. This study utilizes partnership theory, which includes pseudo-partnerships, mutualistic partnerships, and conjugative partnerships. This study aims to analyze and develop a model for strategic partnerships between companies and communities in sustainable empowerment programs within the nickel mining area of Kolaka Regency. It employs a qualitative approach that includes interviews, observations, and documentation. The research findings indicate that partnerships between companies and communities are often superficial, as planning and decision-making processes have not been conducted collaboratively. As a result, empowerment programs are not fully aligned with community needs and lack sustainability. Additionally, these partnerships exhibit semi-productive characteristics that are short-term in nature and lack a vision for sustainable development. Local governments need to facilitate multi-stakeholder partnerships among mining companies, communities, government, and academics. This approach will strengthen coordination and empower communities based on research and local needs in a participatory and sustainable manner.

INTRODUCTION

Kolaka Regency in Southeast Sulawesi Province is a strategically significant area characterized by intensive mining activities, particularly in nickel extraction. The operations of nickel mining companies have substantially contributed to economic growth and enhanced local revenue. However, mining activities also present complex, multidimensional challenges for local communities, including social issues, economic inequality, and environmental pressures.



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This aligns with the perspectives of Franks (2009) and Kemp et al. (2013), who assert that mining activities often lead to environmental problems, such as destroying wildlife habitats and contaminating water and land resources, as well as various socioeconomic problems, such as negative impacts on agricultural livelihoods, social cohesion, historical and cultural beliefs, and asymmetric distributions of mineral revenues and risks (Oh et al., 2023).

One of the main issues in mining is the low level of community involvement in the development process, leading to a disconnect between corporate interests and the needs of local communities. As a result, development tends to be top-down, and the economic benefits of mining are not equally distributed among surrounding communities. This situation aligns with the findings of Halisra et al., (2024), which indicate that the benefits of mining primarily accrue to capital owners, while local communities bear the socioeconomic impacts.

Corporate social responsibility (CSR) programs should be viewed as strategic tools for fostering sustainable community empowerment, rather than merely as administrative obligations or philanthropic activities. According to Hong et al., (2022), CSR is critical in a company's efforts to cultivate public goodwill, which is essential for accessing potential markets. In this context, Kholis, (2020) emphasizes the importance of planning, implementing, and evaluating CSR initiatives in a participatory manner to empower communities, build trust, foster a sense of ownership, and ensure the effectiveness and sustainability of the programs. Additionally, Afnan et al., (2025) highlights that community participation is vital for the successful execution of these initiatives.

In practice, the implementation of various community empowerment programs—such as corporate social responsibility (CSR) and community development and empowerment (PPM)—in Kolaka Regency tends to follow a top-down approach, lacks participatory elements, and is not effectively integrated into the local socioeconomic system. This is primarily due to the suboptimal nature of the partnership model between companies and the community. Consequently, the community remains passive, functioning merely as beneficiaries without experiencing meaningful long-term capacity building. According to Arnstein (1969) theory of participation, this situation reflects a low level of engagement, specifically at the manipulation and therapy levels, where communities are not provided the opportunity to actively participate beyond merely receiving information (Arbayah & Suparti, 2022).

To effectively address this issue, establishing a strategic partnership between mining companies and local communities is crucial for fostering a model of sustainable community empowerment. Gauthier and Gilomen (2015) emphasize that the sustainability of corporate social responsibility (CSR) cannot be achieved through isolated corporate activities; rather, it requires collaborative efforts among organizations to implement impactful CSR programs (Vazquez-Brust et al., 2020). In this context, Ramli et al., (2023) asserts that stakeholder partnerships facilitate the execution of effective and sustainable programs that align with government social development objectives while also addressing community needs and reinforcing social institutions. Furthermore, Khoirurrosyidin (2026) articulates that partnerships enable communities to acquire new knowledge regarding resource utilization while fostering collaborative relationships that enhance creativity and productivity. Abidin & Gunawan, (2024) further underscores the importance of organizational partnerships in overcoming resource constraints, improving efficiency, and promoting program innovation.



