

Connecting Local Assets and Livelihoods: An Integrated Community Development Model Through the KATASIK Ar-Razaq CSR Program of PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya, Indonesia

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ABSTRACT: Community development in urban and peri-urban areas requires approaches that can connect existing local assets with livelihood opportunities and community capacity. In many communities, tourism, agriculture, fisheries, and livestock activities exist simultaneously but are not yet sufficiently integrated to generate broader and sustainable local benefits. This study examines how the KATASIK Ar-Razaq Corporate Social Responsibility (CSR) Program of PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya facilitates the integration of local assets and livelihoods as an approach to community development in Sukanagara Village, Tasikmalaya, Indonesia. A qualitative case study approach was employed to examine program implementation, community participation, local asset utilization, economic activities, institutional development, and stakeholder collaboration. Data were collected through interviews, Focus Group Discussions, field observations, and program documentation. The data were analyzed through data condensation, data display, thematic analysis, and conclusion drawing, supported by source and technique triangulation. The findings indicate that KATASIK Ar-Razaq has developed an integrated community development process by connecting water-based tourism with agriculture, fisheries, livestock, local product processing, renewable energy, and supporting infrastructure. The program has strengthened community participation and institutional capacity through local community organizations, capacity-building activities, product development, and stakeholder collaboration. Local agricultural and fishery resources have also been transformed into value-added products, creating opportunities for broader economic participation. The findings further demonstrate that collaboration among the company, community organizations, local government, youth, and supporting partners contributes to the development and management of local resources. Rather than functioning solely as a provider of physical assistance, the CSR intervention facilitates the mobilization of existing community assets into interconnected productive, social, and tourism activities. The case highlights the importance of integrating local assets, livelihoods, community institutions, and multi-stakeholder collaboration in developing CSR-oriented community development initiatives.

KEYWORDS: local assets, community development, livelihoods, corporate social responsibility, community-based tourism, KATASIK Ar-Razaq, local economic development

I. INTRODUCTION

Corporate Social Responsibility (CSR) has increasingly developed beyond the provision of charitable assistance toward approaches that seek to strengthen community capacity, local institutions, and sustainable livelihoods. In the context of community development, CSR can function as a platform through which companies facilitate communities in identifying, developing, and connecting the resources they already possess with productive and social opportunities. This perspective is particularly relevant in communities where natural resources, local skills, social institutions, and economic activities coexist but have not yet been sufficiently connected to generate broader community benefits. Widhagdha et al. (2022) highlight that community development is an important form of CSR implementation in Indonesia, while its effectiveness is strongly influenced by the characteristics and context of the communities in which programs are implemented. Therefore, understanding CSR requires attention not only to the activities delivered by companies but also to the processes through which communities participate, organize their resources, and develop their own capacities.

One approach that provides a relevant perspective for understanding this process is Asset-Based Community Development (ABCD). Rather than beginning with community deficiencies, ABCD emphasizes the identification and mobilization of existing assets, including human resources, community organizations, natural resources, skills, and local economic potential. Within CSR-based community development, an asset-based perspective enables program interventions to be connected with resources that are

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already embedded within the community. Riyanti and Raharjo (2021) explain that an asset-based approach can support CSR implementation by making community potential a foundation for designing and developing empowerment programs. Such an approach is important for sustainability because local assets can continue to be managed and developed by communities beyond individual program interventions.

The connection between local assets and livelihoods is also relevant to Community-Based Tourism (CBT), particularly when tourism development is integrated with existing community economic activities. CBT positions local communities not merely as beneficiaries but as actors involved in planning, managing, and utilizing tourism resources. Asmoro et al. (2021) associate CBT with community participation, capacity strengthening, stakeholder partnerships, local economic benefits, and destination sustainability. Consequently, community-based tourism can become more than a destination-development strategy when tourism resources are connected with agriculture, fisheries, livestock, local product development, and other livelihood activities.

