

# Adaptive Agripreneurship: How CSR Partnerships Empower Disabled Farmers for Economic Independence

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## History of Article:

Submitted: Jan 05, 2025

Accepted: Jun 16, 2025

Published: Jun 18, 2025

## Citation Style (APA):

Nurhayati, S., Munggarani, F., Boriboon, G., Jacob, U. S., Lotfi, Z. F. (2025). Adaptive Agripreneurship: How CSR Partnerships Empower Disabled Farmers for Economic Independence. *Prosperity: Journal of Society and Empowerment*, 5(1), 1-18  
<https://doi.org/10.21580/prosperity.2025.5.1.25286>

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Journal of Society and  
Empowerment

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**Abstract:** This study examines the impact of Corporate Social Responsibility (CSR) partnerships on empowering disabled farmers within the "Tumbuh Mandiri Cimahi" (TUMAN) Disabled Farmers Group in Indonesia. It tackles the key challenges faced by marginalized communities, including limited resources, inadequate skills, and restricted market access. Using a qualitative case study approach, data were gathered through in-depth interviews, non-participatory observation, and document analysis involving TUMAN members and relevant stakeholders. Thematic analysis indicated that CSR engagement significantly enhances participants' agricultural skills, income security, and sense of social inclusion. The program provides customized training, adaptive farming tools, and market connections, enabling participants to attain greater economic independence. Moreover, TUMAN prioritizes local partnerships and ongoing capacity-building, which supports long-term sustainability. The findings illustrate that CSR can serve as a transformative force in disability-inclusive agripreneurship, promoting both social equity and economic resilience in rural areas. This research contributes to the discourse on inclusive community development by presenting a replicable model that integrates CSR with empowerment-focused strategies. The study offers practical insights for policymakers, development practitioners, and CSR stakeholders dedicated to advancing inclusive and sustainable rural livelihoods.

**Keywords:** Corporate Social Responsibility, Empowerment, Agripreneurship

**Abstrak:** Penelitian ini mengkaji peran kemitraan Corporate Social Responsibility (CSR) dalam memberdayakan petani disabilitas yang tergabung dalam Kelompok Tani Disabilitas "Tumbuh Mandiri Cimahi" (TUMAN) di Indonesia. Studi ini menyoroti tantangan utama yang dihadapi komunitas marjinal, seperti keterbatasan sumber daya, kurangnya keterampilan, dan akses pasar yang terbatas. Dengan menggunakan pendekatan studi kasus kualitatif, data dikumpulkan melalui wawancara mendalam, observasi non-partisipatif, dan studi dokumen yang melibatkan anggota dan

pemangku kepentingan TUMAN. Analisis tematik menunjukkan bahwa keterlibatan CSR secara signifikan meningkatkan kemampuan bertani, stabilitas pendapatan, dan rasa inklusi sosial peserta. Program ini menyediakan pelatihan yang disesuaikan, alat pertanian adaptif, dan akses ke pasar, yang memungkinkan peserta mencapai kemandirian ekonomi yang lebih besar. Selain itu, fokus TUMAN pada kemitraan lokal dan pembangunan kapasitas berkelanjutan mendukung ketahanan jangka panjang. Temuan ini menunjukkan bahwa CSR dapat berperan sebagai kekuatan transformatif dalam agripreneurship inklusif disabilitas, mendorong kesetaraan sosial dan ketahanan ekonomi di wilayah pedesaan. Penelitian ini memberikan kontribusi pada wacana pembangunan komunitas inklusif dengan menawarkan model replikasi yang mengintegrasikan strategi pemberdayaan berbasis CSR, serta memberikan implikasi praktis bagi pembuat kebijakan dan pelaku pembangunan.

**Kata Kunci:** Corporate Social Responsibility, Pemberdayaan, Agripreneur

## Introduction

Agriculture is a fundamental pillar of Indonesia's economy, ensuring food security and offering employment opportunities to millions of rural households. Despite its critical importance, the agricultural sector frequently marginalizes certain communities, particularly individuals with disabilities, who encounter significant barriers to economic participation and social inclusion. Traditional farming practices can be physically demanding, and the current structure of rural development often fails to address the unique needs of disabled individuals (Adjei-Amoako, 2016; Sango et al., 2022). The potential of disabled individuals to contribute to rural economic development has often been overlooked. This presents a significant opportunity for intervention, where inclusive agripreneurship can serve as a transformative tool for economic empowerment, enabling individuals with disabilities to actively engage in agricultural entrepreneurship. Inclusive agripreneurship involves the intentional integration of marginalized groups, particularly those with disabilities, into agricultural entrepreneurship through adaptive approaches that ensure accessibility (Ariandi, Ardiansyah, Kusumawati, Purwanegara, & Aprianingsih, 2019). This approach aligns well with global development agendas, particularly the Sustainable Development Goals (SDGs), which emphasize inclusivity, the reduction of inequalities (Goal 10), and the promotion of decent work for all (Goal 8). Despite the potential advantages of inclusive agripreneurship, its implementation in Indonesia remains in its infancy, faced with challenges such as limited access to technology, a lack of targeted policy support, and inadequate public awareness regarding the capabilities of individuals with disabilities (de Boer, Limpens, Rifin, & Kusnadi, 2019; Sedana & Astawa, 2019).

