

Empowering Women in Lokal Communities Through PT Borneo Indobara's CSR Initiatives: Sustainable Strategies for Local Uniform Production

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ABSTRACT:

This study explores how Corporate Social Responsibility (CSR) and Creating Shared Value (CSV) programs can empower local communities, particularly women, by integrating them into the uniform production supply chain of PT Borneo Indobara (PT BIB). The study focuses on identifying challenges faced by local tailors, analyzing root causes through qualitative methods, and proposing sustainable business solutions. Findings showed the presence of skilled local tailors, several barriers hinder their ability to meet companies' standards, including limitations in equipment, access to raw material, quality control and market. Additionally, weak institutional governance and financial constraints limit their ability to scale production. To address these issues, the study proposes a business solution framework based on Shared Value Framework (SVF) and Theory of Change (ToC). These frameworks integrate local empowerment with business strategy, ensuring that PT BIB's uniform production not only meets safety standards but also encourages local economic development. The research highlights that empowering local woman through structured skills training, access to financing and establishment of Koperasi based governance can enhance their competitiveness. Furthermore, collaboration with stakeholders, including government support and private sector involvement, is crucial to sustaining long-term impact. By localizing uniform production, PT BIB not only strengthens its social responsibility efforts but also creates supply chain that aligns with the CSV. This study contributes to the discussion of sustainable development in mining communities, how CSR initiatives can evolve beyond philanthropy into impactful economic interventions.

Keywords: Corporate Social Responsibility (CSR), Creating Shared Value (CSV), Local Economic Development, Women Empowerment, Uniform Production, Mining Industry

INTRODUCTION

The mining industry in Indonesia is one of the main sectors that contributes greatly to the national economy (Halim, 2024; Nasih et al., 2019; Sutriadi et al., 2024). With abundant natural resources, Indonesia is known as the largest producer of several mining commodities such as coal, nickel and gold. This sector's contribution is reflected not only in generating state revenue but also in providing employment for millions of people, particularly in remote areas where mines operate. However, despite its significant contribution, the mining industry also faces major challenges related to work safety and social responsibility towards the surrounding community (Anong, 2019; Ansu-Mensah et al., 2021; Haroon et al., 2025).

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Occupational safety in the mining industry is a critical concern due to the high risks in the mining environment (Abbasi, 2018; Arthur-Holmes & Busia, 2022; Bofinger & Cliff, 2019; Rudakov et al., 2021). Mine workers are faced with various hazards, ranging from coal dust exposure, extreme temperature conditions, heavy equipment movement, to the high potential for mining accidents. To mitigate these risks, the Indonesian government has implemented several regulations focused on safeguarding worker safety, including the requirement for the use of Personal Protective Equipment (PPE). This PPE includes essential equipment such as helmets, safety shoes, masks, goggles, and special uniforms designed to protect workers from the inherent risks in mining (Alvarado-Ibarra & Burrola-Núñez, 2022; Brisbane et al., 2022; Watson et al., 2019).

Uniforms play a dual role in the mining industry as they are part of the PPE and serve as a strategic element for creating a safer, more efficient work environment (Eilers, 2023). These uniforms are made from materials resistant to harsh conditions, such as extreme heat, dust, and chemicals frequently found at mining sites. Reflective elements are typically incorporated to improve visibility in low light conditions or at night, while ergonomic designs enhance comfort and protection, allowing workers to operate safely in demanding environments. By prioritizing safety through appropriate uniforms, companies not only protect their workforce but also foster a culture of safety and improve operational efficiency. Therefore, work uniforms that meet Occupational Safety and Health (OSH) standards are an important element that not only serves as a corporate identity but also as physical protection for workers from various potential hazards in the field (Blanc & Pereira, 2020; Gerding et al., 2023; Rotaru & Cioca, 2024).

Beyond safety responsibilities, mining companies also face significant social responsibilities (Yakovleva, 2017). PT Borneo Indobara (BIB), like other mining firms, is obligated to implement Corporate Social Responsibility (CSR) programs to support communities surrounding their operations. CSR programs typically focus on diverse areas, including economic development, education, healthcare, socio-culture, environmental conservation, and infrastructure development. This aligns with the mandate under the Ministry of Energy and Mineral Resources Regulation No. 1824 K/30/MEM/2018, which requires companies to play an active role in improving the welfare of local communities through community empowerment initiatives.

Implementing CSR programs enables mining companies to build stronger relationships with local communities (Dobele et al., 2014; Jackson et al., 2023). These programs allow companies to positively impact local welfare while fostering closer ties with communities, thus promoting harmony in mining areas. Such efforts can reduce potential social conflicts and increase community trust, essential for securing a Social License to Operate (SLO), which is crucial for the sustainable operation of mining companies.

PT Borneo Indobara gives an example this commitment to social responsibility through its comprehensive CSR initiatives aimed at enhancing the welfare of surrounding communities. These initiatives extend beyond traditional philanthropy by focusing on sustainable empowerment programs. BIB offers skills training and supports the growth of micro, small, and medium enterprises (MSMEs), which drive local economic activity. The company also pays special attention to vital sectors such as agriculture, fisheries, and livestock, which constitute the primary sources of livelihood in the mining area, particularly in ring 1 communities.

In addition to CSR, mining companies are increasingly adopting the Creating Shared Value (CSV) concept, a strategic approach designed to produce broader economic and social benefits. CSV emphasizes creating mutual value, benefiting both companies and communities. CSR and CSV activities intersect to build sustainability and shared value. While CSR centers on corporate social responsibility through programs aimed at improving community welfare, CSV focuses on generating sustainable economic value by aligning business objectives with social interests. By designing CSR initiatives based on CSV principles,

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companies like BIB can achieve a more significant impact, enhancing both their business performance and local welfare. Empowering local communities through entrepreneurship programs or skills development that supports the company's supply chain gives an example this synergy, creating a mutually beneficial arrangement for both parties.

To further enhance the impact of CSV, engaging women as key contributors in local economic development presents a powerful opportunity. Women plays an instrumental role in driving social and economic development, especially within communities surrounding mining areas. Although often not directly involved in mining operations, women significantly contribute to sustaining family and community economies, acting as a key agent in stabilizing and sustain local resilience. In these regions, women's involvement in economic activities and community support aligns with the broader social responsibilities that mining companies, such as PT Borneo Indobara (BIB), are expected to uphold. By engaging women in empowerment and economic programs, BIB not only strengthens local economic growth but also fulfills regulatory mandates that highlight the importance of corporate participation in community welfare. Through targeted initiatives like skills development and support for small businesses, BIB harnesses the potential of women to create enduring positive impacts, fostering inclusive and sustainable development that benefits both the company and the broader community.

