

TRANSFORMATION OF COMMUNITY CAPACITY THROUGH EDUCATION-BASED EMPOWERMENT IN PT PERTAMINA EP SANGA-SANGA CSR PROGRAM IN THE SUNGAI HITAM SAMBOJA ECOTOURISM AREA

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ABSTRACT

This study aims to analyze the empowerment strategy in the Sungai Hitam Lestari Ecotourism area by PT Pertamina EP Sanga-Sanga Field's CSR. The focus of this research is on three stages in education-based empowerment, namely the awareness stage, the ability transformation stage and the intellectual ability stage. A qualitative approach with a descriptive method was carried out in this study. The data collection used interview, observation and documentation study methods. Data analysis is carried out by means of data reduction, data presentation and conclusion drawn. Research results At the awareness stage, social mapping was carried out, collaboration with the government and local community groups such as Pokdarwis, forming MSMEs and WWTP Groups in expanding empowerment goals, and providing education for these groups. The ability transformation stage is realized through non-formal education, namely trainings such as financial management, English language training, tour guides, processed mangrove products, eco enzymes, and floating WWTP management. The training was prepared in a participatory manner, intensely monitored and evaluated through the Community Satisfaction Index (IKM). At the intellectual ability stage, the community begins to be independent through regeneration, impact measurement (SROI, BOD, COD), and cross-sector collaboration. The results show an increase in proboscis monkeys, an increase in group income, strengthening local capacity, reducing emissions and waste, and the sustainability of ecotourism management after the CSR program ends.

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INTRODUCTION

Tourism is a strategic sector that is able to make a real contribution to the economic and social development of the community. Planned and sustainable management of tourism potential not only has an impact on increasing the number of tourists, but also opens up new economic opportunities for the local community. Increasing tourist visits can encourage the growth of small and medium enterprises (MSMEs), create jobs, and increase community income (Nirmala et al.,

2024). This shows that support for MSMEs is essential to achieve sustainable economic growth and reduce poverty levels in the community (Ismail et al., 2023).

One of the tourism concepts that is developing today is ecotourism, which carries the principles of nature conservation, local culture, and active community involvement. Ecotourism encourages collaboration between tourists and local communities in safeguarding and preserving the environment, in line with the concept of sustainable tourism that involves the active participation of the community. This concept provides opportunities for local communities to be directly involved as tourism actors as well as economic, social, and cultural beneficiaries (Hulu & Kristanto, 2024).

Participatory ecotourism management requires the capacity of empowered communities. In this case, community empowerment is an important strategy in building independence and sustainability of tourism management. Empowerment is carried out by building public awareness of its potential through socialization and training for local communities (Ridwan et al., 2024). The importance of community participation in natural resource management cannot be underestimated, as it can produce a significant positive impact on environmental policies and the quality of life of a community (Safitri, 2023). Effective participation in ecotourism management also depends on awareness and education from the community, which is often a challenge in the empowerment process (Ginting et al., 2024). This empowerment approach cannot be separated from the role of education as the main pillar of community capacity building. The education in question is not only limited to formal education, but also non-formal education that is more flexible and based on the needs of the community.

Non-formal education has adaptive and contextual characteristics, making it an effective approach in community empowerment programs. Through non-formal education, people are provided with knowledge, skills, and attitudes that are relevant to their daily lives (Mustangin et al., 2021). This approach is also relevant if integrated into social initiatives carried out by the private sector, including in corporate social responsibility programs.

The Corporate Social Responsibility (CSR) program is no longer understood as limited to the company's obligation to make a social contribution, but as a sustainable development strategy that involves various aspects of people's lives. In Indonesia, the implementation of CSR in the form of education-based community empowerment has become one of the strategies to support sustainable development and the achievement of the Sustainable Development Goals (SDGs) (Soebroto & Murniarti, 2024).