Corporate Social Responsibility (CSR) initiatives represent an opportunity to bridge the gap between marginalized communities and economic opportunities within the agricultural sector. Traditionally, CSR in Indonesia has focused on broad areas such as healthcare, education,

infrastructure, and environmental sustainability (Famiola & Adiwoso, 2016). Although these initiatives have produced positive impacts, they often lack the specificity required to effectively empower marginalized groups, such as disabled individuals, in a sustainable manner (Köseoglu, Hon, Kalargyrou, & Okumus, 2021). To promote social equity and economic empowerment, CSR must evolve to adopt adaptive models that directly address the unique challenges faced by disabled individuals (Silva Junior, Martins-Silva, Coelho, & Sousa, 2023). CSR-driven inclusive agripreneurship involves mobilizing resources, expertise, and partnerships to support adaptive agribusiness models. CSR initiatives have the potential to foster economic empowerment, community resilience, sustainable resource use, and social integration (Silva, 2024; Zainuddin Rela et al., 2020). By focusing on agripreneurship, CSR can provide disabled individuals with adaptive agricultural tools, tailored training programs, and access to markets, thereby transforming subsistence farming into viable entrepreneurial opportunities. This transformation supports economic independence while promoting broader social integration.

Traditional CSR models are often characterized by generalized interventions, such as community infrastructure or healthcare projects, that do not adequately address the complex challenges faced by disabled individuals in rural contexts (Reji, 2024). Such interventions fail to provide sustainable economic empowerment or meaningful social inclusion, especially for those with disabilities, as they lack the specificity needed to tackle issues such as stigma, mobility constraints, and insufficient skills training (Wickenden, Mader, Thompson, & Shaw, 2022). In contrast, adaptive CSR models directly address these challenges by creating tailored support systems, including inclusive tools and customized agripreneurial training programs. For instance, the TUMAN Disabled Farmers Group in Indonesia employs adapted tools and specialized training, empowering its disabled members to actively participate in agricultural production. By concentrating on targeted, disability-friendly interventions, adaptive CSR models can promote both economic participation and enhanced social inclusion, dismantling entrenched biases and fostering an inclusive community environment.

The primary distinction between traditional and adaptive CSR models lies in their specificity. Traditional CSR models often dilute their impact by pursuing broad objectives that may fail to meet the diverse needs of specific populations. In contrast, adaptive CSR models offer specialized tools and opportunities that encourage both economic independence and community integration. However, despite their effectiveness, adaptive approaches encounter challenges related to scalability and sustainability, given the resource-intensive nature of individualized interventions.

The theoretical framework of this study draws upon concepts of social inclusion, economic independence, and sustainable development to explore CSR's role in advancing inclusive agripreneurship. According to previous studies true empowerment occurs when marginalized individuals can fully participate in their communities' socio-economic activities (Darmawan, Rukanda, & Nurhayati, 2024; Hayati & Sumiati, 2024; Hidayat, Nurhayati, & Boriboon, 2024). Inclusive CSR initiatives aimed at supporting agripreneurship strive to equip individuals with

disabilities with the necessary resources and training to become active contributors to their communities. This not only transforms their social roles but also helps dismantle stereotypes associated with disability. Economic independence is a vital component of CSR-driven inclusive agripreneurship. By providing disabled individuals with agricultural skills, tools, and access to markets, these initiatives facilitate a transition from economic dependency to self-sufficiency. Such programs enable individuals to engage in value-added agricultural activities—such as processing and marketing—that enhance their economic resilience and income potential. The third foundational pillar of this study is sustainable development. CSR initiatives that promote sustainable agripreneurship aim to foster economic growth while ensuring responsible and environmentally friendly resource use. As Porter and Kramer articulate in their concept of "creating shared value," companies can invest in communities in ways that enhance both economic outcomes and environmental sustainability (Li, Zhu, & Wang, 2023). Within the context of inclusive agripreneurship, such investments may include sustainable farming techniques like organic agriculture, water conservation, and soil health management. These practices contribute to both economic and environmental resilience, aligning closely with the Sustainable Development Goals.