Previous studies have examined occupational safety and social responsibility in the mining sector. For instance, Kusnadi and Wahyudi (2020) emphasized the critical role of Personal Protective Equipment (PPE) and safety uniforms in minimizing workplace hazards in Indonesian mining operations, noting improvements in safety compliance when ergonomic designs and reflective materials were implemented. Meanwhile, Putra et al. (2021) explored the impact of Corporate Social Responsibility (CSR) programs on community welfare surrounding mining sites, demonstrating that empowerment initiatives, especially those targeting women's economic participation, significantly enhanced local socio-economic resilience and company-community relations. However, these studies have largely treated occupational safety and CSR initiatives separately, without fully addressing the integrated approach of how safety practices combined with strategic CSR and Creating Shared Value (CSV) concepts can synergistically improve both operational safety and community development.

The purpose of this research is to analyze the interplay between occupational safety practices—specifically the role of PPE uniforms—and CSR programs incorporating CSV principles in enhancing both workplace safety and community welfare at PT Borneo Indobara's mining operations. The research benefits include offering practical recommendations to mining companies on improving safety compliance and maximizing social impact through integrated safety and CSR programs.

RESEARCH METHODS

A qualitative approach is employed to gain a deep understanding of the current business environment, analyze challenges, formulate strategies, and propose new developmental pathways. This choice is crucial as it aims to explore how Corporate Social Responsibility (CSR) and Creating Shared Value (CSV) initiatives can influence community empowerment and local economic development, particularly through women's empowerment. Rather than emphasizing numerical data, this approach highlights the lived experiences, processes, and outcomes of the communities involved. The method selected for this qualitative study is a case study, which enables an in-depth examination of a specific instance, allowing the researcher to investigate program implementation, challenges encountered, and the resultant social and economic impacts. As noted by Robert E. Stake (1995), case studies focus on understanding the “particularity and complexity” of real-world scenarios, emphasizing not just the results but also the intricacies of the processes and interactions among stakeholders. This methodology employs diverse data

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sources, including interviews, observations, and document analyses, to construct a comprehensive picture of CSR and CSV program effectiveness. The research design outlines a structured flow of the study, beginning with the identification of research problems that inform focused research questions. It proceeds with the collection of qualitative data from both primary and secondary sources, followed by systematic analysis to uncover relevant patterns and insights. The findings are then interpreted in relation to the research questions and integrated with existing literature to ground the outcomes in empirical data and theoretical frameworks. Various solution options are developed based on this analysis, culminating in conclusions and practical recommendations for future research.

The data collection process involves meticulous selection of respondents based on their relevance and involvement in the women's empowerment program at PT BIB, utilizing interviews and focus group discussions (FGDs) to gather rich, contextual information. Secondary data sources, such as literature reviews and company reports, further bolster the understanding of theoretical and practical dimensions of the study.

The qualitative analysis follows a structured process, including data collection, organization, reduction, and thematic analysis, ensuring that findings align with research objectives. Triangulation is employed as a validation technique to enhance credibility, incorporating multiple data sources and stakeholder perspectives to minimize bias. The Tree Diagram serves as a visual tool for root cause analysis, helping to systematically identify and evaluate potential causes of identified problems. This analysis is complemented by the Shared Value Framework and Theory of Change, which guide the development of targeted, sustainable business solutions that address economic and social challenges. The Shared Value Framework integrates social needs with business success through product reconfiguration, productivity redefinition, and local cluster development, while the Theory of Change maps the causal relationships necessary for achieving desired community impacts. Overall, this comprehensive methodology facilitates a nuanced exploration of the interplay between CSR, CSV, and community empowerment, ultimately aiming to inform effective strategies for local economic development.

RESULTS AND DISCUSSION

Data Analysis

a. Define Stage

Currently PT Borneo Indobara (PT BIB) and their partner have a large need for employee uniforms, which is around 47.691 pieces per year to meet the needs of 15.897 employees (data BIB end of 2024), who each get 3 pairs of uniforms. This amount is equivalent around 15.56 billion rupiah annually. Unfortunately, the uniform production process is still carried out outside South Kalimantan, precisely on Java Island, as a result this huge turnover of money doesn't have significant impact on local economy where PT BIB and their partners operate. This condition shows that there are potential activities has not been optimally utilized to empower the surrounding community.

Seeing the potential, PT BIB have high hopes to be able move the uniform production process to South Kalimantan, this step is also in line with PT BIB's CSR Commitment to creating shared value with local communities, strengthening the relationship between companies and communities and encouraging sustainable economic development. Some of benefits can be obtained include improving community welfare through absorption local labour (being tailor), local economic growth and development garment

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sector, where in South Kalimantan there is no garment industry, maybe this program can be an early pioneer.

PT BIB’s operational area covers 22 villages in 5 sub districts, is home to approximately 41.020 residents with significant female population almost half or 49% (20.018 people) according to PT Borneo Indobara’s 2024 report.

Item	Kecamatan Seihi					Kecamatan Angasa					Kecamatan Sungai Loban				Kecamatan Karanj				Kecamatan Teluk Kepayang			Total	
	Wonoarjo	Sidorjo	Sumber Anum	Sumber Makmur	Jombang	Angasa	Buntal	Barjantai	Sumber Bara	Makmur	Karang Indah	Melarijo	Sebamban Baru	Sebamban Lama	Til Mariani	Karanji	Grimulya	Mekamulya	Musika	Waringin Tunggal	Harif		Mangkajene
Profil																							
Demografi																							
Total KK	1.011	459	184	608	433	650	395	892	962	343	1.069	919	764	497	319	279	965	500	447	508	222	382	
Jlh Penduduk	3.104	1.404	621	1.998	1.465	2.659	1.301	2.783	3.066	900	3.515	2.708	2.443	1.565	1.040	877	2.990	1.571	1.481	1.565	652	1.312	41.020
Jenis Kelamin																							
Laki-Laki	1.579	723	331	1.030	766	1.341	655	1.409	1.551	453	1.814	1.345	1.260	808	582	458	1.510	801	776	785	334	691	21.002
Perempuan	1.525	681	290	968	699	1.318	646	1.374	1.515	447	1.701	1.363	1.183	757	458	419	1.480	770	705	780	318	621	20.018
	3.104	1.404	621	1.998	1.465	2.659	1.301	2.783	3.066	900	3.515	2.708	2.443	1.565	1.040	877	2.990	1.571	1.481	1.565	652	1.312	41.020
Jumlah																							41.020

Figure 1. Population in Ring 1 PT BIB

Although the presence of women is quite large , the tailoring sector which has a potential for economic empowerment, currently employees only 71 women. They generally acquire skills through training at Balai Latihan Kerja (BLK) at district level. The skill levels of these local tailor vary widely, ranging from basic sewing to intermediate competencies, this gap is a challenge and promising opportunity for PT BIB. On the one hand, the current skill level may not be able to immediately meet the production standards required by company.

b. Measure Stage

At this stage, the author explores the problems faced in local uniform production and potential solution, author will conduct in depth interviews and FGDs with various relevant informant.