This perspective is particularly relevant to the KATASIK Ar-Razaq Program developed by PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya in Kampung Sindangkasih, Kelurahan Sukanagara, Kecamatan Purbaratu, Tasikmalaya City, Indonesia. The program was developed in an area where water-based tourism potential exists alongside agricultural, fisheries, and livestock activities. However, the development of these potentials has faced limitations related to tourism infrastructure, business capital, and destination management capacity. Rather than addressing these issues through a single intervention, KATASIK Ar-Razaq connects several dimensions of local development, including integrated agriculture, fisheries, livestock, local product processing, tourism infrastructure, and renewable energy.

The program also involves multiple actors with different roles. PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya functions as a CSR facilitator, while community organizations such as Dewan KATASIK and the Mekar Fajar Women Farmers Group participate in managing the area and developing local products. Local government provides institutional and policy support, while other partners contribute to capacity strengthening and marketing. This arrangement indicates that the development process is not structured as a one-directional transfer of resources from the company to the community, but involves the combination of resources, capacities, and responsibilities among different stakeholders.

Nevertheless, the existence of multiple activities within a CSR program does not, by itself, explain how these activities become an integrated community development process. Agriculture, fisheries, livestock, tourism, infrastructure, renewable energy, and local product processing may operate as separate interventions unless there are mechanisms that connect them through community institutions, participation, and local economic opportunities. The national study of KATASIK Ar-Razaq has identified the integration of these activities and the involvement of multiple stakeholders, but a further analytical perspective is needed to understand how local assets are connected to livelihoods and how such connections contribute to a broader model of community development.

This study therefore approaches KATASIK Ar-Razaq not simply as a CSR implementation case or a thematic tourism program, but as a case of connecting local assets and livelihoods through integrated community development. The study examines how existing community assets are identified and mobilized, how different livelihood activities are connected within the program, how community institutions participate in the process, and how collaboration among the company, community, government, youth, and supporting partners contributes to the development of the area. Through this perspective, the study seeks to answer the following questions: (1) how are local assets mobilized and connected with community livelihood activities through the KATASIK Ar-Razaq CSR Program?; (2) how does the integration of tourism, agriculture, fisheries, livestock, local products, and supporting infrastructure shape the community development process?; and (3) how do community institutions and multi-stakeholder collaboration support local ownership and the continuity of the development process?

By addressing these questions, this study contributes to the discussion of CSR-oriented community development by highlighting the importance of moving from individual interventions toward an integrated approach that connects local assets, livelihoods, institutions, and stakeholder collaboration. The KATASIK Ar-Razaq case provides an empirical illustration of how CSR can facilitate the transformation of existing community resources into interconnected economic, social, tourism, and environmental activities. The study consequently emphasizes that the value of CSR in community development may lie not only in the resources introduced by the company, but also in its capacity to facilitate connections among assets, actors, and livelihood opportunities already present within the community.

II. LITERATURE REVIEW

Corporate Social Responsibility (CSR) has increasingly moved beyond the traditional understanding of corporate philanthropy toward a broader approach to social, economic, and environmental development. In community development contexts, CSR can serve as a mechanism through which companies contribute resources, knowledge, institutional support, and facilitation to strengthen local capacities. Widhagdha et al. (2022) argue that community development is an important form of CSR implementation in Indonesia, with its practice shaped by the characteristics of local communities and the relationships among stakeholders. This perspective suggests that CSR should not be assessed solely through the activities or physical assistance provided by companies,

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but also through the extent to which interventions contribute to community capacity, participation, institutional strengthening, and locally grounded development processes.

Within this broader understanding of CSR, community empowerment emphasizes the ability of local communities to identify and utilize resources available within their own environment. One theoretical perspective that supports this orientation is Asset-Based Community Development (ABCD). ABCD shifts the focus of community development from deficiencies and problems toward existing strengths, resources, relationships, and capacities. Community assets may include individual skills, social networks, community organizations, natural resources, cultural knowledge, physical infrastructure, and local economic activities. Riyanti and Raharjo (2021) explain that an asset-based approach can be applied in CSR by positioning community potential as the foundation for program development. Recent Indonesian studies have further emphasized the role of local resources, social capital, individual capabilities, and community knowledge in strengthening participation and sustainable empowerment through ABCD-based interventions (Najamudin & Al Fajar, 2024; Wajdi et al., 2024). This perspective is particularly relevant to CSR because external corporate resources can complement existing community assets without replacing local capacities.

