

Development Strategy for Local Community Empowerment Through the Implementation of the Mami Sera (Mangunharjo Mandiri Sejahtera) Program: CSR of Pertamina Patra Niaga AFT Ahmad Yani

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Abstract. This study explores development strategies to empower local communities through the implementation of the MAMI SERA (Mangunharjo Mandiri Sejahtera) program, a Corporate Social Responsibility (CSR) initiative by PT Pertamina Patra Niaga AFT Ahmad Yani. This program aims to improve the economic, social, and environmental welfare of the Mangunharjo community in Semarang, which faces significant environmental challenges such as coastal erosion and flooding. This study uses qualitative methods with interview, observation, and documentation techniques, involving farmer groups, MSMEs, cooperatives, and the Company's CSR team. MAMI SERA has succeeded in increasing community income by 30%, forming 18 new MSMEs, assisting 27 micro-entrepreneurs, planting 5,200 mangrove seedlings, and building three community waste processing units. The Community Development strategy implemented includes empowerment based on local potential (milkfish and its processed products), innovation in low-cost feed technology and waste processing, strengthening community capacity and skills through integrated training, strengthening economic institutions through the Trengginas Jaya Abadi Cooperative, supporting infrastructure development such as toilets and wastewater treatment plants, increasing market access through modern packaging and digital promotion, and integration with the sustainable development agenda and the Sustainable Development Goals (SDGs). The main obstacles faced are limited land for production facilities and the need to optimize product marketing strategies.

Keywords: *Community empowerment, CSR, sustainable development, economic independence, development strategy, MAMI SERA.*

A. INTRODUCTION

Mangunharjo Village, located in Tugu District, Semarang City, is a coastal area with significant marine economic potential but facing serious challenges due to climate change and social inequality. The Mangunharjo coastal area experiences tidal flooding (rob) an average of three times per month, with inundation levels reaching 60–90 cm and durations ranging from 4–12 hours per event. More than 800 houses are affected, with estimated economic losses reaching IDR 1.2 billion per year (BPBD Semarang, 2024). Coastal abrasion in Mangunharjo ranges from 2.5 to 5 meters annually, resulting in the loss of approximately 14.2 hectares of coastal land over the past decade.

These environmental pressures have directly affected community livelihoods, particularly fishermen and aquaculture farmers, where more than 62% have experienced income declines of up to 40% since 2020 (DLH Semarang, 2022). The poverty rate in Tugu District in 2023 reached 13.7%, higher than the city average of 10.02%. In Mangunharjo Village, more than 70% of household heads are engaged in micro and informal businesses. However, only 23% have access to formal financing, and merely 18% have participated in entrepreneurship training (BPS Semarang, 2023).

In response to these complex challenges, PT Pertamina Patra Niaga AFT Ahmad Yani launched a Corporate Social Responsibility (CSR) program called MAMI SERA (Mangunharjo Mandiri Sejahtera) in 2022. The program is built upon four main pillars: skills and entrepreneurship training, productive capital assistance, MSME mentoring and incubation, and environmental adaptation efforts, including mangrove conservation and community-based waste management. Between 2022 and 2024, the MAMI SERA program successfully trained 128 residents, established 18 new MSMEs, and provided assistance to 27 existing micro-entrepreneurs. In addition, through collaboration with farmer groups and youth organizations, 5,200 mangrove seedlings were planted and three community-scale waste processing units were established, with a capacity to process up to 600 liters of household waste per day (Putra et al., 2024).

The success of this program is aligned with the double exposure approach, which emphasizes the importance of local strategies in addressing simultaneous pressures from globalization and climate change (Said et al., 2024). Furthermore, the capability approach highlights that development should enable communities to expand their choices and freedoms, including access to decent work and economic opportunities (Wasito, 2023). Empowering poor communities requires strengthening agency, defined as the capacity of individuals and groups to influence policies and make meaningful life choices. Without good governance, empowerment programs tend to stagnate once external support is withdrawn. Therefore, strengthening local institutional capacity, such as youth organizations (Karang Taruna), women farmer groups (KWT), and community-based monitoring groups (Pokmaswas), has become an integral part of the MAMI SERA program. The district and village governments are also involved as program advisors and supervisors through periodic coordination.