1) Data Collection Process

Interview and FGD’s were conducted gradually in Desember 2024 – January 2025.

No	Informant(s)	Person	Code	Method	Where
1	Local Woman Aspiring Tailors	5	INF.1.1 INF.1.2 INF.1.3 INF.1.4 INF.1.5	FGD's	FGDs were conducted in sub district by inviting potential beneficiary participants
2	Existing Local Tailor	4	INF.2.1 INF.2.2 INF.2.3 INF.2.4	Interview	the author came to their home, because they usually open their own sewing businesses at home
3	Business Head & PIC CSR PT BIB	2	INF.3.1 INF.3.2	Interview	the author came to PT BIB's office and do interview with Business Head PT BIB and PIC Economic Program in CSR Department
4	Village government Representative	2	INF.4.1 INF.4.2	Interview	the author conducted by going directly to their office and also by telephone or whatsapp
5	Beneficiaries's family	2	INF.5.1 INF.5.2	Interview	the author came to their home
6	Technical Training Institution	2	INF.6.1 INF.6.2	Interview	the author conducted by zoom and also by telephone or whatsapp
7	Raw Material Distributor	1	INF.7.1	Interview	The author came to their shop
8	PT BIB's Partners	2	INF.8.1 INF.8.2	Interview	the author conducted by going directly to their office, zoom and also by telephone or whatsapp

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Figure 2. Interview and FGDs Process with Informant(s)

The data analysis process in this study began with recording all the words spoken in the interviews exactly (Verbatim transcripts). After that, the author made a kind of dictionary or list keywords (Koda Book) that will be used to categorize the data, then the author will explain in detail every important event in the interview/FGDs.

Furthermore, the author compared answers from different groups of respondents to find common patterns or themes. These data are then grouped based on certain categories, after the data is grouped, the author analyzed the data to answer the research questions posted at the beginning.

c. Analysis Stage

After the interviews and FGDs were completed, the next step was to analyze the data using the coda approach, which identifies patterns, themes and categories that emerged from discussions. The following is the conformity of the coding data with the reference:

Main Category	Coding Data	Description	Reference
Challenges	Production Capacity	Factors that become obstacles in the local uniform production process, both from a technical and operational perspective	(Heizer & Render, 2004) "assertion that operational inefficiencies significantly hinder manufacturing performance"
	Product Quality		
	Availability of raw materials		
	Infrastructure		
	Cost Production		
Opportunities	Local Human Resource Potential	Opportunities that can be utilized to increase uniform production capacity and empower local communities	(Porter & Kramer, 2011) "opportunities for community based production, such as leveraging local human & natural resources, can enhance both economic impact and social empowerment"
	Local Natural Resource Potential		
	Local Market		
	Economy Impact		
Support	PT BIB's Role	Support from various parties to support local uniform production and local community empowerment	(Porter & Kramer, 2011) "Effective support from stakeholders, including corporations & government is critical for driving local economic development"
	The Government's Role		
	CSR and CSV Program		
	PT BIB initial Support		
Empowerment	Sewing skills training	Programs designed to increase women's capacity to produce local uniforms	(Ambar Teguh Sulistiyani, 2004) "Empowerment through skill training, particularly for woman, is an essential strategy for sustainable development"
	Women empowerment program		
	Feedback on initial training		
Collaboration	Collaboration between stakeholders	Cooperation between PT BIB, government, other parties to strengthen the local uniform production ecosystem	(Porter & Kramer, 2011) "is pivotal in creating an ecosystem that supports the scalability and sustainability"
	External Partnership		
Local Context	Background and experience of participants	Local elements that influence the implementation of empowerment and uniform production programs	(Blakley, 2010) "Understanding the local context, including community needs and cultural characteristic, is critical to the success of empowerment program"
	Local Community Characteristics		
	Community needs		

Figure 3. Conformity of the Coda to the Reference

To address research question number one (1) about the root causes of issues in local uniform production not meeting company standards, the analysis begins with a category-based approach—challenges, opportunities, support, empowerment, collaboration and local context. Using tree diagram method, this stage map technical, operational, and social factors systematically to identify root causes and provide a foundation for appropriate solutions.

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1) Tree Diagram Analysis

The analysis starts by identifying the main problem, which is the mismatch of local uniform production with company standards, which is broken down into specific elements such as human factors (man), technology or equipment (machine), raw materials (materials), work methods (method), quality measurement (measurement), and financing (money), Market, Collaboration and Regulation according from Interview Result and transform to the Tree Diagram approach.

Based on the interview results summarized in the tree diagram above, the main issues in local uniform production have been identified and grouped into two main aspects, there are : Internal Capacity and External Support. Here's the explanation for each item above:

Internal Factors

a) Man Category

Interviews with local tailors highlighted several human factors issues, mainly related to perceptions and limitations in skill development. Many tailors believe that their current skills are sufficient, leading to a lack of motivation to improve or adapt to more complex techniques that can meet market demands, as mentioned by INF.1.1 as follows:

"I feel that my technical capabilities are sufficient to meet the standards of large companies" (INF.1.1)

This complacency plus a lack of confidence in acquiring new skills or tackling more challenging designs, like stated by INF.1.2

"My ability to suffice a simple design but for high standards and design complexity may need further improvement to meet the standards of the market and large companies" (INF.1.2)

In addition, most tailors focus on "standard tailoring" reflecting limited expertise and lack of diversification in their offerings, as stated by INF.1.3

"Yes, the technical capabilities meet the Company's standards" (INF.1.3)

Interviews with local tailors highlighted several human factors issues, mainly related to perceptions and limitations in skill development. Many tailors believe that their current skills are sufficient, leading to a lack of motivation to improve or adapt to more complex techniques that can meet evolving market demands. This complacency plus a lack of confidence in acquiring new skills or tackling more challenging designs. In addition, most tailors focus on "standard tailoring", reflecting limited expertise and lack of diversification in their offerings.