PT Pertamina EP Field Sanga-Sanga as one of Pertamina Hulu Indonesia's subsidiaries, manages upstream oil and gas operations and businesses in accordance with the principles of Environment, Social, Government (ESG) which also plays a role in supporting community development in its operational areas, especially through CSR programs. One of the CSR fostered areas is the coastal area of Sungai Hitam, Samboja District, Kutai Kartanegara Regency, which holds ecology-based tourism potential in the form of habitat for proboscis monkeys (*Nasalis larvatus*), an endangered endemic animal, and vast and natural mangrove forests.

However, this potential has not been utilized optimally due to various challenges. The lack of integrated management from the government and the low involvement of local communities in the management of the area are the main factors that cause the area to be poorly known, and vulnerable to ecological damage. In addition, this area also faces the challenge of environmental degradation due to the conversion of mangrove land into ponds and mining activities (Priono et al., 2023).

PT Pertamina EP Asset 5 Field Sanga-sanga responds to this condition through a Corporate Social Responsibility (CSR) program that combines environmental conservation with community empowerment and cooperation with the local community. An effective CSR program is one that can contribute to community capacity building, create job opportunities, and strengthen mutually beneficial social relationships between companies and surrounding communities (Sakti & Wahyanti, 2021).

CSR programs in the Sungai Hitam Ecotourism area not only contribute to proboscis monkey species conservation efforts, but also have a significant social and economic impact, characterized by an increase in the income of Pokdarwis members and MSMEs that exceeds five times the poverty line standard set by the Central Statistics Agency of East Kalimantan, and has succeeded in lifting some underprivileged residents out of structural poverty (Priono et al., 2024). This shows that community empowerment based on non-formal education has great potential in creating a real economic impact.

The success of ecotourism development is not only reflected in the increase in people's income, but also from the occurrence of more fundamental social changes. One of the important aspects of these changes is the transformation of

community capacity from being passive as aid recipients, to active subjects directly involved in the management and development of local potential. Previous research has examined the development of ecotourism with an empowerment approach, this process is carried out intensively through the stages of counseling, training, and mentoring to create new businesses based on the local potential of the village. As a result, the community is able to produce and market typical village products, while increasing the competitiveness of community-based tourism (Azis et al., 2020)

This research comes with a focus on how education-based empowerment approaches contribute to forming awareness, improving skills through ability transformation, and realizing community independence in the Sungai Hitam proboscis monkey ecotourism area. This research is also expected to contribute to the development of an education-based community empowerment model that can be applied to other CSR programs in ecotourism areas that have strong socio-environmental potential.

RESEARCH METHOD

This study applies a type of qualitative research with a descriptive method in describing and analyzing empowerment strategies through education in PT Pertamina EP Sanga-Sanga's CSR program in empowering the community in the Sungai Hitam Samboja monkey ecotourism area. Descriptive qualitative research aims to understand social phenomena in depth by describing the state as it is based on data obtained from the field (Rusandi & Rusli, 2021).

The qualitative approach was chosen because it focuses on an in-depth understanding of the program's processes, strategies, and impacts in the social and cultural context of the local community. This approach also allows researchers to understand the perception, motivation, and active role of the community in supporting the sustainability of the program, so that it can provide relevant and contextual recommendations for the development of CSR programs in the future.

1. Location and Research Subject

This research was conducted in the Sungai Hitam Proboscis monkey ecotourism area, Samboja District, Kutai Kartanegara Regency, East Kalimantan. The selection of this place is based on the location of PT Pertamina EP Sanga-Sanga's CSR program fostered partners who focus on empowering the local community. The subjects in this study consist of: PT Pertamina EP Sanga-Sanga Field Asset 5 CSR Team as the implementer in empowering the community. Furthermore, the community consists of the Chairman of the Sungai Hitam Lestari Tourism Awareness Group and Sungai Hitam Lestari MSME actors as active subjects and play a role in the empowerment process.