Although the literature on community empowerment and CSR-based development has grown substantially in recent years (Dushkova & Ivlieva, 2024), most existing studies emphasize either the conceptual modeling of empowerment or single-sector interventions, with comparatively limited empirical attention to integrated CSR programs that simultaneously address economic, social, and environmental resilience in climate-vulnerable coastal settlements. This study addresses that gap by examining how the MAMI SERA program combines livelihood-based empowerment, institutional strengthening, and environmental adaptation within a single, integrated development strategy, thereby offering an empirical contribution to the literature on coastal community resilience under conditions of climate stress.

This commitment was also emphasized by the Head of Tugu District, Mr. Eko, who stated: *"I highly appreciate the Sunday Morning Market as part of the MAMI SERA Program. I hope this market can become a regular and sustainable platform to support MSME actors in Mangunharjo Village, especially coastal communities. It should not be a one-time activity, but continue to operate every month with proper management and active promotion"*.

B. LITERATURE REVIEW

1. Community Empowerment

Empowerment refers to the process of expanding the capacity of individuals and groups to make decisions that influence their lives and to strengthen their control over economic, social, and political resources. This perspective emphasizes two key elements: agency, defined as the ability to act independently and reflectively, and opportunity structure, which refers to access to institutions and resources that enable actions to be effectively realized.

Thus, community empowerment can be understood as a process aimed at enhancing community capacity, participation, and self-reliance in managing social, economic, and environmental changes in a sustainable manner. This theoretical perspective provides an

important foundation for analyzing development strategies implemented through the MAMI SERA Program, which focuses on strengthening the capacity of coastal communities through community-based and collaborative approaches (Duskhova & Ivlieva, 2024).

2. Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) should be understood within the framework of stakeholder theory, which emphasizes that corporate responsibility extends beyond shareholders to include all parties affected by business operations. From this perspective, a company is viewed as an integral part of a broader social and economic system, requiring its policies and practices to consider the interests of multiple stakeholder groups. This

approach highlights the importance of participatory and transparent dialogue between companies and stakeholders, including local communities, government institutions, employees, consumers, and business partners. Such participatory engagement serves as the foundation for designing CSR programs that are responsive to community needs while ensuring long-term sustainability. Consequently, CSR is no longer positioned merely as a moral or formal legal obligation, but as a collaborative strategy that strengthens social relationships, enhances corporate legitimacy, and creates shared value. By integrating business interests with public welfare, companies can expand their positive social impact while reinforcing their competitiveness at both local and global levels (Awa et al., 2024).

3. Development Strategy

A development strategy represents a systematic approach aimed at accelerating sustainable social, economic, and institutional transformation within a region. This strategy extends beyond economic growth to include equitable distribution of development outcomes, improvements in community welfare, and the strengthening of local capacity (Djafar et al., 2025). In contemporary development perspectives, development strategies function as key instruments for generating inclusive, adaptive, and participatory structural change.

The formulation of such strategies requires the identification of local potential, including natural resources, human capital, and local knowledge, as the foundation for policy and program design (Burhanuddin et al., 2024). Institutional strengthening is also essential to ensure long-term sustainability, as strong local institutions enhance coordination, expand collaborative networks, and improve regional competitiveness. Furthermore, development strategies require broad participatory spaces where communities are positioned not merely as beneficiaries but as active actors in planning, implementation, and evaluation processes. This participatory approach promotes development that is responsive to local needs, transparent, and socially legitimate. Therefore, development strategies contribute not only to economic growth but also to the establishment of strong social and institutional foundations for long-term development (Dorffel & Schuhmann, 2022).

4. Community Participation

Community participation is a central concept in sustainable development that positions citizens as primary actors in decision-making, implementation, and evaluation processes. Participation reflects the expression of community agency, referring to the capacity of individuals and groups to make choices and take action in response to structural pressures. It serves as a strategic mechanism for strengthening empowerment and enhancing community bargaining power in relation to external actors, including governments and corporations. Meaningful participation can only be achieved when communities are provided with deliberative spaces to express their needs and aspirations openly and are involved equitably throughout the entire program cycle (Ouma, 2023).

5. Sustainability

The sustainability of Corporate Social Responsibility (CSR) programs is fundamentally determined by the strength of local community institutions that serve as the basis for program implementation. CSR initiatives can only be sustained in the long term when communities possess organizational structures that are independent, inclusive, and adaptive to social and economic changes. Local institutions such as cooperatives, community business groups, and village-based organizations play a strategic role in coordinating activities, managing resources, and conducting continuous program evaluation. Strong institutions not only enhance program effectiveness but also foster a sense of ownership among community members, which minimizes dependency on corporate entities while optimizing localized multi-stakeholder governance models (Gürlek & Tuna, 2021).

