

# Community-based economic empowerment strategy for the indigenous seven tribes in Mimika Regency (case study on YPMAK)

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## Abstract

**Purpose:** This study aims to analyze the community-based economic empowerment strategies implemented by the Amungme and Kamoro Community Empowerment Foundation (YPMAK) for the seven indigenous tribes in Mimika Regency. The research focuses on how these strategies improve economic independence and overall welfare.

**Research Methodology:** Using a qualitative case study design, data were collected through in-depth interviews, observations, and document analysis with key stakeholders. SWOT analysis was employed to evaluate YPMAK's strategies by identifying strengths, weaknesses, opportunities, and threats in program implementation.

**Results:** YPMAK's programs have enhanced community welfare through vocational training, entrepreneurship development, institutional strengthening, and cultural preservation. Local economic development initiatives in agriculture, fisheries, handicrafts, and tourism created new opportunities. However, challenges remain in terms of financial literacy, managerial skills, market access, infrastructure, and reliance on external assistance, limiting the full realization of independence.

**Conclusions:** The YPMAK empowerment strategy positively impacted the welfare of Mimika's seven indigenous tribes by combining human resource development, institutional support, and local resource utilization. Yet, barriers in financial literacy, infrastructure, and market integration persist, necessitating ongoing collaboration and refinement to achieve sustainable outcomes.

**Limitations:** The study's qualitative focus and context-specific scope limit the generalizability of findings and restrict quantitative measurement of economic outcomes.

**Contribution:** This research contributes empirical insights into grassroots empowerment models tailored to cultural contexts. It underscores the importance of integrating traditional institutions, local resources, and participatory approaches in designing sustainable development strategies for indigenous communities.

**Keywords:** *Community Empowerment, Economic Strategy, Indigenous Economy, Local Development, YPMAK*

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## 1. Introduction

Economic empowerment of the community is an effort to change a community's state or condition, both individually and collectively, in solving various problems related to improving quality of life, independence, and welfare (Septyarini & Maharani, 2019). Economic empowerment is key to improving community welfare. An effective economic empowerment program can create an environment that supports economic growth, reduces social inequality, and increases accessibility to

economic resources (Leuhery, Amalo, Cakranegara, Widaningsih, & Mere, 2023). In this context, several examples of economic empowerment programs have been proven successful in improving the economy of the community.

Economic empowerment has become an increasingly relevant topic in economic and social development in various parts of the world. This concept refers to efforts to provide access, involvement, and strengthening of individuals, groups, or communities in the economic realm, with the goal of improving their welfare and reducing social disparities. Economic empowerment is not just about providing social assistance but also about empowering communities to be economically independent and sustainable. Community economic empowerment is a structured effort to improve the quality of life, independence, and welfare of individuals or groups by solving economic problems (Arifin 2024). It is not just social assistance but rather empowering communities to become economically independent through access to resources (education, capital, markets), eliminating discrimination, and encouraging inclusive participation. Economic empowerment stimulates innovation and entrepreneurship and reduces social inequalities, thereby encouraging fair economic growth.

To achieve sustainable economic empowerment, collaboration among various parties (government, private sector, civil society organizations, and international institutions) is required to create effective and fair policies and programs. For example, the Amungme Kamoro Community Empowerment Foundation (YPMAC) aims to empower the Indigenous people of Mimika to be independent in thinking, acting, and controlling their actions by utilizing cognitive, conative, psychomotor, and affective abilities, as well as physical and material resources through learning and active participation. The main target is marginalized communities with no access to productive resources. The ultimate goal is to improve their living standards and optimize resources independently (Setiadi & Pradana 2022). Indigenous communities in Mimika face challenges in achieving economic independence despite having vast natural resources, compounded by disparities with the mining industry and limited access to education, health, and skills.

Economic empowerment of indigenous communities is crucial. Research on YPMAC's strategy analyzes efforts to enhance the economic capacity of indigenous communities and the effectiveness of its programs, focusing on strengthening human resources, access to capital, and market integration. The empowerment paradigm must shift from centralized to participatory, empowering communities for self-determination. Empowerment is the process of gaining or providing power/ability so that communities can independently identify problems, potentials and solutions (Nur, 2019). Empowerment actors require human capital (education, experience, intuition, and expertise) supported by health and the ability to interact. In addition to economic capital, cultural and social capital (norms, values, networks, and trust) are essential facilitators of economic development.

Community economic empowerment is an effort to improve the quality of life, independence, and welfare of individuals or groups by solving their economic problems. It is not just social assistance but empowering communities to be economically independent by providing access to resources such as education, training, capital, and markets. Economic empowerment eliminates barriers and discrimination, encourages broader participation, stimulates innovation and entrepreneurship, and reduces economic and social inequalities. Economic empowerment opens doors to innovation, creativity, and new entrepreneurship. By providing access to resources and economic opportunities, empowered communities become more capable of starting new businesses, developing local industries and creating jobs. This, in turn, can drive sustainable and equitable economic growth in the region.

Economic and social inequalities often present significant challenges in society. Economic empowerment can play a crucial role in reducing the gap between rich and poor groups, urban and rural areas, and between genders. By ensuring fair access to economic resources, economic empowerment helps reduce existing social disparities. Economic empowerment is a powerful strategy for encouraging inclusive economic growth and enhancing equality (Kusuma et al., 2024). By providing fair and equal access to education, training, capital, and markets, individuals, groups, and communities can become more economically independent and self-sufficient. This not only benefits individuals but also has a

positive impact on society by reducing social inequality, stimulating economic growth, and creating a more inclusive environment.