A significant innovation of this study is its focused exploration of CSR-driven inclusive agripreneurship within a rural, disability-centered context—an aspect that remains largely unexamined in existing literature. Unlike prior research that emphasizes urban vocational inclusion or the general impact of CSR, this study demonstrates how CSR can foster tailored and sustainable agricultural opportunities for individuals with disabilities. By analyzing the TUMAN Disabled Farmers Group, the research offers a flexible framework for expanding disability-inclusive agribusiness initiatives. This integrated approach effectively combines social inclusion, economic independence, and environmental sustainability, providing valuable insights for policy development and the implementation of CSR initiatives.

## Methods

### Research Design

This study utilized a qualitative approach through a case study method to explore the impact of Corporate Social Responsibility (CSR) partnerships on empowering disabled farmers within the Tumbuh Mandiri Cimahi (TUMAN) group in West Java, Indonesia. By employing a case study framework grounded in qualitative research, the investigation facilitated an in-depth and contextual examination of the interactions, processes, and outcomes related to empowerment in a complex, real-life environment (Creswell, 2017; Iswahyudi et al., 2023; Nurhayati, Kurnianta, & Anggraeni, 2024).

### Data Collection

To ensure a robust, multi-dimensional perspective, data were collected through three complementary methods: semi-structured interviews, participant observations, and document

analysis. This triangulated approach facilitated a comprehensive understanding of the CSR partnership's impact by integrating diverse types of data—capturing individual narratives, observing real-time interactions, and analyzing institutional documents to grasp operational strategies and program implementation.

Data collection commenced with semi-structured interviews involving members of the TUMAN group, CSR representatives, and local government officials. This format was selected for its flexibility, allowing for systematic exploration of key topics related to empowerment, challenges, and the influence of the CSR partnership. Purposive sampling was employed to ensure that the sample reflected a diverse range of perspectives, with the 15 TUMAN members varying in age, type of disability, and length of involvement in the group.

Participant observations were conducted to enhance and validate the interview data, providing direct insights into TUMAN's daily operations. By witnessing group dynamics, training sessions, and the use of adaptive tools in real-time, the researcher was able to assess how theoretical concepts of empowerment were translated into practice, thereby adding a layer of observational rigor to the study.

To complement the qualitative insights obtained from interviews and observations, document analysis was carried out on relevant materials, including CSR program reports, training manuals, and TUMAN's internal records. This method provided an objective foundation for understanding program goals, resource allocations, and achieved milestones, thereby contextualizing the qualitative findings within an institutional framework. Document analysis yielded critical insights into the partnership's objectives, resource distribution, and milestones achieved, offering an institutional perspective that could not be fully captured through interviews or observations alone.

### Data Analysis Procedure

The data analysis proceeded through a thorough three-stage process that included manual coding, thematic analysis, and triangulation. Initially, manual coding was employed to systematically categorize the data according to key research themes. This was followed by thematic analysis, which facilitated the identification of recurring patterns and the exploration of relationships among various aspects of empowerment. Finally, triangulation was utilized to enhance the reliability and validity of the findings by cross-referencing data gathered from multiple sources, thus minimizing the potential for bias.

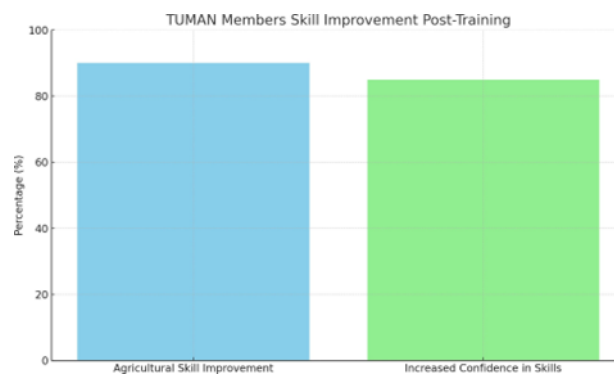
### Validity and Reliability

Triangulation was utilized by cross-verifying data from various sources, including interviews, observations, and documentation. Throughout this process, challenges such as inconsistencies between self-reported outcomes and observed practices were addressed

by re-engaging with participants for clarification. This approach ensured a balanced and accurate interpretation of the partnership's impact.