This sense of ownership is a critical factor in ensuring that programs continue to operate even after corporate support ends. Sustainability is further strengthened when CSR initiatives are strategically integrated into village or local development planning. Alignment between CSR programs and local development agendas ensures more systematic, measurable, and synergistic implementation. Such integration enables CSR to contribute directly to long-term community welfare while strengthening collaborative networks within institutional and environmental resilience frameworks (Sarkis et al., 2023).

C. METHOD

This study employs a qualitative approach aimed at gaining an in-depth understanding of social phenomena from the participants' perspectives, thereby providing a comprehensive and contextual representation of field realities. This approach was chosen because it is relevant for exploring program implementation, identifying challenges, and assessing its social, economic, and environmental impacts on the community.

Data collection techniques included in-depth interviews, participatory observation, and documentation studies. Interviews were conducted face-to-face using a semi-structured interview guide, allowing the researcher to ask key questions while maintaining flexibility to further explore participants' responses. The interview questions focused on three main aspects: the implementation process of the MAMI SERA program, the obstacles and challenges encountered, and participants' perceptions and evaluations of the program's impacts on the community.

Research participants included the Head of the MAMI SERA Program, the CSR team of PT Pertamina Patra Niaga AFT Ahmad Yani, the leaders and members of the Tambak Jaya Bahari Aquaculture Farmer Group, the leaders and members of the Mangunharjo MSME Group, and the leaders and members of the Trengginas Jaya Abadi Cooperative. Participants were selected using purposive sampling based on specific criteria: direct involvement in the program, residence in the research location, and availability to participate in interviews.

The study was conducted in Kampung Panggung MAMI SERA, Mangunharjo Village, Tugu District, Semarang City. Interviews were carried out face-to-face, recorded with participants' consent and supported by field notes. Data analysis employed an interactive model consisting of data reduction to filter relevant information, followed by conclusion drawing and verification through source triangulation (Schlunegger et al., 2024).

D. RESULTAS AND DISCUSSION

Empowerment encompasses both agency, defined as the ability to act independently and reflectively, and opportunity structure, referring to access to institutions and resources that

enable such actions (Dushkova & Ivlieva, 2024). The CSR initiative of PT Pertamina Patra Niaga AFT Ahmad Yani through the MAMI SERA program demonstrates effectiveness in strengthening the capacity of coastal communities in Mangunharjo Village through a community-based empowerment approach. Various training activities including milkfish cultivation, product diversification, waste processing, business management, and hygiene and safety practices serve as key instruments for expanding community capacity to manage local resources independently. In this context, community members are not merely program beneficiaries but active actors involved in planning, implementing, and evaluating local economic development initiatives (Kruahong et al., 2023).

Corporate responsibility extends beyond shareholders to include all stakeholders affected by business operations (Freeman et al., 2024). The implementation of CSR within the MAMI SERA program is not limited to financial assistance but also includes institutional support through the establishment of the Trengginas Jaya Abadi Cooperative, which functions as a community economic hub. The requirement for cooperative membership attendance as a condition for accessing additional capital reflects participatory dialogue and a shared responsibility mechanism between the company and the community. The sustainability of CSR initiatives is strongly influenced by the strengthening of local institutions and the integration of programs into village or local development systems, where institutionalized social capital bridges community agency and corporate exits (Rudito et al., 2023).

The development strategy implemented through MAMI SERA includes strengthening the fisheries sector, supporting MSMEs, improving basic infrastructure, and enhancing environmental sanitation. Development efforts should be directed toward addressing structural challenges through comprehensive capacity building rather than focusing solely on raw economic indexes, ensuring that community-based adaptation pathways systematically match the local vulnerability profile (Filho et al., 2024). The construction of wastewater treatment facilities (IPAL) and public sanitation infrastructure demonstrates that the program integrates environmental considerations into the economic development process of coastal communities. Strengthening infrastructure and optimizing local potential are essential components of community development strategies in coastal areas (Dörffel & Schuhmann, 2022).



Figure 1. MSME Training for MAMI SERA Management

Source: CSR Documentation of PT Pertamina Patra Niaga AFT Ahmad Yani, 2025

Community participation represents a key determinant of the program's success. In the implementation of MAMI SERA, community members are actively involved from the planning stage through to evaluation, reflecting a form of power redistribution. Deliberative participation through cooperatives, training groups, and community forums strengthens the bargaining position of local residents in relation to external actors. Participation, in this context, reflects the expression of community agency in responding to structural pressures (Ouma, 2023).