The asset-based perspective is closely related to the concept of livelihoods. Livelihoods encompass the resources, capabilities, relationships, and activities through which individuals and communities sustain their well-being. From this perspective, community development does not necessarily depend on creating entirely new economic activities, but may involve strengthening and connecting activities that already exist. Local agriculture, fisheries, livestock, tourism, food processing, and small-scale entrepreneurship can represent interconnected livelihood components when supported by appropriate institutions, knowledge, infrastructure, and market access. The integration of these activities can create opportunities for diversification and value addition. In CSR-based community development, therefore, the connection between local assets and livelihoods becomes an important analytical issue because the same resource may generate benefits through several interconnected economic activities rather than through a single intervention.

The relationship between local assets and livelihoods is also relevant to Community-Based Tourism (CBT). CBT places local communities in an active position in the planning, management, and utilization of tourism resources. Asmoro et al. (2021) associate CBT with community participation, capacity building, stakeholder partnerships, local economic benefits, and destination sustainability. Indonesian studies have similarly emphasized that community participation, local culture, environmental sustainability, and economic benefits are important dimensions of community-based tourism development (Hanafi, 2024). Suyatna et al. (2024), in their study of community-based tourism in Nglanggeran, Indonesia, further demonstrate the importance of collective community mechanisms in managing tourism resources and generating broader community benefits. These perspectives indicate that tourism can function not only as a destination-oriented activity but also as a platform for connecting local resources, community institutions, and livelihood opportunities.

The integration of tourism with other productive activities is particularly important in communities where tourism resources coexist with agriculture, fisheries, livestock, and local enterprises. In such contexts, tourism can create additional channels for local products, services, knowledge, and community-based economic activities. Agricultural and fishery products, for example, may be developed into processed products and subsequently connected to tourism markets. Likewise, community-managed tourism areas can provide spaces for local economic activities while creating opportunities for interaction among community groups. Thus, CBT can be understood as part of a broader local development system in which tourism supports, and is supported by, other livelihood activities.

Another important dimension of community development is the role of collaboration among stakeholders. Community development programs generally involve actors with different forms of resources, authority, knowledge, and social networks. Companies may contribute financial resources, technical assistance, infrastructure, and facilitation; communities provide local knowledge, social relationships, labor, and ownership of local resources; governments contribute institutional authority and policy support; while other partners may provide technical expertise, market access, training, or networking. Widhagdhha et al. (2022) emphasize the importance of relationships among actors in shaping CSR-based community development, while Kolopaking et al. (2019) demonstrate that synergy among companies, communities, and government institutions can strengthen CSR contributions to village development. More recent research on participatory CSR also emphasizes two-way communication and stakeholder involvement as important elements in developing CSR beyond a one-directional assistance model.

However, collaboration does not automatically result in community ownership. Local ownership requires meaningful community involvement in decision-making, implementation, management, and utilization of program resources. External actors may initiate or facilitate development processes, but long-term continuity depends on the capacity of local institutions and community groups to maintain, adapt, and develop activities within their own context. This distinction is important because CSR programs may involve extensive external support during their implementation while still facing challenges related to institutional independence, market continuity, innovation, and regeneration after the intensity of corporate intervention decreases.

Taken together, the literature indicates that CSR-based community development can be understood as a process of connecting local assets, livelihood activities, community institutions, tourism resources, and stakeholder capacities. ABCD provides a

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perspective for understanding how existing community assets become the foundation of development; the livelihoods perspective explains how these assets can support and diversify productive activities; CBT provides a framework for understanding the role of community participation in tourism and local economic development; while stakeholder collaboration explains how different actors contribute complementary resources to the development process. These perspectives are therefore complementary rather than independent, particularly when a community development program integrates several sectors within one intervention.

Despite the growing literature on CSR, ABCD, CBT, and community empowerment in Indonesia, there remains a need to examine how these elements operate together within an integrated community development process. Existing studies frequently focus on particular dimensions such as CSR implementation, tourism development, asset mobilization, or community participation. Less attention has been given to how a CSR program connects multiple local assets and livelihood activities through community institutions and multi-stakeholder collaboration. This study addresses this gap by examining the KATASIK Ar-Razaq CSR Program as a case of integrated community development in which tourism, agriculture, fisheries, livestock, local product processing, renewable energy, infrastructure, and community institutions are connected within a broader development process.