However, to achieve sustainable economic empowerment, cooperation and collaboration among various stakeholders are necessary. Governments, the private sector, civil society organizations, and international institutions must work together to create effective policies and programs and ensure fair and equal access for all. Only through joint efforts can economic empowerment become the key to promoting sustainable economic growth, reducing disparities, and improving overall societal welfare. The main objective of the Amungme Kamoro Community Empowerment Foundation (YPMak) is to empower the indigenous people of Mimika, including Amunge, Kamoro, and five other affiliated tribes. The Foundation has a primary responsibility in its development program to empower the community by giving them strength and ability. This strength can be seen from the physical and material aspects, economy, institutional cooperation, intellectual capacity, and joint commitment to applying empowerment principles.

Cooperation from various parties is required to achieve sustainable economic empowerment. The Amungme Kamoro Community Empowerment Foundation (YPMak) aims to empower the indigenous people of Mimika to be independent in thinking, acting, and controlling their actions by utilizing cognitive, conative, psychomotor, affective abilities, as well as physical/material resources through learning and active participation. The main target of empowerment is marginalized communities that can improve their living standards and optimize resources independently. Indigenous communities in Mimika face challenges in achieving economic independence despite possessing abundant natural resources. From 2019 to 2024, YPMak implemented various empowerment programs for the seven indigenous tribes in Mimika. This study aims to analyze the strategies used by YPMak to improve the economic capacity of indigenous communities and the effectiveness of the applied programs.

Indigenous-based economic empowerment strategies, such as those implemented by YPMak, focus on improving the welfare of local communities by strengthening human resources, access to capital, and market integration. The empowerment paradigm must shift from centralized to participatory, empowering communities to have self-determination. Empowerment is the process of gaining or providing the ability for communities to independently identify problems and solutions while optimizing their resources. Human capital (education, experience, expertise, health, and interaction ability) plays an important role in stimulating economic growth. In addition to economic capital, cultural and social capital are essential as well. Social capital, such as shared norms and values, strengthens networks, cooperation, care, solidarity, and trust to achieve common goals.

Etymologically, empowerment comes from the root word "power," meaning strength or ability to act. Based on this understanding, empowerment is interpreted as a process of acquiring power, strength, or ability or the process of granting power, strength, or ability from those who have power to those who are weak or powerless (Laurens, 2021). Based on several definitions of empowerment, it can be concluded that empowerment is fundamentally a process and effort to acquire or give power, strength, or ability to individuals and weak communities so that they can identify, analyze, set needs and potentials, as well as the problems they face and simultaneously choose alternatives to solve them by optimizing their resources and potential, independently. The empowerment process involves two tendencies. First, empowerment emphasizes the process of giving or transferring power, authority, or ability to communities so that individuals become more empowered. In the current era of reform and decentralization, the demand for actors with sufficient capacity is increasing. Empowerment actors are not only expected to enrich their knowledge, but they are also required to improve their skills in designing empowerment programs (Suryani, Sugiharto, & Anggraeni, 2019).

Human capital reflects education, experience, intuition, and expertise (Jusriadi & Tiara, 2021). The era of globalization requires more attention to human capital, which is related to developments in development economics and sociology. Experts in both fields generally agree on one thing: human capital plays a significant role, even more important than technology, in stimulating economic growth. Human Resources (HR) empowerment, where YPMak actively organizes various training and

education programs aimed at improving the capacity and skills of indigenous people from seven tribes in Mimika (Amungme, Kamoro, Dani, Damal, Nduga, Mee, and Moni). These programs include vocational training (carpentry, tailoring, automotive, agricultural, and fisheries processing), business management capacity building, financial literacy, and leadership training.

YPMak's economic empowerment strategy recognizes that HR development is a crucial foundation for economic independence. By equipping indigenous communities with relevant skills, they are expected to be more competitive in finding jobs, developing micro and small enterprises, and managing economic resources more effectively. Leadership training also aims to produce economic drivers at the community-level. Institutional development, where YPMak strives to strengthen the role and capacity of existing indigenous institutions in the seven tribes, is done through dialogue, mentoring, and support for indigenous community initiatives to strengthen organizational structures, decision-making mechanisms, and the roles of indigenous leaders in local economic development. YPMak also facilitates the formation and strengthening of cooperatives and community-based business groups that align with indigenous values and structures.

Recognizing and strengthening indigenous institutions is an integral part of the indigenous-based economic empowerment strategy. YPMak understands that indigenous institutions have strong legitimacy and influence in society. By involving and empowering Indigenous institutions, economic programs are expected to be more participatory, culturally appropriate, and sustainable, supported by leadership structures and norms recognized by the community. Local Economic Development, where the Foundation encourages the development of local economies based on the potential of natural resources and local wisdom of each tribe. Programs include assistance in the development of agricultural businesses (horticulture, plantations), fisheries (cultivation, processing), handicrafts (carving, weaving), and culture-based tourism. YPMak also facilitates market access through private and government training. The focus on developing local economies utilizing the specific potential of each tribe is at the heart of the indigenous-based economic empowerment strategy. YPMak not only provides capital assistance but also technical mentoring and market access to ensure that local businesses grow sustainably and provide direct economic benefits to Indigenous communities. It also aims to reduce dependence on the mining sector and diversify income sources.