Numerous studies have been conducted on partnerships between organizations. Utama & A. Murfhi, (2017) research focused on government, private sector, and community partnerships in the implementation of CSR within the fields of education and health. The study found that, while CSR programs have positively impacted the community, these partnerships have not yet functioned optimally. Consequently, improvements to partnership models are necessary to promote community self-reliance without dependence on companies. Bennett et al., (2018) analyzed partnerships between palm oil companies and communities from an ecological politics perspective. Jabir & Rahi, (2026) views public-private partnerships in the health sector as a key strategy for strengthening health programs. Nurdin et al., (2024) examined strategic partnerships among the government, businesses, and the community in implementing CSR. Additionally, Sabaruddin et al., (2024) focused on quadruple helix collaboration in managing CSR programs. The research results indicate that the actors involved in this collaboration lack a strong commitment to building long-term cooperation. This is evidenced by insufficient open communication among quadruple helix actors and the absence of operational mechanisms that align corporate CSR programs with regional development priorities.

This research introduces a novel strategic partnership model centered on sustainable empowerment in nickel mining areas. In contrast to previous studies that primarily focused on CSR evaluation and inter-actor relations, this study develops an integrative and practical partnership model involving companies, communities, the government, and local institutions. Additionally, it emphasizes the importance of participatory communication, aligns CSR programs with community needs and regional development priorities, and promotes economic, social, and institutional empowerment to enhance post-mining community self-reliance and reduce dependence on mining companies. This study aims to analyze and develop a model for strategic partnerships between companies and communities in implementing sustainable empowerment programs in nickel mining areas. It is expected to provide both theoretical and practical benefits in the development of a strategic partnership model for sustainable empowerment. Practically, the findings can serve as a reference for local governments in formulating CSR policies, for companies in establishing effective and sustainable partnerships, and for communities in enhancing their capacity and socio-economic self-reliance.

METHOD

This study is a descriptive research project using a qualitative approach. Qualitative research was employed to provide an in-depth examination of the patterns of strategic partnerships between nickel mining companies and local communities in implementing CSR programs and sustainable empowerment initiatives. The research was conducted in Pomalaa Subdistrict and Wolo Subdistrict, as both areas are nickel mining regions in Kolaka Regency that experience high levels of mining activity and face challenges in achieving community self-reliance.

This research was conducted from July to November 2025. Data collection involved in-depth interviews, field observations, and document reviews. Research informants were selected through purposive sampling, based on their involvement and knowledge of CSR implementation and partnerships in the nickel mining area of Kolaka Regency. Purposive sampling is a method in which the researcher determines the qualifications for inclusion in the sample (Nasution, 2023). The informants included representatives from the nickel



mining company, the local government, and the community—who are the beneficiaries of the CSR program. They were selected to gather comprehensive data on partnership patterns, levels of community participation, the alignment of CSR programs with regional development, and the challenges in achieving sustainable community empowerment.

The collected data were analyzed using the interactive data analysis model developed by Miles, Huberman, and Saldana. This model emphasizes the continuous interaction between data, data collection, and analysis, highlighting the importance of dynamic data processing throughout the research process. The components of this analysis include data condensation, data presentation, and drawing conclusions (Saleh, 2017).

RESULTS AND DISCUSSION

The concept of community empowerment is intricately connected to self-reliance, active participation, and cooperation. Empowerment fosters not only economic potential but also enhances dignity, self-confidence, and the preservation of local values and culture. As a socio-cultural framework within community-centered development, empowerment creates both economic and socio-cultural value (Qonaah, 2018; Cahyadi, 2017, in Putera et al., 2020). Consequently, the success of empowerment is measured by the degree of participation of the empowered individuals in the process (Sari et al., 2020).

Sustainable community empowerment necessitates the engagement and collaboration of all stakeholders, including government entities, non-governmental organizations, the private sector, academic institutions, and, most importantly, the community itself. As noted by Suryana (2010), community participation encompasses the active involvement of the community at every stage of development, which includes assessing conditions, planning, implementing, managing, and monitoring, as well as evaluating and ensuring equitable distribution of benefits (Dewi et al., 2021).

Multi-stakeholder engagement aims to ensure that empowerment programs are aligned with local needs and positively influence economic, social, and environmental dimensions of life. Through collaborative partnerships, stakeholders will share resources, expertise, and information to develop, implement, and evaluate the program sustainably. Collaborations among participants in the community empowerment process serve as a vital mechanism for integrating diverse resources, capacities, and knowledge, thereby facilitating sustainable community development.