Accordingly, this study uses the concepts of local asset mobilization, livelihoods, community-based tourism, and stakeholder collaboration as complementary analytical lenses. The focus is not simply on identifying the activities implemented through the CSR program, but on examining the relationships among local resources, productive activities, community organizations, and supporting stakeholders. This perspective allows the study to explore how CSR can function as a facilitating mechanism that connects existing community assets with livelihood opportunities and supports the development of local ownership.

IV. RESULTS

A. From Local Potential to an Integrated Community Development Process

The findings indicate that the KATASIK Ar-Razaq Program has developed as an integrated community development initiative rather than as a collection of separate CSR activities. Implemented by PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya in Kampung Sindangkasih, Kelurahan Sukanagara, Kecamatan Purbaratu, Tasikmalaya City, the program connects water-based tourism potential with agriculture, fisheries, livestock, local product processing, infrastructure development, and renewable energy. The integration reflects an attempt to develop the area by connecting resources that are already embedded in the community with activities that can generate social and economic value.

The development process began with participatory planning involving the company, local government, and community representatives. Social mapping, program proposals, work plans, strategic planning, and technical planning through a Detail Engineering Design (DED) were used to align the development needs of the area with local conditions and potential. This planning process became an important foundation because the program was not developed solely from the perspective of the external provider, but through an effort to understand the existing characteristics and development needs of the community.

The resulting interventions covered both physical and productive dimensions. Infrastructure development included the construction of a gateway, improvement of access roads, parking-area preparation, sanitation facilities, and other supporting facilities for the tourism area. At the same time, renewable energy was introduced through a solar power system. These interventions created supporting conditions for the development of productive and tourism activities while introducing an environmental dimension into the development of the area.

The program also developed an integrated productive system involving chili cultivation, chicken farming, and fish cultivation. These activities were not implemented as isolated livelihood projects but were positioned within the broader development of the thematic tourism area. The findings show that the program therefore created several interconnected spaces for community participation, allowing local resources and skills to be utilized across agriculture, fisheries, livestock, and tourism-related activities.

This configuration suggests that the central feature of KATASIK Ar-Razaq is the connection among activities. Tourism provides a development platform, agricultural and fishery activities provide productive resources, livestock contributes to the local economic system, infrastructure supports accessibility and utilization of the area, while community institutions provide the organizational structure required to coordinate activities. Rather than developing one dominant economic sector, the program creates an interconnected local development system.

B. Mobilizing Local Assets into Livelihood Opportunities

The findings demonstrate that the KATASIK Ar-Razaq intervention was largely built around assets that were already available within the community. These assets included agricultural land and skills, fishery resources, livestock activities, water-based tourism potential, local community organizations, and the capacity of community members to develop local products. The role of the CSR intervention was therefore not limited to introducing new resources, but also involved strengthening and connecting existing resources with additional opportunities.

The asset-based character of the program is particularly visible in the integration of agriculture, fisheries, livestock, and tourism. Local productive activities became part of a broader area-development strategy rather than remaining individual household

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activities. The findings show that the program provided opportunities for these assets to be developed through infrastructure, technical support, mentoring, and institutional facilitation. In this process, the community was positioned as an actor possessing resources and capacities that could be developed, rather than merely as a group whose needs had to be addressed.

The development of local products further illustrates the process of asset mobilization. Agricultural and fishery resources were processed into value-added products, including sambal and fish cookies. Support was provided not only for production but also for packaging and marketing. This expanded the local value chain from the production of raw materials toward processing and market-oriented activities.

From a livelihood perspective, the integration of these activities creates opportunities for diversification. Agriculture, fisheries, livestock, tourism, and product processing provide different entry points for community participation. The findings therefore indicate that the program's contribution to livelihoods lies not simply in increasing production, but in creating connections between production, processing, tourism, and marketing.