YPMak sees indigenous culture as an identity and valuable social capital from the preservation aspect. Economic empowerment programs are often integrated into cultural preservation efforts. For example, support for the development of traditional handicrafts not only has economic value but also preserves cultural techniques and motifs, as well as positive support from the Foundation in cultural activities such as festivals, exhibitions, and documentation of traditional knowledge, as part of strengthening identity and cultural tourism. The ultimate goal of YPMak's program is to improve the welfare of indigenous people holistically, measured not only by increased income but also by other aspects, such as improved access to education and health, better environmental quality, strengthened social cohesion, and increased participation in decision-making. YPMak also monitors and evaluates the impact of programs on community welfare. Improved welfare is an indicator of success for the indigenous-based economic empowerment strategy, with YPMak striving to create sustainable positive impacts on the lives of indigenous communities through integrated and multidimensional programs, focusing on the economy, and expected to be a key pillar in improving overall welfare while still considering social, cultural, and environmental aspects.

## **2. Literature review**

### **2.1 Definition of Empowerment**

Empowerment refers to strengthening, which is an effort to actualize the potential already possessed by the community. (Surbakti & Perkasa, 2023). The definition of empowerment emphasizes the aspect of delegation of power, granting authority, or transferring power to individuals or communities so that they can manage themselves and their surroundings in accordance with their desires, potential, and abilities (Hakki & Gamasari, 2022). Community empowerment means enhancing the capabilities of the community by developing and dynamizing the community's potential to improve the dignity and standing of all layers of society (Margayaningsih, 2016). In other words, it means making the

community capable and independent by creating an environment that allows the community to develop its potential.

Empowering the community is an effort to enhance the dignity and standing of the community in freeing itself from poverty and underdevelopment. Community empowerment aims to strengthen the power of the community, particularly weak groups that face powerlessness due to internal (perceptions within the community) and external (being oppressed by an unjust social structure) conditions (Sari & Soesatyo, 2016). The goal of empowerment is to help clients gain the ability to make decisions and determine the actions they will take concerning themselves, including reducing the effects of personal and social barriers to taking action (Masrika & Muhtadi, 2021). This is achieved by enhancing their abilities and self-confidence to utilize the power they possess, including through the transfer of power from the environment.

## ***2.2 Indicators of Empowerment***

The indicators of successful community empowerment as a process are often derived from the objectives of empowerment, which reflect the conditions or outcomes that a social change aims to achieve. The success indicators of a program used to measure the implementation of community empowerment programs are as follows (Anandhi & Muhtadi, 2023).

1. Increased awareness of the community regarding efforts to improve the welfare of poor families in their surroundings is also necessary.
2. Increased independence of groups is indicated by the growing productive businesses of members and the group, stronger group capital, improved group administrative systems, and expanded interaction between groups and other groups within the community.
3. Increased community capacity and income distribution are marked by an increase in the income of poor families that can meet their basic and social needs.

## ***2.3 Approaches, Strategies, and Forms of Community Economic Empowerment***

Community economic empowerment is an effort to change the condition or situation of society, both individually and collectively, in addressing various issues related to improving the quality of life, independence, and welfare. Community economic empowerment is an effort to build the community's capacity in the economy, particularly by encouraging, motivating, and tapping into the potential they possess, so that their condition changes from powerless to empowered through real actions to enhance dignity and standing from an economic perspective and free themselves from poverty and backwardness (Jagi, 2024). Economic empowerment can be realized when the core objectives focus on poverty alleviation, creating job opportunities, improving community welfare, and promoting democracy. Community economic empowerment can be achieved through strengthening control over distribution and marketing, enhancing the ability to earn adequate wages, and empowering individuals to access information, knowledge, and skills to improve their capacity, enabling them to become self-reliant (Ferdinandus, Risambessy, Wairisal, Metekohy, & Kuhuparuw, 2023).

## ***2.4 Community Economy***

In the context of simple problems, the people's economy is a "survival strategy" developed by poor populations in both urban and rural areas. This strategy is aimed at overcoming economic challenges faced by marginalized communities, where individuals and groups create alternatives to improve their livelihoods despite limited resources (Amaliyah, Astuti, & Endarti, 2023). Improving economic welfare is an activity that falls within the scope of community empowerment. The economy can be defined as the effort required to manage households. Its goal is to meet the needs of life through three main activities: production, distribution and consumption. The fulfillment of life, with the constraint of limited resources, is closely related to efforts to enhance prosperity and welfare (Hayati 2020).

Production, distribution, and consumption are a series of activities that occur continuously and are often referred to as sustainable processes. This process naturally aligns with the development of society in the social, economic, cultural, and political spheres. Economically, the natural process is that those who produce (production) must enjoy (consumption), and conversely, those who consume must be the ones who produce (Sandi, 2008). Thus, community economic empowerment is an economic activity carried

out by the community, where they independently manage any resources they can control, aimed at fulfilling their basic needs and those of their families. Efforts to develop the community economy are directed towards structural changes, which strengthen the position and role of the people's economy in the national economy.

### **3. Research methodology**

This research uses a qualitative approach with a case study method to understand the economic empowerment strategies implemented by the Amungme Kamoro Community Empowerment Foundation (YPMak) for the indigenous people of the seven tribes in Mimika Regency. Primary data were collected through in-depth interviews with YPMak managers, indigenous leaders, program beneficiaries, and local government officials. Secondary data were obtained from YPMak program documents, annual reports, government policies, and relevant academic literature.