2. Data Collection Techniques

In qualitative research, the data collection instrument is the researcher himself. Researchers have limitations in remembering and determining the data that must be collected. For this reason, researchers need tools in the form of interview guidelines, observation guidelines, or document study guidelines so that the collection of research data can be directed and focused on the problems to be solved. In qualitative research, the use of instruments such as interview and observation guidelines has a great influence on the validity and reliability of the data obtained (Ardiansyah et al., 2023). The use of proper instruments allows researchers to gather more in-depth and relevant information, thereby improving the overall quality of the research. In this study, several techniques are used, namely: (1) Observation, Observation is a process in making observations and recording a phenomenon that wants to be researched in order to obtain direct data. (2) Interviews, Interviews are conducted to gain an in-depth understanding of the experiences, views, and perspectives of individuals related to the phenomenon being studied. This technique allows researchers to understand perspectives, experiences, feelings, or opinions in more detail. Interviews are often used in qualitative research, especially when researchers need more subjective and detailed data (Romdona et al., 2025). (3) Documentation Studies, Documentation studies are obtained through various secondary sources such as CSR program reports, journals and books related to education-based empowerment.

3. Data Analysis Techniques

The data collection that has been carried out is then analyzed in three stages according to Miles and Huberman (1992:20); Rijali (2018), including: (1) Data Reduction, data reduction is a stage of data analysis that is carried out by filtering, summarizing information, highlighting the most important parts, and identifying patterns and themes that emerge (Saleh, 2017). In this stage, the researcher will select the most relevant elements, highlight crucial aspects, and identify the main patterns and themes contained in the data. The purpose of data reduction is to clarify information, so that it is easier to understand and analyze, and can be used effectively in decision-making or further research. (2) Data Presentation, this process aims to make it easier for writers to analyze, interpret, and make decisions by presenting information in a more structured and easy-to-understand form. (3) Conclusion Drawn, conclusion is the final result of research formulated

in the form of a clear and concise statement. In this process, it is carried out by compiling a concise, concise, and easy-to-understand statement, so that it can describe the essence of the research results.

RESULTS AND DISCUSSION

Empowerment Through Education in the Sungai Hitam Ecotourism Area

Sustainable Black River Ecotourism is located in Kampung Lama Village, Samboja District, Kutai Kartanegara Regency and is included in the Non-Conservation Area. This area has experienced development since the last five years, due to the guidance of PT Pertamina EP Sanga-Sanga Field and the cooperation of tour packages with the Borneo Orangutan Survival Foundation (BOSF). The potential in this area is proboscis monkeys and mangrove forests. Previously, this area was managed by Mr. Aidil Amim when he served as the chairman of the RT, and is currently the chairman of the Tourism Awareness Group in the Sungai Hitam Lestari Area.

The ecotourism agenda in this region consists of educational activities regarding the management, maintenance of proboscis monkeys and the black river environment. In addition, there is also a river crossing to see the endemic animals of Kalimantan, namely proboscis monkeys which will be guided by members of the Sungai Hitam Lestari pokdarwis which pass through two villages, namely Kampung Lama Village and Kuala Samboja Village. There are also tour package activities with mangrove planting for tourists on the sustainable black river. This ecotourism has been visited by many tourists, not only domestic tourists but also foreign countries such as the UK, Germany, Sweden, Belgium, USA, and many more.

In the Black River Ecotourism area, community empowerment is the key to the management and development of proboscis monkey tourism by involving the community as the main actor. Empowerment is a process of empowering or enabling an individual and group. Tourism development aims to create sustainable ecotourism destinations by utilizing natural and cultural potential as well as community empowerment (Marpaung et al., 2025). Through empowerment, the community is expected to be able to manage and utilize the potential of proboscis monkey tourism optimally without damaging the environment, so that sustainable ecotourism destinations are created.

Education is one of the strategies in the empowerment process, because through individual and group education, they can gain the knowledge and skills needed. Education has an important role in changing people's attitudes and personalities for the better (Winarti, 2020). Education can not only be done through formal, but also through non-formal education. One of the educational processes to improve community knowledge and skills is through non-formal education (Winarti et al., 2022). This education-based empowerment not only improves technical capabilities, but also strengthens the community's sense of ownership and responsibility for the management of Black River ecotourism. Community-based non-formal education can be an effective empowerment strategy with an adaptive and participatory approach, so as to be able to improve the quality of life of the community (Mustangin et al., 2021).