Community empowerment programs in areas surrounding mining sites encounter multifaceted challenges, including social, economic, and environmental issues. In practice, these programs have not adequately met community needs, as empowerment initiatives tend to be short-term in nature, and there is a notable absence of partnership-based approaches among stakeholders. According to Sukada et al. (2007), the difficulties in establishing effective partnerships arise from several factors: 1) Companies often prioritize recognition for their businesses, using partnerships primarily as public relations tools to enhance corporate publicity and branding rather than to achieve national development objectives. 2) The design of cooperative efforts within partnerships frequently lacks careful planning. 3) There is often a dominance by one party. 4) Horizontal conflicts and poor communication contribute to mistrust (Hendrayani et al., 2020).

Research findings concerning corporate-community partnerships in sustainable empowerment within the nickel mining area of Kolaka Regency indicate that while such partnerships exist, they are predominantly short-term and lack formal institutional frameworks. The absence of a well-defined institutional framework and comprehensive regulations governing partnership models has led to fragmented and poorly coordinated



relationships between companies and communities. As a result, synergy among stakeholders, including local governments, has not been effectively established. Furthermore, Yasmin et al. (2006) emphasize that robust formal institutions can directly address the root causes of mining conflicts by implementing regulations and guidelines (Oh et al., 2023).

This situation renders the collaborative relationships between companies and communities highly susceptible to fluctuating interests, thereby impeding the development of sustainable empowerment programs. The absence of a formal framework results in the planning, implementation, and evaluation of empowerment activities through social and environmental responsibility programs (TJSL), also referred to as corporate social responsibility (CSR), and community development and empowerment programs (PPM), relying on ad hoc communication.

Another finding indicates that the partnerships established were not founded on formal cooperation, resulting in a lack of a structured framework for collaboration between the company and the community. Nevertheless, interviews with company representatives revealed that the implementation of TJSPL/CSR and PPM programs was conducted collectively and was communicated to the village government. Before executing the programs, the company undertook social mapping activities to identify community needs. Companies are mandated to perform social mapping to gain insights into the conditions of the communities surrounding the mine. This approach ensures that the developed programs are measurable and specifically tailored to address the needs of the community.

Through social mapping, organizations can identify local potential, key issues, and the social structure of the community, including vulnerable groups and key stakeholders who influence the development process. Social mapping serves as the foundation for establishing priorities for empowerment programs based on actual community needs (need-based) and existing local assets (asset-based), ensuring that program interventions are tailored to the community's social, economic, and cultural characteristics. Furthermore, the findings can be utilized to promote community participation throughout the planning and program evaluation phases, fostering a sense of ownership and enhancing program sustainability.

Following this mapping, a public consultation was held with various stakeholders to present the findings. The outcomes of the social mapping subsequently informed the development of the Community Development and Empowerment Master Plan (RIPPM), in accordance with Ministry of Energy and Mineral Resources Regulation No. 1824 K/30/MEM/2018, which provides guidelines for the implementation of community development and empowerment. The RIPPM document was also prepared in reference to the PPM Blueprint document drafted by the Government of Southeast Sulawesi Province.

In addition to the RIPPM document, state-owned enterprises (SOEs) in the mining sector are subject to specific assignments in accordance with the Regulation of the Minister of State-Owned Enterprises No. Per-1/MBU/03/2023, which pertains to Special Assignments and Social and Environmental Responsibility Programs for SOEs. The development of this TJSL plan underscores the company's commitment to community development and fulfills its obligations to stakeholders. Furthermore, the design of the TJSL master plan aligns with the Sustainable Development Goals (SDGs) as outlined in Government Regulation No. 59 of 2017 on the Implementation of the SDGs. The execution of the TJSL Master Plan adopts varied approaches tailored to the local conditions and needs within the social, environmental, and cultural sectors.