The research population includes all members of the indigenous communities from the seven tribes: Amungme, Kamoro, Dani, Damal, Moni, Mee, and Nduga. The sample was purposively selected, involving representatives from each tribe, local entrepreneurs, YPMak management, and relevant policymakers. Data collection techniques included in-depth interviews, field observations, and document studies. Data were analyzed descriptively and qualitatively using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis approach to evaluate the applied empowerment strategies. The identification of strengths and opportunities will be used to formulate strategies to strengthen community capacity, while weaknesses and threats will form the basis for designing risk mitigation strategies. The results of this analysis are expected to provide a comprehensive strategic overview to support the sustainability of the community-based economic empowerment program.

## **4. Results and discussions**

### **4.1 Research Findings**

#### **4.1.1 Analysis of the Program (YPMak) in Empowering Two Indigenous Tribes and Five Affiliated Tribes in Mimika Regency**

This analysis relates to the program of the Amungme Kamoro Community Empowerment Foundation (YPMak), where each program activity ensures that it provides long-term, sustainable benefits for the social and economic growth of the Amungme and Kamoro tribes, as well as five affiliated tribes in Mimika. In the field of community empowerment, YPMak continues to play a role in economic development and improving the quality of life through programs in education, health, and the economy, and partnerships with indigenous institutions, churches, and other organizations. YPMak collaborates with various parties, including the Mimika Regency Government, PT Freeport Indonesia, indigenous institutions, churches, and other strategic partners.

The synergy between programs and budgets is crucial to strengthen institutional aspects, ensuring that the implementation of programs and work mechanisms in the field do not overlap. In the evaluation of performance and achievements from 2019 to 2024, the Amungme Kamoro Community Empowerment Foundation (YPMak) emphasizes to all stakeholders the importance of remaining consistent in developing themselves and reaffirming their commitment to improving community welfare, as community development is a shared responsibility. Data obtained from interviews, observations, and documentation show that YPMak has implemented various economic empowerment programs for the seven tribes to increase their economic independence and welfare.

From 2019 to 2024, the patterns and strategies applied were still based on a model formulated for the development of local resource potential and oriented towards the challenges of strategic long-term economic development, which includes the following:

- a. Implementation through a conditional revolving fund distribution model focused on business investment savings, targeting groups and families involved in productive enterprises.
- b. Independent Economic Programs (IEPs). These programs, developed by LPMak through the Bureau of the Seven Tribes, are implemented through partnerships with the regency government, the private sector, PT, religious institutions, and NGOs. Economic programs are run by seven bureaus, which include

1. Bureau of Amungme Tribe Economics
2. Bureau of Kamoro Tribe Economics
3. Bureau of Damal Tribe Economics
4. Bureau of Moni Tribe Economics
5. Bureau of Dani Tribe Economics
6. Bureau of Mee Tribe Economics
7. Bureau of Nduga Tribe Economics

These will collectively be referred to as the Bureau of Seven Tribes in this report. In 2019, LPMak transitioned to YPMak, which affected the program's reporting. Similar to previous years, assistance was distributed in the form of additional business capital for active and potential groups of farmers. The program was implemented using a conditional revolving fund distribution model, focusing on changing mindsets and raising awareness about managing finances responsibly. Additionally, the program encouraged the development of a saving culture (business investment savings) within communities and families involved in productive economic activities. The revolving fund assistance provided ranged from IDR 20 million to IDR 30 million per group. This additional capital was then used to improve business production, including the following:

1. Increasing the number of piglets
2. Adding merchandise
3. Purchasing supporting equipment
4. Ensuring business continuity
5. Repairing damaged business facilities and other needs

Businesses run by the assisted groups include trade, livestock, fisheries, agriculture, and services. Specifically, the Bureau of Amungme Tribe Economics fosters cooperatives. There are 15 cooperatives spread across Jila, Tsinga, Umpiligia, Bela, Hoeya, Aroanop, and Alama villages. These villages are located in the highlands of Mimika Regency.

Table 1. Groups receiving revolving fund assistance from the Bureau of Economics in the Seven Tribes from 2019 to 2024

<b>Tribe</b>	<b>Number of Groups</b>	<b>Active Groups</b>	<b>Inactive Groups</b>
Amungme	1.354	470	884
Kamoro	976	182	794
Dani	1658	150	1508
Moni	1032	674	358
Nduga	749	246	503
Mee	633	529	104
Damal	1.007	369	638
<b>Total</b>	<b>7.409</b>	<b>2.620</b>	<b>4.789</b>

Source: Processed Data, 2025

Strategies and Approaches Used by Yayasan Pemberdayaan Masyarakat Amungme Kamoro (YPMak) for Economic Empowerment of the Seven Tribes in Mimika Regency The Amungme Kamoro Community Empowerment Foundation (YPMak), in collaboration with Bank Rakyat Indonesia (BRI) and IKOPIN, has developed several strategies for economic empowerment within the community, as follows:

- a. **Education and Training:** Economic empowerment begins by providing fair and quality access to education and training. This includes formal education, technical skills training, and the development of leadership and entrepreneurial skills. By improving individuals' knowledge and skills, they are better prepared to face economic challenges and take advantage of the available opportunities.
- b. **Access to Capital and Finance:** Access to capital and financial resources is essential for economic empowerment. Individuals or groups with limited access to capital or financial services often struggle to start or expand their businesses. Therefore, ensuring the availability of affordable and

sustainable financial resources such as microloans, small business credit, and savings and investment programs is crucial.