C. Community Institutions as the Organizational Foundation

Community institutions emerged as an important component of the program's development process. Dewan KATASIK and the Mekar Fajar Women Farmers Group function as local organizational structures through which community members participate in program activities. Their involvement provides a mechanism for organizing activities, managing local resources, and maintaining communication between the community and external stakeholders.

The findings show a gradual shift in the role of community groups from being recipients of CSR support toward becoming actors in program implementation. Dewan KATASIK is involved in the management and development of the area, while KWT Mekar Fajar is involved in production and local product processing. These roles provide the institutional basis for community participation in both tourism and economic activities.

The institutional dimension is significant because physical facilities and economic activities alone do not guarantee continuity. Local organizations provide a structure through which activities can be coordinated and responsibilities can be distributed. The findings indicate that the presence of these groups has created a local management structure that allows community members to participate collectively rather than individually.

At the same time, the findings indicate that institutional strengthening remains an ongoing process. The long-term continuity of the program depends on the ability of local organizations to maintain activities, manage facilities, develop markets, encourage regeneration, and increasingly take responsibility for the development of the area.

D. Connecting Tourism with Local Economic Activities

The development of KATASIK Ar-Razaq demonstrates an effort to position tourism as a platform for local economic development. Water-based tourism is integrated with agriculture, fisheries, livestock, and local product development rather than being treated as a stand-alone destination. This configuration allows tourism-related activities to be connected with other forms of community economic participation.

The findings show that local products can become part of the broader tourism ecosystem. Agricultural and fishery products are not only produced for direct consumption but can be processed, packaged, and marketed as community products. Consequently, the potential economic benefits of tourism are not limited to visitor activities. They can also extend into production, processing, marketing, and community-based entrepreneurship.

This integration is particularly important because it broadens the meaning of tourism development. Instead of focusing exclusively on increasing the attractiveness or physical quality of a destination, the program connects tourism with the everyday economic activities of local residents. Tourism therefore functions as a platform through which existing assets can obtain additional visibility, market opportunities, and economic value.

The findings further show that infrastructure plays a supporting role within this system. Roads, parking areas, sanitation, tourism facilities, and the gateway improve the physical conditions of the area, while the solar power system introduces an element of renewable energy into the development process. Together, these interventions support the development of an area in which tourism, productive activities, and environmental considerations are interconnected.

E. Value Addition and Expansion of Community Participation

A significant finding is the movement from resource utilization toward value creation. Community members involved in agriculture and fisheries were supported not only to produce commodities but also to develop processed products. The development of sambal and fish cookies illustrates how local resources can be transformed into products with additional economic value. Packaging and digital marketing support further extended the process from production toward market engagement.

Capacity building accompanied this process. Through training and mentoring, community members gained experience in production management, processing, packaging, and product marketing. The findings indicate that this process expanded the skills

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required to manage a livelihood activity across different stages of the value chain rather than concentrating only on primary production.

Participation also extended beyond the main community groups through the involvement of local youth. Their participation in training and product marketing provided an additional pathway for connecting community products with broader marketing capabilities and networks. This indicates that the program created opportunities for different community actors to contribute according to their respective capacities.

The resulting changes were observed across several dimensions: community skills in production, processing, packaging, and marketing; stronger roles for local organizations; diversification of agricultural, fishery, livestock, and processing activities; broader social participation; integration of renewable energy; and collaboration among the company, community, government, and supporting partners.

F. Multi-Stakeholder Collaboration and Emerging Local Ownership

The findings demonstrate that the development process was supported by a network of stakeholders with complementary roles. PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya acted primarily as a CSR facilitator and provided support through facilitation, mentoring, infrastructure, and capacity development. Dewan KATASIK contributed to area management and development, while KWT Mekar Fajar focused on production and local product processing. Government institutions provided institutional and policy support, while supporting partners contributed to capacity development and marketing.

The collaboration was not limited to the implementation stage. Stakeholder involvement was also present in planning, monitoring, and evaluation. The findings indicate that this created a process in which different actors contributed different resources and forms of expertise rather than relying entirely on the company as the central actor.