The TJSLP/CSR program is grounded in the Strategic Community Investment framework, which encompasses the four pillars of sustainable development: social, economic, environmental, and legal governance. In alignment with the Ministry of State-Owned Enterprises Regulation No. Per-01/MBU/03/2023, which pertains to special assignments and the social and environmental responsibility programs for state-owned enterprises, the TJSL/CSR program prioritizes three key areas: education, environmental stewardship, and the development of micro and small enterprises (UMK). The program's implementation has duly considered the fulfillment of community development and empowerment aspects (PPM) (Kementerian Badan Usaha Milik Negara, 2023). Furthermore, the execution of the PPM program, in accordance with the Minister of Energy and Mineral Resources Regulation No. 1824 K/30/MEM/2018, focuses on eight specific areas: education, health, real income or employment, economic independence, social and cultural independence, opportunities for local communities to engage in the sustainable management of the environment surrounding mining operations, the establishment of community institutions, and infrastructure development.

The implementation of the PPM program across these eight areas illustrates that a community empowerment approach in mining regions cannot be executed in isolation; it must be integrated and aligned with the genuine needs of the community. Within the framework of the corporate-community partnership model, each sector provides a platform for strategic collaboration that aligns the company's business interests with the aspirations and potential of the local community. This partnership is not solely focused on meeting regulatory obligations; it also aims to create shared value through community capacity building, enhancing the quality of life, and ensuring social and environmental sustainability in the areas surrounding the mine.

An effective partnership model for sustainable empowerment necessitates the active engagement of the community as agents of development, rather than passive recipients of programs. Companies should foster community participation at every stage—ranging from planning and implementation to the evaluation of Corporate Social Responsibility (CSR) and Community Development and Empowerment (PPM) programs—particularly in critical areas such as economic self-reliance, community institutions, and environmental management. Consequently, the partnership established will be inclusive, adaptive, and sustainable, founded on trust, transparency, and a well-defined division of roles between the company and the community in pursuit of shared prosperity.

While the company has utilized social mapping as a framework for developing empowerment programs, information gathered from interviews suggests that the implementation of these programs has not adequately addressed the needs of the community. The community perceives social mapping activities as a mere formality to fulfill obligations and comply with regulations. This perception is evidenced by the fact that the implementation of empowerment programs is occasionally not aligned with local needs and lacks clear follow-up actions arising from the social mapping efforts. Some empowerment programs are perceived to be misaligned with government initiatives at the village level, as detailed in the village medium-term development plan (RPJMDes).

This situation indicates a lack of coordination and integration in planning among the company, the village government, and the community. The community is still positioned as a beneficiary rather than a partner in the planning, implementation, and evaluation of programs, and the village government is still viewed as a supporting actor, not yet as a representative of the village community's interests in the decision-making process. The lack of integration of social mapping results as the basis for formulating



empowerment programs has the effect of reducing the community's level of trust in the company, while simultaneously weakening the company's social license to operate in its operational area. In fact, according to Lansing et al. (2023), trust is crucial in fostering community participation, enhancing cooperation between the government and the community, and nurturing and building interpersonal relationships.

These findings indicate that partnership practices between companies and communities have not yet been substantively established because they are not supported by participatory, dialogic, and sustainable cooperation mechanisms. This situation contradicts Tennyson (2003) assertion that the fundamental principles of partnership should include mutual respect, transparency, effective communication, mutual benefits with clearly defined objectives, and the equitable distribution of roles and responsibilities, as outlined in a mutually agreed-upon agreement (Hendrayani et al., 2020). As a result, the partnerships that have been established have not yet been able to create synergy and mutual reinforcement between companies and communities in the areas surrounding mining operations. This indicates that community participation has not yet been systematically integrated into partnership governance and is not yet supported by an adequate institutional framework, so that community contributions to determining the direction, priorities, and design of partnership programs remain relatively weak.

In fact, the key characteristic of successful empowerment programs is that they adopt a synergistic approach, integrating scientific evidence with community knowledge and participation. This approach not only enhances the coherence and implementation of sustainability strategies but also strengthens a sense of ownership and responsibility among community members. This underscores the importance of a comprehensive empowerment process that includes individual psychological empowerment, the formation of community organizations, and the establishment of partnerships (Dushkova & Ivlieva, 2024)

This situation illustrates that the partnership model between companies and the communities surrounding nickel mining operations in Kolaka Regency predominantly reflects a semi-productive partnership and a pseudo-partnership model. Wibisono (2007) characterizes a semi-productive partnership model as a short-term collaboration in which the government and the community are primarily regarded as objects of development (Raman et al., 2015). In contrast, the pseudo-partnership model, as defined by Sulistiyani (2004), pertains to a collaboration between two or more organizations in which the partners have not yet fully comprehended the substance and benefits of the partnership (Wijaya et al., 2016).