- c. **Strengthening entrepreneurship:** Encouraging entrepreneurship is a key element of economic empowerment. This involves providing training, mentoring, and technical support to aspiring entrepreneurs. Additionally, creating a conducive environment for business growth, including easy access to markets, supportive policies, and strong business networks, can help develop sustainable entrepreneurship in the region.
- d. **Financial Inclusion:** Financial inclusion means providing access to formal financial systems for those who were previously excluded from them. This includes offering access to bank accounts, digital payment services, insurance, and other financial products. Financial inclusion can help individuals and groups who previously lacked access to financial services build assets, manage risk, and develop economic independence.
- e. **Women's Empowerment:** Women's economic empowerment is a vital aspect of achieving inclusive economic growth and equality. This involves providing women with fair and equal access to education, training, capital, finance and job opportunities. Additionally, addressing the social and cultural barriers that hinder women's participation in economic activities is crucial for achieving gender equality.
- f. **Local Economic Development:** Economic empowerment is closely related to local economic development. This involves strengthening local economic sectors, increasing the added value of local products, and developing partnerships among local entrepreneurs, the government, and other institutions. By strengthening the local economy, communities can optimize their local resource potential and create sustainable employment.
- g. **Improved Market Access:** One crucial aspect of economic empowerment is ensuring better access to markets for women. This involves helping individuals or groups expand the reach of their products or services, develop business networks, and access export or global market opportunities. Governments and related institutions can support marketing, promotion, and skill development to help communities access wider markets.
- h. **Participation in Decision-Making:** Economic empowerment also involves giving individuals and communities a voice in decision-making processes related to economic policies and development. This includes ensuring their participation in development planning, policy setting, and decision-making processes that impact them. By involving communities in decision-making, more inclusive and responsive policies can be formulated.
- i. **Collaboration and Partnerships:** Economic empowerment requires cooperation among various stakeholders, including the government, private sector, civil society organizations, and international institutions. Strong collaboration and partnerships are necessary to mobilize resources, coordinate efforts, and create synergies among various economic empowerment programs and initiatives in the area. Robust partnerships also ensure the long-term sustainability of economic empowerment efforts.

## **Key Programs Implemented**

### **1. Training and Skill Development**

YPMAC conducts various training programs in entrepreneurship, agriculture, fisheries, and handicrafts to enhance the capacity of indigenous communities to manage independent businesses.

### **2. Business Capital Assistance**

YPMAC provides capital assistance to indigenous community business groups to help them develop micro-and small enterprises.

### **3. Mentorship and Market Access**

This program supports Indigenous communities in developing marketing networks for local products, enabling them to be more competitive in regional and national markets.

### **4. Women's and Youth Empowerment**

Several programs are specifically aimed at women and youth to increase their involvement in productive activities. Although these programs have had positive impacts, challenges remain in their implementation, such as limited infrastructure, lack of community understanding of business management, and dependence on external assistance.



The implementation and funding of the **Independent Economic Program (PEM)** remain focused on developing community businesses in livestock, trade, home industries and services. Some of the PEM activities carried out from 2019 to 2024 for the seven tribes include the following:

1. Assistance for pig breeding pens in Mile 32, owned by Mrs. DB
2. Construction of a grocery stall in Iwaka, owned by Mr. SS
3. Provision of 12 fishing boats and engines for fishing groups
4. Sago flour processing by Kamoro women
5. Mangrove crab farming in Keakwa village
6. Assistance for pig fattening pens in SP 2, owned by Mr. PT
7. Construction of a 1,100-chicken laying pen in SP 1
8. Construction of a mini market in Jl. Irigasi, owned by Mrs. RG

From the analysis, several businesses run by the YPMak Economic Bureau's assisted groups include: egg-laying poultry farming, sago flour production, mini markets, pig farming, and trade



Figure 1. Amungme Tribe Woman, Raising Pigs from YPMak's Assistance

From the data obtained in the field, several business groups from the seven tribes were identified based on the types of economic activities being carried out.

Table 2. PEM Groups from the Seven Tribes Based on the Type of Business

Number	Type of Business	Active Groups	Inactive Groups
1	Fisheries	1	-
2	Egg-laying Poultry	16	15
3	Pig Farming	20	4
4	Trade/ Kios	10	-
5	Village Stall	6	2
6	Minimarket	1	1
7	Agriculture	1	-
8	Fishermen	1	-
9	Furniture	1	-
10	Computer Service	-	-
11	Plantation	2	-
12	Layer Chicken Farming	2	-
13	Home Industry Banana Chips	1	-
14	Fuel Station	1	-
15	Pig Fattening	1	-
16	Crab Farming	2	-

Source: Processed Data, 2025

The impact of the Independent Economic Program on entrepreneurs and the community includes:

1. Able to absorb more than 300 workers
2. Provide a net income to entrepreneurs averaging IDR 5 million – IDR 15 million per month
3. The egg-laying poultry sector contributes 5% - 7% to meeting the egg demand in Mimika Regency
4. Technology and farming equipment have been applied.

#### 4.1.2 Analyzing the Empowerment Strategy Implemented by YPMak for the Two Indigenous Tribes and Five Related Tribes

One indicator of a strategy's success is the achievement of planned objectives. Based on the research conducted so far, the strategies implemented by YPMak to empower the Amungme and Kamoro communities, as well as the five related tribes, have been good. This can be seen from the continuous improvements in each program initiated annually. However, YPMak needs to emphasize more on selecting the strategies to be used to empower the Amungme and Kamoro communities, as well as the five related tribes, as it has been observed that these communities do not fully utilize the assistance provided by the government.