Currently, many tailors are limited to basic sewing tasks such as simple repairs, which limit ability to meet company standards for more complex, the lack of guidance or mentorship further worsens this problem, as they have no support to resolve technical issues or improve their work. These challenges in the "Man" category significantly impact the quality and productivity of local uniform production.

b) Machine Category

In addition to human factors, another issue faced by these local tailors is the lack of sewing equipment, this was stated by several local tailors in the interview:

"The difficulty we face is the lack of sewing tools" (INF.1.1)

"The need to improve the ability to sew skills, access to modern equipment, procurement of quality and sufficient stock of goods" (INF.1.2)

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"Lack of sewing tools" (INF.1.3)

The limited number of sewing tools limits their ability to handle larger orders or work on multiple projects simultaneously. This problem not only slows down the production process, but also puts a strain on existing tools, which may not be able to handle the workload efficiently. Without proper equipment, the production process becomes less flexible and limits their ability to scale up operations to meet higher demand.

Another important issue is the use of old-fashioned sewing machines. Many tailors rely on outdated equipment that lacks the efficiency and precision needed to produce high quality garments. These machines often require more manual effort and are easy to breakdown and slow down production. The absence of advanced machines, such as embroidery machines forces tailors to outsource certain tasks such as embroidery, so it is increasing production cost and time.

The problem of sewing equipment not only impacts production efficiency, but also the quality of stitches. Out-dated sewing machines are often unable to produce neat and strong stitches. As a result, the products are less attractive to consumers and difficult to compete in the market. In addition, the limited types of sewing machines also limit creativity of tailors in creating unique and innovative designs.

c) Method Category

These local tailors usually work alone and when there are mistakes, they redo the stitches from the beginning, this was said by INF.1.2

"It must determine the work schedule independently which is then used as a time reference for the next process, besides that if there is a mistake in the sewing process, it takes longer (to tell) from the beginning, then many small details must be carefully sewed alone" (INF.1.2)

Issues in the method category is that the sewing process is done individually, which makes time management a significant challenge. Without a collaborative or team-based system, each tailor must handle the entire production process alone from cutting fabric to sewing and finishing. These issues of labor will slow down production and limit the ability to efficiently handle larger or more complex orders.

Another problem is repeated sewing errors, which require tailors to undo and redo their work from the beginning, this not only wastes time but also increases frustration and reduces productivity. In addition, the process of assembling different parts of the garment such as attaching sleeves or collar, is time consuming and often challenging. This adds further delays to the production process, especially for garments with complex designs or many components.

The lack of standardization in work methods can lead to differences in stitching quality between products. Each tailor has different techniques and work speeds, making it difficult to achieve consistency in mass production.

d) Measurement (Quality) Category

Raw materials are also one of the issues revealed in the interview with local tailors, where INF.1.2 said that the difficulty of raw materials and poor quality are often faced

"The limitation of the same stock and raw materials in large quantities or certain materials that are not common used by home tailors. Sometimes the quality of the material does not meet expectations such as poor fabric material, ordinary small incisions that are not durable, different material textures from samples and others". (INF.1.2)

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In this category, limited access to high quality raw materials forces tailors to work with lower quality options, which directly impacts the durability and appearance of the product. Besides that, there is a lack of quality control system because there is no mechanism in place to check or ensure that seams, fabrics and product meet the desired standards. Without quality control, errors and inconsistencies in the final product often go unnoticed.

Additionally, tailors also face difficulties in executing complicated designs, as their current skills, combined with limited materials, limit their ability to create high value products. These challenges not only restrict their ability to compete in the market but also hinder their growth in meeting the standards required for larger or more sophisticated orders.

External Factors

a) Material Category

in running a sewing business, the availability of raw materials is an important factor that effects the smooth running of production, but in 5 sub districts in area ting 1 PT BIB, one of the problems is material, like the local tailors said in interview:

"the difficulty is to ensure that the supply of materials is available in consistent quantities without affecting production schedules and quality" (INF.1.2)

"Lack of equipment and materials in the shop" (INF.1.3)

Tailors sometimes find it difficult to find the materials needed, they only rely on local shops and online stores, this was also conveyed by local tailors who were interviewed

"I usually buy raw materials from shops, local markets and online stores" (INF.1.2)

"Buy from online stores and from nearby stores" (INF.1.4)

Based on the interview, tailors often need to source materials from distant locations, which requires significant travel time and effort. Online purchasing has proven unsuitable due to the inconsistency between the materials displayed in the photo and what is delivered. This lack of nearby sources makes it challenging for tailors to secure the materials they need in a timely and efficient manner. Additionally, the high price of raw materials being another problem as tailors are forced to operate with a limited budget.

These challenges in sourcing and managing raw materials not only increase production costs but also hinder the tailor's ability to meet deadlines and produce high quality garments.

b) Money (Financing) Category

Local tailors develop their business or buy materials with good quality is also difficult to fund, this was conveyed during the interview by INF.1.1

"The process of borrowing money from the bank is difficult, because there is nothing that can be guaranteed" (INF.1.1)

Without formal financing options, tailors are unable to invest in critical resources such as advanced sewing machines, quality raw materials or infrastructure improvements. This financial constraint limits their ability to scale up operations, improve production efficiency or meet higher market demand. It is keeping their operations small and stagnant.

Another challenge is the lack of subsidies from external resources such as government programs or industry grants. This forces tailors to rely entirely on private capital from their own savings, which is often

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insufficient to cover the costs of business developments. Without external support, tailors struggle to compete with larger businesses that have access to better funding and resources.

c) Market Category

Marketing also a problem, because if local tailors are not "seen" by companies how can they invite them to work together, this was conveyed by several local tailors how they market their services:

"Customers usually come through recommendations from friends, neighbors, family, banners and social media" (INF.1.2)

"marketing is usually word-of-mouth, social media" (INF.1.3)

"from person to person" (INF.1.4)

A key issue is the reliance on family, neighbors and friends' recommendations as the primary sources of customers. While this informal network provides an initial base for orders. Depending on personal connections means that the market remains small and localized, reducing opportunities to attract new customers. This approach, while cost effective but lacks scalability and sustainability for long-term business development. Another challenge is the use of word-of-mouth marketing and personal social media platforms such as WhatsApp statuses or Instagram accounts for promotion. This method cannot create a strong brand presence or reach a larger audience.