An important indication of emerging local ownership is the increasing role of community organizations in managing activities and connecting the community with external stakeholders. The groups function not only as program participants but also as local intermediaries responsible for organizing activities and managing local resources. This creates a transition from externally

V. DISCUSSION

A. Connecting Local Assets as a Foundation for Integrated Community Development

The findings suggest that the distinctive feature of KATASIK Ar-Razaq lies not in the number of interventions implemented, but in the way different local assets are connected within a common development process. Agriculture, fisheries, livestock, water-based tourism, local product processing, community organizations, and renewable energy were developed within the same geographic and institutional setting. This configuration provides an important distinction from CSR interventions that focus primarily on delivering individual forms of assistance.

From an Asset-Based Community Development (ABCD) perspective, the KATASIK approach illustrates how community development can begin with resources already available within the local context. The community was not positioned solely as a recipient with identified needs, but as an actor possessing productive resources, knowledge, skills, social organizations, and economic potential. This finding is consistent with the asset-based perspective discussed by Riyanti and Raharjo (2021), as well as more recent Indonesian studies emphasizing the mobilization of local resources and social capital as foundations for community empowerment.

However, the findings also suggest that the existence of assets alone does not automatically generate development outcomes. Agricultural land, fishery resources, livestock activities, tourism potential, and community organizations become more productive when they are connected with infrastructure, knowledge, mentoring, market opportunities, and institutional support. In this sense, the contribution of the CSR intervention can be understood as facilitating the connections between different forms of capital that already exist within the community.

This finding expands the application of ABCD in CSR contexts. The role of the external actor is not necessarily to replace local assets with external resources, but to strengthen the conditions under which local assets can be mobilized. In KATASIK Ar-Razaq, corporate support provided infrastructure, facilitation, mentoring, and networking, while the community contributed local resources, knowledge, organizations, and participation. The development process therefore emerged from the interaction between external facilitation and internal community assets.

B. Livelihood Integration Rather Than Single-Sector Empowerment

The integration of agriculture, fisheries, livestock, tourism, and local product processing indicates that KATASIK Ar-Razaq operates through a diversified livelihood orientation. Rather than concentrating community development on one economic activity, the program creates several connected opportunities for local participation. This finding is important because livelihood development in community settings is often shaped by the ability of households and groups to combine different resources and activities.

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The development of local products provides a clear example of this process. Agricultural and fishery resources were transformed into processed products, including sambal and fish cookies, while support was provided for packaging and marketing. The process therefore extends beyond primary production and creates additional stages within the local value chain. From a livelihood perspective, this represents a movement from simply utilizing local resources toward increasing their economic use through processing and market engagement.

The findings are also consistent with the broader community development literature, which emphasizes that local economic strengthening requires more than the availability of natural resources. Communities require skills, organizational capacity, infrastructure, market connections, and institutional support to transform resources into sustainable economic opportunities. In this case, CSR facilitation contributed to creating some of these enabling conditions.

Importantly, the findings should not be interpreted as evidence that all integrated activities automatically produce higher household income. The qualitative evidence supports the existence of diversified activities, increased skills, product development, and broader opportunities for participation. Whether these activities generate sustained economic improvements at the household level would require additional longitudinal and quantitative assessment. The more immediate contribution identified in this study is the creation of connections across stages of the local economic system.

C. Community-Based Tourism as an Economic and Social Platform

The KATASIK case also demonstrates that community-based tourism can function as a platform for broader community development rather than simply as a strategy for attracting visitors. Water-based tourism is connected with agriculture, fisheries, livestock, local products, infrastructure, and community participation. This configuration is consistent with the principles of Community-Based Tourism (CBT), which emphasize local involvement in the development and utilization of tourism resources.

The significance of this finding is that tourism and livelihoods are not treated as separate domains. Tourism provides a context in which locally produced goods and community activities can obtain additional visibility and potential market access. At the same time, the quality and attractiveness of the tourism area are supported by the productive and social activities taking place within the community. This creates a reciprocal relationship between tourism development and local economic activities.

The findings therefore support the argument that CBT can contribute to local development when communities are positioned as actors rather than simply service providers or beneficiaries. The involvement of Dewan KATASIK and KWT Mekar Fajar provides an institutional mechanism through which community members can participate in the management and economic activities associated with the area.