The analysis of the economic empowerment strategy in this study uses a SWOT analysis, which is done by identifying the strengths, weaknesses, opportunities, and threats faced in the economic empowerment process of the indigenous communities of the Seven Tribes in the Mimika Regency.

1. **Strengths:**
  - a. Continuous financial support and programs from the YPMak.
  - b. Abundant natural resources are the basis for the local economy.
  - c. The preservation of local wisdom of indigenous communities can be utilized as an added value in developing culturally based businesses.
2. **Weaknesses:**
  - a. Limited access to infrastructure and broader markets is another challenge.
  - b. Lack of managerial skills and financial literacy among Indigenous communities.
  - c. There is a high dependence on external assistance, which hinders economic independence.
3. **Opportunities:**
  - a. Increased government and private sector attention to Indigenous community empowerment.
  - b. There is a high market demand for local products such as handicrafts and organic agricultural products.
  - c. Development of digital technology that allows broader product marketing.
4. **Threats**
  - a. Competition with cheaper and more accessible products from modern industries is also a challenge.
  - b. Regulatory uncertainty related to the management of natural resources and indigenous lands.
  - c. Social and cultural changes may have reduced the interest of younger generations in traditional businesses.

The results of the economic empowerment strategy analysis in this study identified the strengths, weaknesses, opportunities, and threats in the economic empowerment process of the indigenous communities of the Seven Tribes in the Mimika Regency region, as illustrated in the matrix. The SWOT analysis components are as follows:

	Internal	Strengths (S)	Weaknesses (W)
		<ol style="list-style-type: none"> <li>1. Availability of financial support and continuous programs from YPMak.</li> <li>2. Abundant natural resources as a basis for local economic development.</li> <li>3. Local wisdom of the indigenous communities that is still preserved and can be used as additional</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited access to infrastructure and broader markets is another challenge.</li> <li>2. Lack of managerial skills and financial literacy within the indigenous community.</li> <li>3. Dependence on external assistance, which hinders economic independence.</li> </ol>

<b>External</b>	value in developing culturally-based businesses.	
	<b>SO Strategies</b>	<b>WO Strategies</b>
<b>Opportunities (O)</b>		
1. Increased attention from the government and private sector in empowering indigenous communities.	1. Empower indigenous communities by supporting the YPMak program to promote the regional government's policies, and encourage local development contributions.	1. Enhance human resource development at YPMak to support the YPMak program and its ability to contribute to regional development.
2. There is a high market demand for local products such as handicrafts and organic agricultural products.	2. Strengthen stakeholder engagement comprehensively to improve performance and quality within the 7 tribes' communities.	2. Strengthen the capacity and capabilities of indigenous communities and YPMak
3. The development of digital technology that allows for broader marketing of products.		
<b>Threats (T)</b>	<b>ST Strategies</b>	<b>WT Strategies</b>
1. Competition from modern industrial products that are more affordable and easier to access.	1. Manage natural resources in a comprehensive manner to benefit indigenous communities and contribute to regional development.	1. Strengthen coordination between government and indigenous sectors in managing natural resources.
2. Regulatory uncertainty regarding the management of natural resources within indigenous communities.	2. Redesign indigenous territories as customary land rights, which are integral to the identity of the 7 tribes.	2. Improve leadership management within YPMak and the role of indigenous institutions in development and law enforcement.
3. Social and cultural changes that reduce the interest of younger generations in traditional-based businesses.	3. Enforce national and customary laws.	

Figure 2. SWOT Analysis Matrix  
Source: Processed Data (2025)

From the SWOT analysis matrix that outlines the strengths, weaknesses, opportunities, and threats, several factors are necessary to determine the policies for the economic empowerment process of the indigenous communities of the Seven Tribes in the Mimika Regency area. These factors can be illustrated in the following SWOT analysis diagram. The SWOT analysis diagram is illustrated below:

1. Traditional institutions and stakeholder empowerment, especially the YPMak, must be empowered to support government policies in improving the quality of life of indigenous communities in Mimika Regency.
2. There is a need to improve the human resource quality at the Amungme Kamoro Community Empowerment Foundation (YPMak), particularly in the field of indigenous community welfare, and to increase the capacity and capabilities of indigenous communities from the seven tribes, as well as provide benefits to the local government and conduct mapping of customary land rights to determine good management directions.
3. Coordination across sectors/institutions, both YPMak and indigenous communities from the seven tribes, along with the local government, is required for the management of natural resources in Mimika and to enhance YPMak's management and traditional leadership.
4. There is a need for entrepreneurship education and digital-based training for YPMak institutions in Indonesia.
5. There is a need to develop supporting infrastructure, particularly for the distribution of local products.
6. It is essential to integrate YPMak's empowerment programs with local government policies to ensure sustainability for future generations.

The results of this analysis show that the economic empowerment strategy implemented by the YPMAC positively impacted the indigenous communities of the seven tribes in Mimika Regency. However, improvements are still needed to enhance community capacity, expand market access, and strengthen regulations that support the economic independence of Indigenous communities. With more focused strategies and optimal support, community-based economic empowerment in Mimika Regency can be more effective and have a broader impact on the welfare of indigenous communities.