In this case, empowerment can be carried out through three main stages according to (Suryana, 2019), namely the awareness stage, the ability transformation stage and the intellectual ability stage. The awareness stage is useful to make people aware of the potential available in their area where this can be an opportunity for further development. The capacity transformation stage is the opening of an insight and improving skills in managing tourist attractions. In addition, thinking skills are also needed so that people can innovate to develop tourism potential. And finally, the stage of intellectual ability, which is the improvement of intellectual abilities and skills needed to build independence. Independence itself is characterized by the ability of the community to build initiatives.

Levels of Awareness

The Awareness Stage in empowerment plays an important role as the starting point for sustainable social and environmental change. The awareness stage aims to give people a deep understanding that they have developable potential (Hardiyanti, 2021). In the program designed by the CSR team of PT Pertamina EP Sanga-Sanga, this stage is the foundation of the entire process of transforming community capacity in the Sungai Hitam ecotourism area, Samboja. Public awareness of the surrounding environmental conditions and its local potential is a crucial aspect that needs to be built slowly, systematically, and participalologically. By maximizing local potential, empowerment is directed to improve community welfare (Mustangin et al., 2022). This program does not come directly in the form of technical intervention or economic assistance, but begins with an understanding of the fundamental problems that exist in the region, as well as how local potential can be developed as a community-based solution.

In the awareness stage to design a program, PT Pertamina EP's CSR team conducted social mapping and initial studies to identify needs, problems, potentials, and opportunities in the sustainable black proboscis monkey area. The preparation of social maps aims to represent the social conditions of the community, identify their needs, and recognize and explore their potential (Sukaris, 2019). The results of the mapping are the basis for the preparation of annual work plans and five-year strategic plans involving various stakeholders from the sub-district to district levels.

The initial approach to the community was carried out with the sub-districts, sub-districts, as well as by involving local groups that had been formed before, such as the Tourism Awareness Group (Pokdarwis). Community empowerment through Pokdarwis is an important strategy in the development of sustainable ecotourism by involving the community as the main actor (Lestari et al., 2025). This group has a close relationship with environmental conservation activities and is a strategic partner in the community awareness process. Through Pokdarwis, various activities were carried out to introduce conservation values and the potential of environment-based tourism.

Along with the program, the target groups in empowerment were expanded by forming Micro, Small, and Medium Enterprises (MSMEs) units managed by local women. This is done so that women can realize that there is economic potential that can be used in the region and can provide income for them. Strengthening women's capacity is a crucial aspect to increase their involvement in economic development, especially in family economic development (Astuti et al., 2022). These MSMEs process mangrove products into products of economic value such as food, beverages and handicrafts, as a form of sustainable use of natural potential.

In addition, the ecotourism program is now upgraded to an ecoriparian program in 2024. In this program, a new approach is carried out through the formation and development of WWTP (Wastewater Treatment Plant) groups. This approach aims to increase community participation in waste management and ensure the sustainability of programs in the environment. One of the innovations introduced is the floating WWTP, which is specifically designed to deal with the geographical conditions of river areas that experience tidal waves. Although technically this challenge is quite large, through an educational and collaborative approach with the District Housing and Settlement Areas Office, the development of this facility is still carried out by prioritizing the principle of local adaptation.

The awareness stage is facilitated by CSR through routine educational activities given to community groups. The awareness stage aims to increase the understanding and awareness of cadres and residents through education (Gutami et al., 2025). Education is carried out in stages, starting from small groups such as Pokdarwis, MSMEs, and WWTP, which are then assigned to become agents of change in their respective environments. The awareness stage focuses on creating awareness and the desire to improve conditions through education (Simabur, 2023). This method was chosen to increase the effectiveness of the message conveyed, because the members of the group have a high social closeness to the surrounding community.