d) Collaboration Category

The impact of less than optimal marketing is that no one invites these local tailors to collaborate, this was conveyed by one of local tailors INF.1.2

"no one ever invites to cooperate, especially if there is a friend of a fellow tailor who can get a lot of orders given part of the order" (INF.1.2)

The interview results show that collaboration between tailors only occurs informally, such as sharing orders when there are excess orders, but there are no formal collaboration efforts or initiatives from external parties to encourage more organized corporation. This lack of structured collaboration limits the growth potential of local tailors, as they rely on personal networks rather than formal business partnerships. Without external support, these tailors face challenges in accessing larger markets, securing steady orders, and improving their business sustainability. On the other hand, local government can actively supporting local tailors through policy and program initiatives to connect the tailors with broader markets.

e) Regulation Category

Related to the use of uniforms from local tailors, the author also interviewed one of the village officials to find out whether the local government also used its role, this way conveyed by one of the village heads as a Informant (INF.5.1)

"There are no specific rules for the use of uniforms by local tailors and there are no special programs because of the limited human resources in the village" (INF.5.1)

A key issue is the lack of local policy support, without clear policies that prioritize or mandate the use of locally produced goods, such as uniforms, tailors face challenge in securing consistent demand for their services. The lack of supportive policies hinders efforts to integrate local tailors into larger supply chains or institutional procurements systems. Another issue is the lack of attention to local products from policy makers and larger institutions. Local products, including uniforms, are often overlooked.

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Discussion

From the analysis conducted, it was found that the main problem in the production of local uniforms that could not meet company standards was caused by internal and external factors. These problems include the limited skills of tailors (man), lack of supporting tools and technology (Machine), inefficient work methods (Method), and lack of quality control (Measurement). In addition, external factors such as difficult and expensive access to raw materials (Material), limited funding (Money), limited market (Market), and lack of regulation that support local product (Regulation) also strengthen the obstacles. All these factors make local uniform production unable to compete and become part of the supply chain of large companies. The following is the map of Tree Diagram for all root causes found through interview process with several respondents.

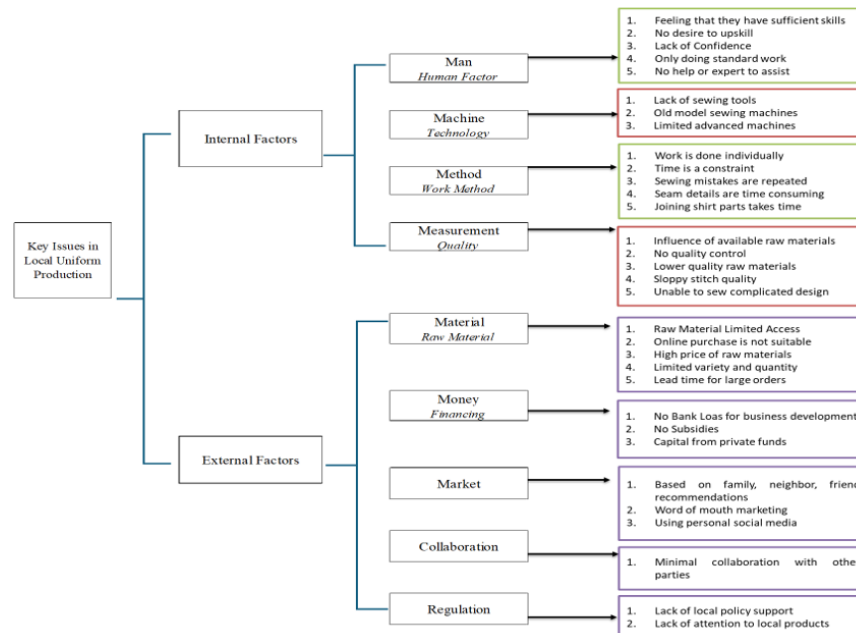


Figure 4. Tree Diagram of Root Cause

To address this issue, CSR and CSV programs can be a strategic solution. And hopefully local uniform production not only meets the needs of companies such as PT. Borneo Indobara and its partners but also provides significant social and economic impacts for local communities.

Based on the analysis above, the first research questions in local uniform production have been identified that hinder its ability to meet the needs of companies such as PT Borneo Indobara (PT BIB). To answer the second research question, the following analysis will focus on the roles and strategies that PT BIB can use through CSR initiatives and CSV approaches to address these challenges. This approach aims not only to support the sustainability of local uniform production, but also to empower local communities, particularly woman as part of the company’s sustainability strategy.

Business Solutions

Empowering Women in Lokal Communities Through PT Borneo Indobara’s CSR Initiatives: Sustainable Strategies for Local Uniform Production

Findings from the previous analysis in tree diagram, indicate that limitations in internal and external factors support key challenges for development of local tailoring businesses. The lack of formal initiatives and structured support means that these enterprises operate independently with limited access to the market and resources. Therefore, a strategic approach is needed to design business solutions that only address these challenges but also create long-term benefits for local businesses.

To address the business issues identified, the business solution in this study was built using the Shared Value Framework (SVF) and Theory of Change (ToC). SVF is used because this approach allows companies to create economic value while providing positive social impacts, so that the strategies implemented are not only oriented towards business profits, but also towards community empowerment. Meanwhile ToC helps in mapping how the designed solution can produce the desired changes through clear and measurable stages.

1) Shared Value Framework Analysis

This research refers to the Shared Value Framework introduced by Porter and Kramer (2018) to analyze the integration of social and business value in the strategy of PT Borneo Indobara (BIB). This framework emphasizes that companies can create shared value by taking advantage of opportunities that provide economic benefits as well as a positive impact, social impact, so businesses and communities can develop in tandem.

In the context of local uniform production challenges, the shared value approach is used to see how PT BIB’s CSR programs can be designed not only to address social challenges but also to create economics benefits for the company. By mapping the identified internal and external factors, this CSV-based CSR strategy can increase local production capacity, support sustainability, and meet the needs of the company and its partners, who require up to 50.000 pcs of uniform annually.

Following the shared value framework analysis into a table that links the key issues identified from the tree diagram above with respondent strategies that create social and business value.