#### **4.2 Discussion**

In the community empowerment strategy program for the seven indigenous tribes in Mimika Regency, the Amungme Kamoro Community Empowerment Foundation (YPMAC) has partnered with PT Freeport, assisting in the implementation of the program for communities affected by mining activities in Mimika Regency. YPMAC has experience in carrying out empowerment programs for the two indigenous tribes and five related ones. Through the partnership between PT Freeport and YPMAC, empowerment strategy programs for the two indigenous tribes and five related tribes received support in terms of funding, expertise, and networks with related parties.

This support greatly aids in improving the effectiveness of programs and achieving better results. The outcomes of these programs include increased community participation in capacity building, expanded market access, and strengthened regulations that support the economic independence of Indigenous communities. Additionally, efforts to improve economic activities in the villages have contributed to the creation of economic independence. Through community empowerment, this program has succeeded in creating a better environment while also improving the quality of life of the indigenous communities of the two tribes and five related tribes. The partnership between PT Freeport and YPMAC has proven essential in the community empowerment program, particularly in terms of funding and networking.

Through successful partnerships with stakeholders, community empowerment programs can achieve better results and have a more significant impact on the communities they serve. The findings of this research align with the study conducted by Mulyadi (2013) on the empowerment of indigenous communities in Forest Development (Case Study of the Battang Communication in Palopo City, South Sulawesi). His research revealed the following:

1. The attitude of placing the community only as program recipients shifted to seeing the community as the main agent of development.
2. Various forms of social movements within indigenous communities in the region show that social movements are an important dimension of empowering indigenous communities, allowing them to demonstrate their existence as a community in need of policy support from the government.
3. Local institutions are needed to address structural imbalances, enabling Indigenous communities to play an optimal role in all stages of independent development.
4. Every member of a community has the potential to develop in a better direction. To foster this potential, it is essential to develop the community's capacity through self-reliance movements, enabling them to develop the knowledge, attitudes, and skills to actively participate in sustainable development.

In the community empowerment strategy program by YPMAC, the discussion participants highlighted the importance of partnerships in the program's implementation. YPMAC is a crucial partner in PT Freeport Indonesia's program, and the participants agreed that cooperation with experienced and skilled partners like YPMAC greatly enhances the program's effectiveness and achieves better outcomes. The discussion also emphasized the support provided by the YPMAC, particularly in terms of funding, expertise, and collaboration with related stakeholders. This support is vital for ensuring smooth program implementation and achieving the expected results. Additionally, the discussion highlighted the importance of forming community working groups (KKM).

Efforts to develop indigenous communities should involve various elements of the nation, as indigenous communities are part of this country. Some critical efforts the government should undertake in indigenous community empowerment include: first, reorienting indigenous communities in

development; second, promoting social movements among indigenous communities; third, building local institutions for indigenous communities; and fourth, developing their capacity of indigenous communities. The process of empowering Indigenous communities presents numerous multidimensional challenges. Government policies are needed to accelerate these communities towards independence and prepare them for the social changes that will strengthen development capital. This aligns with the research by Masri, Ibrahim, and Hadi (2023) about strategy for empowering Communities to Increase Participation in the Development of Payakameng Village, Aceh Province. The research findings show that through training and skill development, community members were able to enhance their participation in planning, budgeting, and evaluating village development results. Additionally, community service has encouraged the creation of synergy between the village government and the community to strengthen community participation in more inclusive and sustainable village development. Therefore, community service can be a solution to strengthen community participation in more participatory and sustainable village development.

### **Reorientation of Policies for Community Involvement in Empowerment Programs**

The involvement of indigenous communities in empowerment programs, particularly for the two indigenous tribes and five related tribes, needs reorientation. This shift is essential, especially in viewing Indigenous communities no longer as objects but as subjects of development. Before the reform era, community involvement was limited to the implementation stage of the project. Consequently, communities were accustomed to waiting for programs formulated from above. Indigenous communities were only involved during the implementation stage and were not included when formulating the needs and aspirations of the Indigenous communities. Today, in the face of demands for government involvement in advancing the economy of indigenous communities, the government should reorient its role to make fundamental changes in the empowerment process to restore the essence of the empowerment objectives in the right direction, as envisioned by the founders of this nation, that is, social justice for all Indonesian people.

### **At the Implementation Level**

Reorientation is a necessary condition for community empowerment field implementers. The attitude that once placed the community as merely recipients of programs has shifted to viewing the community as the subject "actor" of development. This was expressed by a Traditional Leader within the community, who mentioned that: "Currently, local governments often involve indigenous communities in every meeting discussing development in Mimika Regency. This can be seen in the village development meetings, where traditional leaders hold an important position in society, especially in ensuring that the policies set by the government do not face opposition from the community."

This is understandable because traditional leaders have symbolic meaning as the heirs of ancestors who are generally known to have wise and prudent attitudes in decision-making. Thus, the relationship with the community is no longer instructive but is based on partnership. Their work reference is to follow from behind, offering guidance when deviations occur (Tutwuri Handayani). At the right moment, they are able to be among the community, and the government must be able to provide encouragement (ing madya mangun karsa). As companions, the government must serve as a role model for the community (ing ngarsa sung tulodho).

### **Social Movements**

Social movements arise from a situation and condition within society due to injustice and the arbitrary actions of a strong group towards a weaker group (Anshori & Nadiyya, 2023). In other words, social movements arise as a reaction to something undesirable in society or a desire for policy changes deemed unfair. This means that the demand for change emerges because existing policies are not aligned with the context of the community or are in conflict with the general interests of society. Social movements occur because of conditions that provide opportunities for them to take place. Thus, a group of people, as part of an indigenous community, consciously engages in actions aimed at changing their conditions. Social movements are not just about understanding that they have problems with powerlessness. Furthermore, social movements must continue to fight for the integration of empowerment values into

the lives of various segments of society. Additionally, social movements are intended to influence policymakers.