This interpretation is consistent with Indonesian research on CBT, which emphasizes participation, local economic benefits, institutional cooperation, and sustainability. However, the KATASIK case adds an important dimension: the tourism platform is connected to multiple livelihood sectors. Consequently, the potential benefits of tourism are distributed through a wider network of productive activities rather than being confined to tourism services alone.

D. CSR as Facilitation and the Development of Local Ownership

One of the most important findings concerns the changing relationship between the company and the community. The role of PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya appears primarily as a facilitator through infrastructure provision, mentoring, capacity development, and stakeholder networking, while community organizations increasingly perform operational and management roles.

This pattern is consistent with the development-oriented understanding of CSR, in which corporate intervention is expected to strengthen community capacity rather than create permanent dependence. Widhagdha et al. (2022) emphasize the importance of understanding CSR within the local social context and relationships among actors. Similarly, research on CSR-based village development highlights the importance of synergy between companies, communities, and government institutions.

The KATASIK findings suggest that facilitation becomes more meaningful when corporate resources are combined with community resources. Infrastructure, training, and mentoring become development instruments when they enable community groups to perform activities using their own local assets. In this sense, local ownership is not defined by the absence of external support, but by the increasing capacity of local actors to manage and develop activities.

At the same time, the findings indicate that local ownership remains an emerging process. The existence of community organizations does not necessarily guarantee long-term independence. Continued market development, management capacity, innovation, maintenance of facilities, and regeneration of community members remain important. Therefore, the transition from company-led facilitation toward stronger community leadership should be understood as a gradual process rather than an immediate outcome.

E. Multi-Stakeholder Collaboration as a Connecting Mechanism

The KATASIK case further demonstrates that integrated community development requires different forms of resources that are unlikely to be available from a single actor. PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya contributed corporate

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resources and facilitation; community organizations contributed local knowledge and operational capacity; government institutions provided institutional and policy support; youth contributed additional capabilities in marketing and product development; and supporting partners strengthened specific capacities.

This arrangement reflects the collaborative character of contemporary community development. Rather than treating stakeholders as supporting actors around a company-led program, the findings indicate that different stakeholders contribute complementary resources to the same development process. Such collaboration is particularly important when the program combines tourism, economic development, infrastructure, environmental considerations, and institutional strengthening.

The role of government is particularly significant because institutional support can extend program benefits beyond the boundaries of CSR intervention. The support for the utilization of KWT Mekar Fajar products in local government activities provides an example of how community products can obtain institutional recognition and market opportunities outside direct corporate support.

Nevertheless, stakeholder collaboration should not be understood simply as the presence of multiple actors. Meaningful collaboration requires the coordination of roles and the connection of different resources. In KATASIK, collaboration becomes relevant because each actor contributes something different to the development process. The company facilitates, the community manages and produces, government provides institutional support, and partners strengthen particular capacities. This complementarity is what makes the collaboration relevant to the integrated development model.

F. From Physical Intervention to a Connected Development System

A broader interpretation of the findings is that KATASIK Ar-Razaq illustrates a transition from infrastructure-oriented CSR toward a more connected community development system. Physical interventions such as roads, sanitation facilities, the gateway, parking areas, and tourism infrastructure remain important, but their significance extends beyond the physical outputs themselves. They provide enabling conditions for community economic activities and tourism development.

Similarly, the solar power system represents an attempt to introduce an environmental dimension into an otherwise predominantly economic and tourism-oriented development process. Although the present study does not measure the environmental performance or long-term energy savings of the intervention, its inclusion demonstrates that environmental considerations can be incorporated into the design of a community development area.

The important point is therefore the relationship among interventions. Infrastructure supports tourism; tourism provides a platform for local products; agricultural and fishery activities provide raw materials; processing creates additional value; community organizations coordinate activities; and stakeholders provide complementary support. These relationships form a system in which the value of one intervention can be strengthened by its connection with another.

This finding provides a more nuanced understanding of CSR-based community development. The effectiveness of a program may not depend primarily on the scale of individual interventions, but on whether different interventions are connected to a coherent local development process.