No	Category	Key Issues	Social Value (CSV)	Business Value (CSV)
1	Man <i>Human Factor</i>	Lack of Advanced skills	Empowering women through skill enhancement and confidence-building programs	Access to skilled tailors meeting production standards
2		No Motivation to upskill		
3		Low Confidence		
4	Machine <i>Technology</i>	Outdated sewing machines	Providing modern sewing equipment and training for technology adaptation	Increased efficiency and capacity with modern equipment
5		Limited access to advances machine		
6		Lack of Sewing tools		
7	Method <i>Work Method</i>	Inefficient individual work method	Developing standardized SOPs and collaborative work models for efficiency	Higher production output and reduced time with structured workflows
8		Repeated errors		
9		Long production time		
10	Measurement <i>Quality</i>	No quality control	Implementing quality controls systems and advanced sewing techniques training	Consistent product quality and ability to handle complex orders
11		Inconsistent product quality		
12		Inability to handle complex design		
13	Material <i>Raw Material</i>	Limited access to raw materials	Creating local supply chains and negotiating lower raw material costs	Reliable and affordable material sources, reducing production costs
1		High prices		
14		Low quality and quantity		
2	Money <i>Financing</i>	No access to loans	Facilitating micro financing options and providing subsidies for capital investment	Improved financial stability in tailors enabling scalability and sustainability
15		No subsidies		
3		Reliance on personal funds		
16	Market <i>Marketing</i>	Limited to word-of mouth marketing	Building digital marketing platforms and branding support for local tailors	Expanded market reach and enhanced corporate branding
4		Lack of branding		
17		Lack of digital presence		
5	Collaboration	Minimal collaboration with partners	Fostering partnerships with governemnet and private stakeholders for growth	Stronger value chain integration ad community-business collaboration
18		underutilized local partnerships		
6	Regulation	Lack of supportive regulations for prioritizing local products	Advocating for local product prioritization policies in procurement	Supportive regulatory environment ensuring sustainable operations
19				
7				

Figure 5. Shared Value Framework Analysis

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This table identified issues to a targeted strategy that creates shared value by benefiting both the local tailors (Social Value) and PT BIB (Business value). After identifying key issues and opportunities in local uniform production through the shared value framework, the next step is to breakdown the strategy based on each category to design an integrated CSR program with a CSV approach to create sustainable social and business impact.

A. Man Category

Social Value: programs focus on improving advanced sewing skills and building confidence and providing significant social value. Empowering women through skill training and confidence building programs helps to create economic opportunities and enhance their role in the community.

Business Value: This approach enables PT BIB to acquire a local workforce that is skilled and capable of meeting production standards, so reducing dependency on external resources and ensuring supply chain sustainability

B. Machine (technology) and Method (work method) Category

Social Value: Empowers the local tailors by providing access to tools and modern machines also training that were previously out of their reach, so it can boost productivity and confidence.

Business Value: Increase in production in efficiency and capacity supports the company in meeting production targets on time with maintained quality. In addition, the implementation of SOP-based collaborative working methods resulted in higher output and shorter production time, creating structured professional workflow

C. Material (raw material) and Money (financing) Category

Social Value: creating local supply chains and negotiating raw material prices provides the social benefit of availability of quality material at affordable prices for local tailors. And from Money category, through the facilitation of subsidies for start-up capital creates financial stability for sewing groups and enabling them to grow the business sustainability.

Business Value: with affordable prices of raw materials it can reduce production costs and providing clear business value. And with subsidies in the beginning, hopefully this supply chain can sustain the local uniform production chain in industry scale

D. Market (marketing), Collaboration, and Regulation Category

Social Value: Increasing marketing capacity through digital platforms and local branding provides social value by opening wider market access for local tailors and enabling them to compete in a large market.

Business Value: This strategy expands market reach and enhances the company's image as a supporter of the local economy. In the other hand join collaboration with government and other private sector strengthens supply chain integration and creates synergies between local communities and businesses. Meanwhile policy advocacy to support local product prioritization not only provides protection for local communities but also ensures the sustainability of company operations in supporting community-based economies

With analysis, the Shared Value Framework approach highlights how the integration of social and business values can drive local community empowerment while creating strategic benefits for the company.

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Theory of Change Analysis

To understand how each of the designed interventions can create significant change for local sewing houses, this analysis uses a Theory of Change approach. This approach allows the authors to map the relationship between inputs from interview and FGD all respondents, interventions who become recommendation program CSR, outputs and expected outcomes. This analysis helps identify the key steps needed to achieve the goal, which is the sustainability of local economic development. Here are some recommendations on the results of the previous analysis.

Stage 1.

a. Institutional Governance Category (Integration into Centralized Institution) Collaboration

"Ring 1 of PT BIB covers 22 villages in 5 sub-districts, and according to the regulations of the Ministry of Energy and Mineral Resources 1824/2018, Ring 1 must be accommodated with the Community Empowerment Program (PPM), so all villages are tried to get an empowerment program, of course it is also seen from the potential of their respective villages, but if it is a sewing program, every village should be empowered". (INF.2.1)

One of BIB's CSR team said that sewing program is expected to involve all villages. With an estimated order of around up to 50.000 pcs of uniforms per year, this program has the potential to provide significant additional income for the community.

Inputs: This group will be formed into 5 sub-districts within the Ring 1 area of PT BIB. With 5 sewing groups in each sub district, it is expected that all villages in Ring 1 can be represented in this program, so that the benefits can be felt for the community. Each sewing group is targeted to have an initial quota of around 20 people per sub district. So, in total there will be around 100 people especially women, who will get the opportunity to be empowered through this program.

Recommendation Strategy: To support this program, the first step is: Cooperation with the village is needed to gather participants and create sewing group consisting of existing local tailors and potential new tailors to be empowered, authorized by the village head.

Time: Which is the first step in starting the program and it's recommended to be done in Q1.

The outcomes: collaboration between local tailors can be more effective, the group-based work system allows them to support each other, share skills and increase productivity together.

Integrated Network

In interviews with several existing and prospective new local tailors, author asked "what will be done to ensure that the sewing business can be known by many people, especially large companies such as PT BIB "And out of 5 respondents asked (Informant(s) 1), 3 of them said "Through CSR BIB" and the rest did not know. And from (Informant(s) 8, 3 respondents said the same thing "if we are alone we don't know, but hopefully BIB CSR can help, ". (INF.1 & INF.8)

The interviews show that local tailors are still heavily dependent on PT BIB's CSR support, especially in terms of empowerment and market access. However, CSR PT BIB cannot provide continues support, a strategy is needed so that the businesses started by these tailors can develop independently and sustainably. Inputs: the solution needed is to build an institutional system that can manage this business centrally, so that it can provide sustainability for the tailoring group without full dependence on CSR BIB.