Thus, the value of empowerment through community empowerment programs is more deeply ingrained in the policies formulated, especially when the community consists of two indigenous tribes and five related tribes. The policies formulated are meaningless if the community does not 'monitor' the implementation of indigenous community empowerment policies until the desired change occurs. Through social movements, Indigenous communities can demonstrate their existence as communities that need policy support from the government. Local governments often ignore the role of local indigenous institutions, even though these institutions play a crucial role in conveying policies that regulate the community. The development concept that often presents the illusion of community participation has systematically led society to claim that they are involved in development.

In reality, their involvement is often mobilized by the government; in other words, they are forced to participate in development. Their involvement has not yet been fully based on the awareness that their participation is because they are subjects of development. This is where the role of local institutions becomes crucial, as a platform that encourages the community to rise and realize that if they (the indigenous community) do not take action, who else will. Local institutions are necessary to address structural imbalances that enable indigenous communities to play an optimal role in every stage of the development process, independently. Local institutions are expected to function optimally as the driving force for change in Indigenous communities. The emergence of local organizations or institutions may be initiated by the government to implement government programs, or they could be purely driven by the community's initiative, typically with dynamic objectives that are not clearly structured but align with the community's needs at that moment. According to community leaders from the Amungme and Kamoro tribes and five related tribes, one of the local institutions involved in community empowerment is YPMK.

This local institution plays a significant role in helping Indigenous communities channel their creativity, particularly through handicrafts. These handicrafts can then be sold through cooperatives, with initial promotions by the institution. Therefore, indigenous community empowerment is not solely the responsibility of the government; it is a shared duty, including that of local institutions in Indigenous areas. Community empowerment is a process aimed at making communities more capable. Each community member has the potential to develop a better future. However, this potential cannot be developed owing to various factors. To unlock this potential, efforts are needed to encourage the community to utilize their abilities to improve their lives. These efforts include (i) developing the community's capacity, (ii) revitalizing community independence in development, and (iii) promoting the development of knowledge, attitudes, and skills to enable active participation in self-sustained and sustainable development.

The core of community capacity development is the process of raising community awareness. One aspect of increasing awareness is the opening of opportunities for action towards change. This increase in awareness can be achieved through several strategies, including policies and planning, social and political actions, education, and awareness-raising. Empowerment through education and awareness emphasizes the importance of an educational or learning process (in a broad sense) to equip the community to enhance their capabilities, so they possess ideas, understanding, vocabulary, and skills to work towards effective and sustainable change. According to Saputri and Arifin (2023), every community is different, and this must be acknowledged in the development of capacity within a community. They have unique cultural, geographical, social, political, and demographic characteristics; therefore, the capacity-building experience in one community may not necessarily be applicable to others. In fact, it is very risky and may lead to failure, weakening the experiences of people from that community, as it may not be the right process.

The goal of community capacity building is to rebuild society as a place for important human experiences, meet human needs, and rebuild the structures of the state in terms of welfare, the global economy, bureaucracy, professional elites, and so on, which have been inhumane and difficult to access.

(Nanlohy, Latubual, & Idonggoleng, 2022). A community development effort is considered successful if the process leads to the achievement of objectives in Mimika Regency. The local government has facilitated the Amungme and Kamoro indigenous communities, along with five related tribes, through training activities that support the community's economic activities. One of these activities is providing training on proper farming techniques. In line with this, the essence of implementing regional autonomy is the local government's freedom to manage its own governance based on initiative, creativity, and the community's active role in developing and advancing its region.

## 5. Conclusion

Based on the research results regarding the strategy of economic empowerment of indigenous communities in Mimika Regency, it can be concluded that the Amungme Kamoro Community Empowerment Foundation (YPMak) empowers two indigenous tribes (Amungme and Kamoro) and five related tribes in Mimika Regency through a holistic and community-based approach. YPMak's empowerment strategy includes the following:

1. **Human Resource Development (HRD):** YPMak actively organizes various vocational training, entrepreneurship, and leadership programs designed to equip individuals from the seven tribes with relevant knowledge and skills to improve their living standards and achieve economic independence.
2. **Strengthening Local Cultural Institutions:** YPMak strives to strengthen the role and capacity of indigenous institutions and community groups at the local level. Support is provided in the form of organizational mentoring, management training, and networking facilitation, ensuring that empowerment programs align with the values and sociocultural structure of the community.
3. **Local Economic Development Based on Potential:** This encourages the utilization of natural resources and local wisdom possessed by each tribe. Through mentoring and facilities, YPMak helps communities develop businesses in agriculture, fisheries, handicrafts, and cultural tourism and facilitates market access.
4. **Cultural Heritage Preservation:** YPMak integrates cultural heritage preservation into its programs, recognizing culture as important social capital. Support for traditional crafts and cultural activities not only preserves ancestral heritage but also creates new economic opportunities for local communities.

**Holistic Welfare Improvement:** The main goal of YPMak is the comprehensive welfare improvement of the community, not just from an economic perspective, but also socially, culturally, and by improving access to basic services. YPMak's programs are designed to create a lasting positive impact on the lives of Indigenous communities in Mimika.

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