The education carried out covers various themes, ranging from the dangers of domestic waste to health and the environment, the importance of sanitation, to mangrove conservation and proboscis monkey conservation. The initial goal of empowerment is to foster full awareness among every member of the community of the need for positive change that is in line with improving welfare which includes economic, social, cultural, educational, and infrastructure aspects (Surahman & Nayla, 2022). In addition, educational tourism activities such as river crossing and mangrove planting are also a medium for awareness. Mangrove attractions offer the experience of participating directly in mangrove conservation through planting, rehabilitation, and educational programs that involve tourists and the surrounding community (Putranto & Kistanti, 2024).

However, this awareness process cannot be separated from challenges, especially in terms of changing people's mindsets. One of the main obstacles is the perception of some people who think that the results of this program are not visible in the short term, thus affecting the level of participation and sustainability of group member involvement. In addition, the practice of littering and the use of conventional toilets that are not environmentally friendly are still a big challenge. In response to this, continuous educational efforts are carried out involving cross-sector collaboration, including with the Housing and Settlement Areas Office (Perkim), Mulawarman University (Unmul), and the HSE team from PT Pertamina EP. This entire series of awareness activities shows that changing people's mindset cannot be achieved instantly, but through a continuous, participatory, and educational process based on local needs and potential.

Capability Transformation Stage

The capability transformation stage is a follow-up phase of the community empowerment process that is the focus of PT Pertamina EP Sanga-Sanga's CSR program in the Sungai Hitam Ecotourism area. In the awareness stage, it only focuses on strengthening the community's basic understanding of environmental issues and local potential, but in the transformation stage, the community's ability is directed to strengthen the knowledge, skills, and capacity of individuals through education and training. Transformation of abilities can be carried out through education that can increase the knowledge and skills needed to improve the quality of life of the community (Alisalman, 2022).

The empowerment program carried out by PT Pertamina EP's CSR presents various forms of non-formal education, namely through trainings as the main instrument in transforming people's abilities. Non-formal education can be provided to layers of society who need to improve knowledge, skills, and training as an effort to develop self-capacity (Mustangin, 2020). The implementation of training includes a learning process in which instructors interact directly with participants to improve their competencies (Wahyuni, 2021). This approach reinforces the role of training as a bridge between improving individual abilities and achieving community empowerment goals.

The trainings in the transformation of skills are designed in a contextual manner, referring to the socio-economic conditions of the community and the local potential of the ecotourism area. The transformation of knowledge in non-formal education is based on the principle of local, participatory, and flexible potential so that learning is easy to understand and accessible to people with various backgrounds (Lukman, 2021). The trainings provided include financial management training to support the group's business governance professionally and transparently, training on making straw leaf tea and mangrove syrup as a form of utilization of mangrove resources that are environmentally friendly and economically valuable. Non-formal education emphasizes the mastery of knowledge, functional skills, and professional attitudes that are beneficial to people's lives and income (Gutami et al., 2025). Furthermore, there is tourism training such as English language training, tour guide training to increase the capacity of Pokdarwis to carry out their role as educational tour guides, while training on making eco enzymes and the use of floating WWTP with WWTP groups is carried out to improve knowledge and skills through direct practice in protecting the surrounding environment.

These trainings not only provide technical knowledge, but also teach the value of sustainability, conservation, and empowerment based on local potential. This activity is expected to improve community welfare and support environmental conservation, in line with the principles of sustainable development that prioritize economic, social, and environmental aspects (Halimah et al., 2024). The training planning itself is carried out through a participatory and deliberation-based approach. At the beginning of each year, from January to February, an annual work planning discussion forum is held involving various elements of society and stakeholders.

In this forum, it was attended by fostered partner groups such as MSMEs, Pokdarwis, WWTP groups, as well as villages, sub-districts, BOSF (Borneo Orangutan Survival Foundation), and relevant internal divisions of PT Pertamina EP and discussed activity plans for the next year, including determining the training schedule, themes to be raised, and determining resource persons and implementing partners. The implementation of the training is carried out based on an agreement that has been jointly determined by the community and the program organizers (Kefi et al., 2022). The direct involvement of the community in this process is key in ensuring that the training provided is relevant to the needs of the field, as well as fostering a sense of ownership of the programs being carried out.