Involvement of local groups in decision-making processes constitutes a fundamental element in achieving sustainable empowerment (Hamid et al., 2025). The success of community-based development programs is not determined solely by the scale of external support, such as funding or facilities, but more importantly by the extent to which local communities develop a strong sense of ownership over the program. When local groups direct their institutional structures, resource mobilization becomes highly efficient and adaptive to environmental stress (Sarkis et al., 2023).

From a sustainability perspective, the integration of economic, social, and environmental dimensions within the MAMI SERA program reflects the application of sustainability science principles. Community sustainability is achieved when a balance exists between local economic resilience, social engagement, and environmental protection. The planting of thousands of mangrove seedlings, the construction of wastewater treatment facilities (IPAL), and the processing of fish waste demonstrate concrete conservation practices that operate alongside efforts to improve community welfare (Rudito et al., 2023).

The wastewater treatment system plays a critical role in preventing water and soil pollution that could otherwise damage ecosystems, threaten public health, and reduce aquaculture productivity. Waste is treated through filtration, sedimentation, and neutralization processes to ensure that discharged water meets environmental quality standards in accordance with strict circular economy practices designed to enhance coastal defense mechanisms (Sarkis et al., 2023). The adoption of environmentally responsible practices contributes to strengthening local economic competitiveness and supports the long-term sustainability of community-based development initiatives (Xiao et al., 2024).

In addition to internal factors, the success of the MAMI SERA program is also supported by the utilization of digital marketing strategies. Improvements in product packaging, the use of official certifications such as PIRT and Halal labels, and collaboration with influencers have expanded the market reach of processed milkfish products. Digital promotion has been shown to increase the number of consumers by up to 40% and to strengthen the competitive position of local MSMEs in broader markets. This approach also reinforces the importance of managerial training in enhancing human resource capacity within hyper-local supply chains (Mori & Tariq, 2024).



Figure 2. Employees of PT Pertamina Patra Niaga AFT Ahmad Yani

Source: Documentation of PT Pertamina Patra Niaga AFT Ahmad Yani, 2025

The MAMI SERA program has implemented a series of capacity-building initiatives aimed at improving the competencies of aquaculture farmers and MSME actors in Mangunharjo Village. These activities were designed in an integrated manner to promote economic self-reliance and sustainable resource management. The training programs conducted include:

1. Milkfish Cultivation Training: increased harvest yields from approximately 5,000 to 10,000 fish per production cycle.
2. Product Diversification Training: generated product innovations such as fish crackers (amplang), shredded milkfish, and milkfish meatballs.
3. Waste Processing Training: introduced the utilization of fish waste into organic fertilizer and alternative feed.
4. Hygiene and Safety Training: ensured that processed products comply with food safety and quality standards.
5. Managerial and Marketing Training: strengthened business capacity through multi-stakeholder involvement.
6. Establishment of the Trengginas Jaya Abadi Cooperative: functioned as a collective economic institution linking upstream and downstream value chains.
7. Program Monitoring and Evaluation: conducted periodically to assess program effectiveness and formulate follow-up actions.

The findings of this study comprehensively reinforce the theoretical perspectives of empowerment, stakeholder theory, development strategy, community participation, and sustainability. The MAMI SERA program has not only increased community income by approximately 30% but has also strengthened social structures, enhanced environmental

awareness, and established adaptive local institutional systems. The integration of theory and practice demonstrates that a collaborative approach involving communities, corporations, and government can serve as a strategic model for inclusive and sustainable coastal development.

E. CONCLUSION

Based on the research findings on the Development Strategy for Local Community Empowerment through the MAMI SERA (Mangunharjo Mandiri Sejahtera) Program: CSR of Pertamina Patra Niaga AFT Ahmad Yani, it can be concluded that the program has generated significant positive impacts on improving community welfare in Mangunharjo Village. The implementation of community empowerment principles, active community participation, and the utilization of local potential has contributed to strengthening economic, social, and environmental resilience in a sustainable manner.

The strategies implemented such as business capacity development, the application of appropriate technology, and the establishment of local institutions have proven effective in fostering community self-reliance. However, several challenges remain, particularly in terms of long-term funding sustainability, the regeneration of business actors, and the expansion of market access, which require further strategic attention.

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