A shift in approach is necessary for the planning and implementation of CSR/PPM programs, specifically by positioning the community as the primary focus rather than merely as a beneficiary. The identification of programs should be conducted through a participatory process that maps local needs and potential, involving strategic partnerships among local governments, community leaders, organizations, and the community itself. This approach aims to ensure that the interventions are genuinely aligned with the local social and economic context. According to Nurdin et al. (2024), the active participation of all stakeholders is crucial for the sustainability and acceptance of CSR programs, particularly in addressing social issues.

Based on the preceding discussion, partnerships between companies and communities should be established within a framework of a shared vision to ensure that empowerment programs are implemented with well-defined work and action plans. To facilitate effective planning, execution, and evaluation of these programs, the model for



corporate-community partnerships must incorporate a formal structure that includes government participation. According to Steger et al. (2009), to ensure a clear understanding of the partnership's objectives, it is essential to establish a secretariat responsible for formulating plans and facilitating discussions among partner members from various sectors concerning communication, fundraising, and activity evaluation (Hendrayani et al., 2020).

Such a regulation-based partnership not only provides legal certainty but also ensures that all parties fulfill their respective roles proportionally. Through a structured, role-based partnership, each stakeholder—whether government, company, or community—can assume a strategic role aligned with their mandates and competencies, thereby enhancing the empowerment process with robust, focused support and gaining social legitimacy. This aligns with the perspective of Kolk et al. (2008), who assert that establishing a partnership necessitates a foundation of cooperation grounded in a comprehensive understanding of each party's position, responsibilities, functions, and organizational structure (Hendrayani et al., 2020). Consequently, community empowerment programs will not only address immediate challenges but also create broader economic value, strengthen community self-reliance, and promote the sustainability of development in mining areas.

Based on the research findings, a strategic partnership model between companies and communities should focus on building relationships that are equitable, participatory, and rooted in the actual needs of the communities. In this model, both companies and communities play complementary roles at every stage of the program. The community is not merely a beneficiary but also the primary actor, actively involved in the planning, implementation, and evaluation of empowerment programs. This approach ensures that the programs are more targeted, sustainable, and capable of delivering long-term impacts on enhancing community self-reliance.

Furthermore, the partnership model in community empowerment programs in mining areas should extend beyond the relationship between companies and communities to include government and academia. Involving these entities is essential for strengthening coordination among stakeholders, ensuring that programs align with the needs of local communities, enhancing the effectiveness of monitoring and oversight, and supporting the development of research-based, sustainable empowerment initiatives that focus on building community capacity and self-reliance.

To achieve this, a clear institutional framework and effective coordination mechanisms among all parties involved in the partnership process are essential. This strategic partnership can be structured around four interconnected pillars: (1) participatory planning, (2) collaborative institutions, (3) capacity building and program implementation, and (4) impact-based monitoring and evaluation. Together, these pillars create a partnership system focused on the socioeconomic sustainability of the community.

First, participatory planning. Participatory planning serves as the foundation of the strategic partnership model. This phase highlights the importance of community engagement in identifying needs, assessing potential, and establishing program priorities. Government entities, private companies, and community members collaborate through village deliberation forums, focus group discussions (FGD), and ongoing consultation mechanisms. The objective is to ensure that the developed programs are not imposed from above but are reflective of the community's aspirations and genuine needs. This approach not only cultivates a sense of ownership among stakeholders but also enhances the legitimacy of the programs implemented.



Second, collaborative institutions. The establishment of structured institutional partnerships. These partnerships may manifest as forums or working groups, serving as platforms for coordination, facilitation, program alignment, and conflict resolution. The presence of such collaborative structures guarantees that all decisions are made transparently, accountably, and through mutual agreement. This framework enhances the trust between companies and the community, while promoting a more strategic implementation of TJSL/CSR and PPM programs.