The transformation of abilities pursued by this CSR program is also reflected in the diversity of parties involved as facilitators in training. The invited speakers came from various backgrounds, both from within the company and from external partners. The diversity of speakers allows trainees to gain insights from various perspectives, as well as first-hand experiences from practitioners in their respective fields. To ensure that the training provided really has an impact on increasing community capacity, the CSR team has developed an integrated monitoring system. An effective monitoring system will support the achievement of CSR goals and strengthen the relationship between the company and the community (Kurniawan et al., 2021). Monitoring is carried out regularly through group meetings that take place every two weeks, or intensively once a week if certain problems arise that require immediate treatment. In this meeting, the community is encouraged to convey their experiences, obstacles, and achievements that they have obtained after participating in the training. This approach allows the implementation team to respond quickly and appropriately to field needs.

Indicators of the success of community ability transformation are also seen through the Community Satisfaction Index (IKM) which is measured periodically. The active involvement of the community in the management of CSR

programs contributes to strengthening their capacity, which ultimately supports the sustainability and effectiveness of the program (Kristianto et al., 2023). The results of the evaluation so far show that the majority of trainees gave positive feedback, with the satisfaction category being "very good". This shows that the training is not only enthusiastically received by the community, but is also considered useful and relevant to their needs.

Intellectual Ability Stage

The intellectual ability stage is the foundation in forming the capacity of the community that can run and continue the program independently. The stage of improving intellectual ability and skill proficiency forms innovative initiatives and abilities that lead to community independence in development (Natalia et al., 2020). Intellectual abilities in this case include the cognitive and affective aspects needed to create a community that is not only physically active, but also capable of formulating strategies, conducting evaluations, and making decisions based on analysis that considers social, economic, and environmental dimensions holistically.

In PT Pertamina EP Sanga-Sanga's CSR program in the Sungai Hitam ecotourism area, the intellectual ability of the community is beginning to be seen in the awareness of the importance of commitment and continuity in running the program. This improvement of intellectual ability can also encourage the active participation of people in welfare programs designed to improve their quality of life (Darajat & Muhtadi, 2020).

The strategy of developing intellectual abilities is also realized through systematic efforts to build independence gradually. In long-term planning, this CSR program is not designed to run permanently, but is directed towards the exit strategy stage. This means that from the beginning the program was designed so that the community could take over the management and development of the program. To support sustainability, the inheritance of functions and skills is carried out through community regeneration so that they are able to continue the program independently (Rachmadyanti, 2021). One form of this strategy is the implementation of the role inheritance process through local cadre regeneration or the creation of local heroes. This approach emphasizes the importance of identifying young individuals who demonstrate commitment, organizational capacity, as well as the ability to lead communities. These youth are actively involved in decision-making, activity planning, and program evaluation, with the hope that they will be able to become the next generation that brings program continuity to a more advanced and contextual level according to the challenges of the times.

PT Pertamina EP Sanga-Sanga also conducts impact measurement through independent scientific studies to assess the intellectual ability and success of the program. One of them is the Social Return on Investment (SROI) approach, which provides a quantitative picture of the social, economic, and environmental value generated from each investment unit. The results of the study show an SROI ratio of 1:2.98, meaning that every one unit of the fund invested produces an impact of 2.98. This reflects that the community is not only able to run the program, but has also achieved a high level of effectiveness and efficiency in the use of existing resources. In addition, other measurement methods such as the Sustainability Compass are also used to assess the achievements of the three main social, economic, and environmental dimensions that result in independence to manage ecotourism, increase the economic income of Pokdarwis and MSMEs, reduce emissions and increase the proboscis monkey population. In measuring the use of WWTP carried out before and after use, the results showed a decrease in domestic wastewater with parameters of Biological Oxygen Demand (BOD) and Chemical Oxygen Demand (COD).