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Recommendation Strategy: as a reference, the model that has been implemented in BIB's CSR program in riil economy sector can be inspiration. BIB CSR has previously established various businesses in villages that were integrated into 22 villages "Integrated Koperasi", which now houses seven business unit under it. Koperasi has become self-sufficient in its institutional and business governance, allowing each business unit to develop sustainably. With a similar approach, five sewing houses in five sub districts could be made into new business units under Koperasi, so that there is someone to coordinate their operations and facilitate market access to large companies. This is important because companies generally find it easier to contract formal business entities with individuals that do not have a formal structure.

Time: to institutionalize the sewing house business unit, strategic steps can be taken in parallel in Q1-Q2, starting with the establishment of a professional organizational structure, SOP's and an organized management system. The outcomes: With this approach Koperasi will have a centralized system that simplifies operating and marketing, while strengthening the sustainability of the local economic institution.

b. Human Resources Governance Category (HR Capacity Building)

Man (Human Factor)

"I feel that my technical capabilities are sufficient to meet the standards of large companies" (INF.1.1)

"My ability to suffice a simple design but for high standards and design complexity may need further improvement to meet the standards of the market and large companies" (INF.1.2)

Input: To improve the capacity of local tailors began with the identification of a need to improve the skills and confidence of local tailors. Input included the need for better training and increased confidence. Recommendation Strategy: is to collaborate with competent garment companies to provide training for them. The focus of this intervention is to improve their skills to meet company standards and build tailors' confidence in receiving large orders. With this approach the tailors not only gain better technical knowledge, but also understand a more professional work system, as applied in the large garment industry.

Time: the implementation of this program recommended in Q2 to Q4 (for 9 months intensive), with the initial step of finding garment companies that are willing to become training partners in designated location of Tanah Bumbu. During this period, participants will receive in-depth technical training, ranging from basic-advanced sewing techniques to an understanding of quality control in accordance with industry standards. This approach not only provides technical skills but also helps to create a more effective and efficient structured work system within sewing group formed.

The outcomes: the results of this program are expected to have a significant impact on the local community. The tailors will have more advanced sewing skills that are in line with the company's standards and will be more confident to handling large orders. Beside that the other outcome, the program will open more employment opportunities for women in the area and allowing them to participate in local economy.

c. Operational Governance Category

Method

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"It must determine the work schedule independently which is then used as a time reference for the next process, besides that if there is a mistake in the sewing process, it takes longer (to tell) from the beginning, then many small details must be carefully sewed alone" (INF.1.2)

Recommendation Strategy: to improve production efficiency and ensure quality is maintained, the strategy that author recommended is to implement a structured team-based working method. In this method, each tailor does not work individually from start to finish but collaborates in one sewing house according to their respective tasks. This approach follows the practice of the large garment industry, where large orders can be completed in a limited time with quality maintained.

"Participants' confidence is built with self-building capacity, it is necessary to increase their confidence by forming neat cooperation and qualified results, so that order processing can be faster" (INF.6.1)

Time: author recommended Q2 to Q4 (parallel with training), with the first step of incorporating the training module into the agreed syllabus. Trainers will provide material on team-based working techniques, how to divide task effectively and how to ensure quality is maintained despite working in a mass production system. The module will teach how to manage time, minimize sewing errors and increase productivity without compromising the quality standards.

From this strategy, the outputs: expected that there will be several significant collaborations among sewers, reducing production time and improving work efficiency. With this approach, the work system of the sewing house will be more professional and ready to face market demand.

Measurement

"Increase efficiency and productivity, improve product quality, reduce errors and failures, increase customer satisfaction". (INF.6.1)

To ensure the quality of uniforms produced meets company standards, the Recommended strategy is to implement a quality control (QC) system and product standards throughout the production process. The QC implementation will include understanding quality standards, product inspection techniques, as well as how to correct production errors before products are delivered to customers.

Time: like the training program (part of), the QC training will be inline with the previous program time during Q2 to Q4 (9 moths), with training methods that include theoretical and practical. The output: the training modules will cover how to conduct quality checks systematically, the implementation of product standards, as well as an intensive monitoring system every team member will understand the importance of maintaining product quality consistently in every stage of production. From this strategy, the expected outcomes: will increase buyers' confidence in the quality of local production, and ultimate increase customer satisfaction.

Stage 2.

d. Operational Governance Category

Machine

"The difficulty we face is the lack of sewing tools" (INF.1.1)

"The process of borrowing money from the bank is difficult, because there is nothing that can be guaranteed" (INF.1.1)

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To increase production capacity and work efficiency in sewing house, the recommended strategy is to produce modern sewing machines and other supporting equipment as business capital for Koperasi – Sewing house business unit. With access to advanced technology, tailors can improve their productivity as well as the quality of their stitches. These machines will provide under “a loan-to-use” scheme, where each sewing house will receive equipment that is centrally managed by the Koperasi as the business coordinator.

Time: these activities can start to be implemented in Q1, with the first step being to procure the machines before the training begins. This way, trainees can immediately use the modern machines in their practical sessions, accelerating the process of adapting to the new technology.

The outcomes: increased productivity of sewing houses, where they can produce more products in less time. In addition, local tailors will be used to using new technology and make the sewing house more competitive and self-reliant in running their businesses, reducing dependency on CSR support.

Raw Material

"Lack of equipment and materials in the shop" (INF.1.3)

"the difficulty is to ensure that the supply of materials is available in consistent quantities without affecting production schedules and quality" (INF.1.2)

"cheaper raw materials are taken directly from the island of Java" (INF.4.1)

To ensure the sustainability of uniform production with lower costs and wider variety of raw materials, the recommended strategy is to assist the Koperasi to collaboration with textile factories outside Kalimantan. With direct contracts between Koperasi and Textile factory, raw materials can be obtained at lower prices and are consistently available. This step is to reduce dependence on local suppliers who often have higher prices and limited stock. In addition, BIB and their partners also require quite a lot of uniforms, so if Koperasi buys in bulk and at the factory, it will certainly reduce production costs significantly and Koperasi can sell the uniforms at a competitive price with factories in java that are commonly used by BIB and its partners.

Time: this strategy can be implemented in Q2, starting with searching for and contracting various textile factories that match the uniform production needs of PT BIB and its partners. After that the Koperasi will sign the contract with a selected supplier and organize the distribution system of raw materials to the sewing house.