Third, capacity building and Program Implementation. This initiative emphasizes the execution of empowerment programs that leverage local potential, strengthen community economic institutions, and enhance human resource capacity. The developed programs encompass skills training, micro-enterprise incubation, economic diversification, the formation of business groups, and capital support. In this model, the organization serves not only as a financial resource but also as a strategic partner that actively participates in the community's capacity-building process. Implementation is conducted in a phased and measurable manner, engaging the community as primary stakeholders, thereby promoting a more self-sufficient socio economics transformation.

Fourth, impact-based monitoring and evaluation. This monitoring and evaluation system is designed to focus on program outcomes and impacts. Periodic monitoring is carried out by a collaborative team consisting of company representatives, village government officials, and community representatives. The evaluation emphasizes changes in economic conditions, the enhancement of local capacity, social improvements, and program sustainability. The results of the evaluations are utilized to refine the program through a feedback loop mechanism, ensuring that the partnership remains responsive to the evolving needs and challenges of the local community.

Based on this, the following model illustrates the strategic partnerships in community empowerment and the relationships between companies, communities, the government, and academics.



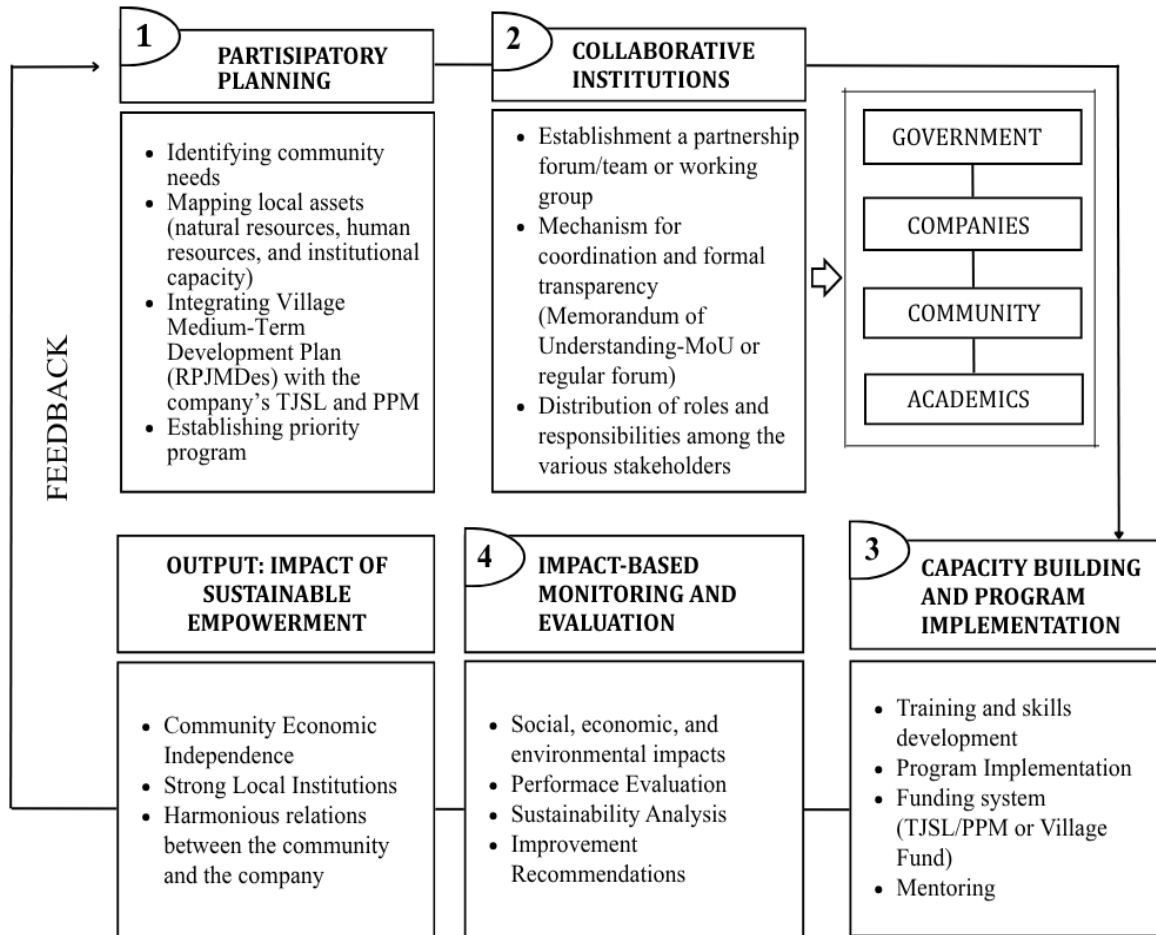


Figure 1. Strategic Partnerships Model Among Stakeholders for Sustainable Empowerment (based on interview findings)