The intellectual strengthening strategy is not only carried out exclusively by the company, but involves collaboration with various external actors such as the village and sub-district governments, the BOS Foundation, and the Samboja Natural Resources Conservation Center (BKSDA). Sustainable tourism development requires active participation from the community and the support of local governments to achieve optimal outcomes (Setyawati & Setyawati, 2022). This collaboration is important because it provides a cross-sectoral perspective as well as access to a wider range of knowledge resources. The local government is involved to ensure the sustainability of the program after the company's CSR phase ends. It is hoped that with institutional synergy, each group that has been formed can continue its activities by receiving support from various parties. In this case, intellectual ability refers not only to the capacity of an individual or group, but also to the ability of the community to build and maintain a productive network of cooperation.

In addition to generating income from ecotourism and MSME activities, the community is also expected to be agents of change that can transmit environmental awareness to the wider community. Proboscis monkeys, as a conservation icon in this region, are not only an object of protection, but also a symbol of social and environmental change that has been

initiated by the community itself. That way, the transformation that occurs is not only instrumental, but also cultural and intellectual.

CONCLUSION

The strategy in education-based empowerment is carried out through three main stages, namely the awareness stage, the ability transformation stage and the intellectual ability stage. These three stages are designed to form a multi-level and sustainable empowerment process. With this approach, the program not only provides momentary benefits, but also prepares the community to take over roles independently. This gradual strategy shows that community empowerment is built through a planned and measurable process. The community is also guided gradually through the education and training process to not only understand, but also manage and develop their potential, especially in the sustainable black river ecotourism area.

At the awareness stage, PT Pertamina EP's CSR conducts social mapping and preliminary studies to find out and identify the needs, problems, potentials, and opportunities found in the sustainable black proboscis monkey area. The approach taken was in collaboration with the sub-district, the old village and the black river pokdarwis which had been formed at that time. Along with the program, the target groups in empowerment were expanded by forming Micro, Small, and Medium Enterprises (MSMEs) units managed by local women. In order to raise awareness of the economic potential for women around. In addition, the ecotourism program is now upgraded to an ecoriparian program in 2024. In this program, a new approach is carried out through the formation and development of WWTP (Wastewater Treatment Plant) groups. The awareness stage is facilitated by CSR through routine educational activities given to community groups. Education is carried out in stages, starting from small groups such as Pokdarwis, MSMEs, and WWTP, which are then assigned to become agents of change in their respective environments.

The ability transformation stage carried out by PT Pertamina EP's CSR presents various forms of non-formal education, namely through trainings as instruments in transforming people's abilities. The trainings provided include financial management training, training in making orange leaf tea and mangrove syrup, tourism training such as English language training, tour guide training, training in *making eco enzymes* and the use of floating WWTP with WWTP groups carried out to improve knowledge and skills through direct practice in protecting the surrounding environment. The training planning itself is carried out through a participatory and deliberation-based approach. At the beginning of each year, from January to February, an annual work planning discussion forum is held involving various elements of society and stakeholders.

The transformation of capabilities by this CSR program also saw the invited speakers from various backgrounds, both from within the company and from external partners. Monitoring is carried out regularly through group meetings that take place every two weeks, or intensively once a week if certain problems arise that require immediate treatment. Indicators of the success of community ability transformation are also seen through the Community Satisfaction Index (IKM) which is measured periodically. The results of the evaluation so far show that the majority of the trainees gave a positive response, with the satisfaction category being very good.

The stage of people's intellectual ability begins to be seen in the awareness of the importance of commitment and continuity in running the program. The strategy of developing intellectual ability is also realized through systematic efforts to build independence in stages, namely through local regeneration, impact measurement from SROI studies, Sustainability Compass, and BOD and COD parameters that produce viable programs, there is an increase in community economic income, community independence in managing ecotourism, reducing emissions and increasing the proboscis monkey population and reducing wastewater in rivers. In addition, collaboration is also carried out with local governments and agencies and other sectors to ensure the sustainability of the program after the company's CSR phase has ended.

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