The expected outcome is the availability of raw materials at cheaper and more varied prices for local sewing houses and can maintain production at lower costs thus increasing their profits. This step also ensures that local uniform production can still compete with products from outside the region, while supporting local economic empowerment

Stage 3.

e. Business Governance Category

Market

To ensure the sustainability of the local sewing houses businesses, the recommended strategy is establishing Memorandum of Understanding (MoU) between Koperasi and PT BIB to secure uniform orders on an ongoing basis. With this MoU, Koperasi can distribute to 5 houses sewing house orders. In

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addition to also securing an MoU with PT BIB, Koperasi assisted by BIB's CSR should also approach all PT BIB's working partners to be part of and start a uniform manufacturing contract with Koperasi.

Time: for implementing these activities, start initially in Q2, where the Koperasi is parallel improving the skills of its tailor team, the Koperasi business unit is starting to make several approaches to PT BIB and its partners, so that orders for next year can be obtained and the Koperasi is developing a strategy and accelerating stage 1 and stage 2.

From this strategy, some expected outcomes are market certainty for the sewing houses through regular contracts with PT BIB and its partners. Production flow becomes more stable and planned, reducing uncertainty in sewing house operations. Beside that local community will become the main supplier of uniforms for large companies, strengthening the community-based economy, as well as providing wider employment opportunities for women involved in the program.

Money

As part of the empowerment strategy, Koperasi which manages five sewing houses, the recommendation strategy: Koperasi will receive support from PT BIB as CSR Program in form in kind as seed capital. This support included sewing machines, supporting equipment, raw materials for 1st phase from textile factory, and mentoring from experts in garment industry. This recommendation intervention aims to provide business capital as a first step towards economic sustainability for the tailors in the community.

Time: this program will take place for one year, from 1st quarter to the 4th quarter ensuring that all strategy recommendation is followed. The outcome: of this intervention was the provision of startup capital for sewing house operations as well as access for they need without large start up costs. With this support, the sewing houses were able to start operating and expanding without facing significant capital constraints and reducing dependence on subsidies in the long run. The exit strategy is applied by gradually reducing CSR support, from 95% at the beginning of the program until Koperasi can finally finance its own business. With increased community participation and Koperasi can obtain uniform orders, the business can continue independently and sustainably.

Regulation

"there are no specific rules for the uniform use of local tailors" (INF.5)

"there is no special program because it is the reason for the limitation of human resources in the village" (INF.5)

As part of the business governance strategy, advocacy was conducted by the local government to support the sustainability of the program through policies on the use of local products. The strategy recommendation is to push for a regulation that requires companies in the region to use uniforms produced by local tailors.

This approach as a strategy recommendation will be carried out in Q3-Q4 by involving discussions with stakeholders, especially the local government. The expected outcome of this process is a government policy that supports the use of local products, especially in the procurement of uniforms. In addition, this regulation will open great opportunities for local sewing houses to get large orders from various companies operating in the region.

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The outcome: this approach also contributes to regional economic development by creating more job opportunities for local communities

Implementation Plan and Justification

From interview results those local tailors, both those already working and those about to be empowered do not have a steady income, and if they do it is below regional minimum wage (UMR), in Tanah Bumbu around Rp. 3.286.538, based on decree of the Governor of South Kalimantan, number 100.3.3.1/01001/KUM/2023. This condition makes them fall into the category of the poor, according to the world bank standard that sets an income limit of around 2.15 dollars per day per person or around Rp. 967.500 per month with the assumption that 1 dollar is equivalent to Rp. 15.000.

"The previous job was only at home, the monthly income was around Rp. 500,000/month". (INF.3.1)

"previously only at home to help parents by trading, until now there is no income" (INF.3.5)

With the CSR empowerment program, it is expected that their income can increase significantly, as well as open new business opportunities.

"If local tailors can provide the same quality of sewing as the previous tailors we ordered in Java, why not we will also participate in this CSR program. Our total needs in 1 year are about 40,000 pcs, because our total employees are about 7,000 people, where per semester we give 2 uniforms to them, a total of 4 uniforms per year" (INF.7.1)

One of PT BIB's working partners requires around 40.000 pieces of uniform annually and this could be a significant source of orders and income for the local tailoring community. With PT BIB's operational contract lasting until 2036, there is opportunity for the community to develop and take advantage of this program to increase income, upgrade sewing skills and expand the market networks.

If according to the price of sewing services on Java Island for garment industry around Rp. 30.000-50.000/pcs depending on the complexity of the design. If we estimate that local tailors agree at 35.000/pcs for 40.000 pcs (design uniform for mining company little bit complex than other uniform), they can get Rp. 1.400.000.000 only for one working partner of BIB, not other BIB partners. If the total tailor's participants are 100 people in 5 sub-districts, then each will get Rp. 14.000.000/person in one year, or around Rp. 1.166.666/month for additional income. With the count of increased income for local tailors participating in this CSR program, the next step is to ensure the implementation of a structured business solution, so that the resulting impact can be sustained and provide long-term benefits to the community.

CONCLUSION

Based on the research results, it was found that the main challenges in the production of local uniforms for PT Borneo Indobara (PT BIB) and surrounding companies stem from both internal and external factors. Internally, limited skills, inadequate equipment, and non-standard production methods hinder the ability to meet uniform specifications. Externally, challenges such as access to quality raw materials, limited business capital, and lack of market access impede local production's competitiveness against larger suppliers from outside Kalimantan. The absence of regulatory support further complicates the development of the sewing industry in mining areas. To tackle these issues, PT BIB has adopted a strategy combining Corporate Social Responsibility (CSR) and Creating Shared Value (CSV), focusing on

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enhancing tailor skills through training, providing modern sewing machines, strengthening business management via cooperatives, and collaborating with textile factories for affordable, high-quality raw materials. This strategy links CSR initiatives to business needs, generating social impact while fostering a sustainable local supply chain.

Furthermore, employing the Shared Value Framework (SVF) and Theory of Change (ToC) ensures that business solutions yield long-term benefits, with SVF identifying economic value creation while empowering the community, and ToC mapping necessary change stages for effective local production. The program's implementation holds significant potential to enhance community welfare, particularly for women, by creating job opportunities, reducing unemployment, increasing family income, and strengthening the local economy. With government support, this initiative could serve as a model for other companies aiming to integrate business strategies with community empowerment. Overall, this research affirms that the CSR and CSV integration strategy in local uniform production represents a viable business approach that not only generates profits but also promotes community-based economic growth, aligning with the Sustainable Development Goals (SDGs) in poverty alleviation, gender equality, and inclusive economic growth.

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