G. Implications for CSR Practice and Community Development

The KATASIK case has several implications for CSR practice. First, program design can benefit from beginning with an asset-mapping process that identifies existing community resources, organizations, skills, and economic activities before determining the form of corporate intervention. This can reduce the risk of designing programs that operate separately from local livelihood systems.

Second, CSR programs can be designed around connections rather than individual activities. Instead of treating agriculture, tourism, product development, infrastructure, and capacity building as separate components, they can be organized according to how one activity supports another. Such integration may create more opportunities for local value creation and community participation.

Third, community institutions should be treated as part of the development infrastructure. The presence of Dewan KATASIK and KWT Mekar Fajar demonstrates that local organizations provide an important mechanism for translating external support into community-managed activities. Strengthening these institutions should therefore receive the same attention as physical infrastructure and economic activities.

Fourth, stakeholder collaboration should be designed around complementary roles. The KATASIK experience suggests that companies, government, community groups, youth, and supporting partners can contribute different resources to the same development process. The challenge is to ensure that these roles gradually strengthen local ownership rather than create continued dependence on external actors.

Finally, sustainability should be understood as a process of increasing local capacity. The findings indicate that KATASIK has established several foundations for continuity, including community institutions, economic activities, skills, stakeholder networks, and government support. However, long-term sustainability still requires continued attention to market access, management capacity, innovation, facility maintenance, and regeneration.

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Overall, the discussion indicates that KATASIK Ar-Razaq can be understood as an integrated community development model in which CSR functions as a connector among local assets, livelihood activities, tourism resources, community institutions, and stakeholder capacities. Its relevance lies not in any single intervention, but in the relationships created among these components. This perspective provides a basis for understanding how CSR can support locally grounded development while gradually strengthening the role of communities as actors in managing their own resources and development opportunities.

VI. CONCLUSION

This study demonstrates that the KATASIK Ar-Razaq CSR Program can be understood as an integrated community development approach that connects local assets, livelihood activities, community institutions, tourism, and multi-stakeholder collaboration. Rather than treating community empowerment as a series of separate interventions, the program brings together existing agricultural, fisheries, livestock, tourism, and social resources within a more connected development process. This approach enables local resources to serve multiple functions, including productive activities, tourism development, local product processing, community participation, and institutional strengthening.

The findings also indicate that the role of CSR can extend beyond the provision of physical infrastructure or material assistance. In the KATASIK Ar-Razaq case, PT Pertamina Patra Niaga Fuel Terminal Tasikmalaya functions primarily as a facilitator that supports planning, capacity development, infrastructure provision, partnerships, and the connection of community initiatives with external resources. At the community level, institutions such as Dewan KATASIK and KWT Mekar Fajar provide an organizational foundation for managing tourism activities, developing local products, and sustaining productive activities. This demonstrates the importance of strengthening community institutions as part of CSR strategies, particularly when the objective is to encourage greater local ownership and continuity.

The integration of tourism with agriculture, fisheries, livestock, and local product development further suggests that community-based tourism can function as a platform for connecting different livelihood activities rather than operating as a stand-alone economic sector. Local resources can be transformed into products and experiences that are connected to the broader identity and potential of the community. In this process, stakeholder collaboration becomes an important mechanism for combining complementary resources, knowledge, institutional support, and community participation.

From a community development perspective, the KATASIK Ar-Razaq experience highlights the relevance of an asset-based and connection-oriented approach to CSR. Sustainable community development is not determined only by the number of interventions delivered, but also by how effectively local assets, community capacities, institutions, economic activities, and external support are connected. The case therefore provides a practical illustration of how corporate social responsibility can contribute to the development of a locally grounded system in which communities increasingly participate as actors and managers of their own development.

Nevertheless, this study is based on a qualitative case study of one CSR program and therefore focuses on understanding the development process, community participation, institutional roles, and relationships among program components within a specific local context. The findings should consequently be interpreted in relation to the characteristics of KATASIK Ar-Razaq and its community setting. Future research could examine the longer-term sustainability of the model, particularly the development of independent community management, market continuity, innovation, infrastructure maintenance, and community regeneration. Further studies could also compare similar CSR-based community development initiatives across different locations to identify how asset integration and stakeholder collaboration can be adapted to other local contexts.

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