This partnership model emphasizes that the success of community empowerment in mining areas relies not only on the involvement of companies and communities but also on the support of various stakeholders within a structured, transparent, and mutually supportive framework. Each actor must consistently fulfill their roles and responsibilities throughout all stages of the empowerment program. Companies provide resources and technical assistance; communities contribute through active participation and the strengthening of local capacity; the government ensures effective regulations, coordination, and program oversight; and academics support the initiative through scientific studies, research-based assistance, community capacity building, and program evaluation to ensure that empowerment efforts are targeted and sustainable.

This clear division of roles ensures that the partnership is not merely administrative but also substantive in driving sustainable social change. Consistency among all actors in fulfilling their respective roles will strengthen mutual trust, the cornerstone of a successful long-term partnership. Such trust is essential for maintaining relationship stability, minimizing potential conflicts, and fostering openness in the decision-making process. Therefore, all stakeholders must ensure transparency of information and accountability in program implementation, allowing the partnership to operate effectively, inclusively, and sustainably.

In general, the roles of each of these actors in community empowerment programs. *First*, government. Plays a crucial role in fostering partnerships by establishing regulations,



coordinating across sectors, facilitating the involvement of various stakeholders, strengthening local institutions, and conducting oversight and evaluation functions to ensure the sustainability of corporate programs. *Second*, companies. Companies function as providers of funding and resources for program implementation, develop targeted and measurable Corporate Social Responsibility (CSR) and Community Development and Empowerment (PPM) roadmap, and serve as facilitators in the capacity building of communities and local institutions. *Third*, community. The community acts as both the program implementer and the manager of the local businesses or economic groups that are established. Furthermore, the community provides feedback and evaluates the program's implementation, taking responsibility for ensuring the sustainability of the businesses following the program's completion. *Fourth*, academics. Provides research-based analysis, guidance, and recommendations while supporting capacity building for communities and local institutions through education, training, knowledge transfer, and program evaluation. This approach ensures the effectiveness and sustainability of CSR and community empowerment programs.

The involvement of government, businesses, the community, and academia in community empowerment programs leads to the development of more targeted, participatory, and needs-based initiatives. Integrated planning among these diverse actors fosters cross-sectoral synergy, ensuring that each intervention supports and reinforces the others rather than operating in isolation. This synergy among stakeholders enhances the empowerment process, focusing not only on providing aid but also on strengthening community capacity through education, training, business mentoring, and the development of local institutions. Consequently, communities can independently and sustainably manage their own potential. This approach ensures that empowerment programs are not only responsive to community needs but also adaptable to changing social dynamics.

CONCLUSION

Partnerships between companies and communities in community empowerment often adhere to a pseudo-partnership model. This means that, although formal partnerships exist, they do not yet provide long-term benefits because planning and decision-making are not conducted collaboratively. This situation suggests that these partnerships remain in their early stages and require strengthening to evolve into more equitable and participatory strategic partnerships that address the needs of communities living near mining sites. The relationship between companies and communities demonstrates characteristics of a semi-productive partnership, characterized by cooperation and joint activities. However, it remains short-term in nature and lacks a foundation in a vision of sustainable development. The most effective model for community empowerment in mining areas is the quadruple helix model, which includes government, companies, academics, and communities. This partnership is highly effective as it integrates the roles, resources, and interests of each stakeholder within a single collaborative framework. However, the limitation of this study lies in its focus on analyzing partnership patterns; as a result, it has not yet conducted a thorough assessment of the long-term impact of empowerment programs on community well-being and self-reliance. Therefore, future research should comprehensively examine the effectiveness of empowerment programs, particularly in terms of their impact on the economic, social, and sustainability aspects of communities in mining-affected areas..



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