## Results and Discussion

### Formation of Tumbuh Mandiri (TUMAN) Disabled Farmers Group and Impact of CSR Involvement on TUMAN Members' Skill Enhancement



Picture 1. TUMAN Members Skill Improvement Post Training Bar Chart

According to Picture 1, 90% of TUMAN members reported an improvement in their agricultural skills following the CSR training, while 85% expressed increased confidence in applying these skills. The Tumbuh Mandiri Cimahi (TUMAN) Disabled Farmers Group was established to provide vocational agricultural training and social support to individuals with disabilities. Members noted that the group offered them valuable opportunities to acquire relevant farming knowledge and apply these skills in meaningful ways, significantly contributing to their financial independence and self-worth. The CSR partnership has greatly enhanced TUMAN's technical and adaptive training initiatives. Members received training in sustainable crop cultivation, the use of adaptive tools, and market preparation. One member shared, "The training provided essential techniques for planting vegetable and fruit seeds, which directly contributed to our sustainable income."

TUMAN was founded to empower disabled individuals by equipping them with income-generating skills and fostering a support network. The primary goal of establishing the group was to address the lack of economic opportunities available to disabled individuals in the region. Members reported that TUMAN serves as an inclusive platform, enabling them to gain agricultural knowledge, practical farming skills, and engage in meaningful employment that directly enhances their financial independence. The group's initial emphasis on creating a supportive environment has resulted in high levels of engagement, as members feel a strong sense of purpose and community within TUMAN. Overall, the CSR partnership has substantially advanced the agricultural skills and operational capabilities of TUMAN members.

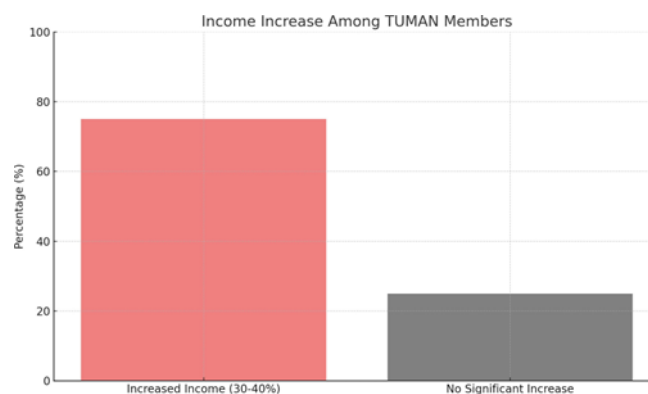


Table 1. Types of CSR-supported training

Type of Training	Description	Skill/Tool Provided	Impact on Members
<b>Crop Cultivation Techniques</b>	Training on planting techniques for various vegetable and fruit crops	Seed planting, crop management skills	Sustainable income generation, improved productivity
<b>Adaptive Tools and Techniques</b>	Use of customized tools and techniques adapted to physical abilities	Modified farming tools	Increased participation, operational confidence
<b>Practical Farming Applications</b>	Hands-on training on routine agricultural tasks and troubleshooting	Task-specific skill development	Greater independence in farming, problem-solving ability
<b>Marketing and Sales Strategies</b>	Introduction to market access, primarily through social media and community networks	Sales techniques, digital marketing skills	Expanded market reach, enhanced income stability

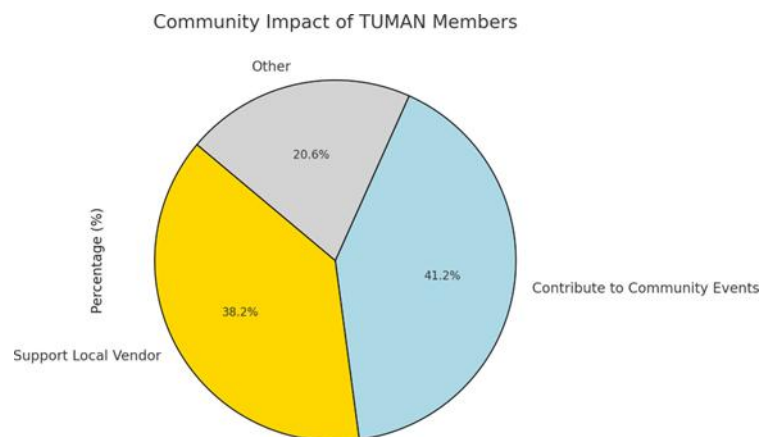
As illustrated in Table 1, the types of training provided through CSR support are categorized alongside the specific skills or tools offered in each category, as well as their impact on members' capabilities and empowerment outcomes. The CSR-supported training effectively addressed both technical capacity and accessibility. The adaptive tools facilitated active participation, irrespective of physical ability, while the marketing support enhanced the economic opportunities available to members. This comprehensive training model not only nurtured competence but also fostered a sense of belonging, thereby contributing to TUMAN's inclusive and empowering culture.

#### Economic Impact on Income Stability and Independence



Picture 2. Income Increase Experienced by TUMAN Members Post-CSR Training

According to Picture 2, 75% of participants reported a 30–40% increase in their monthly income after participating in CSR programs. This represents a significant enhancement in income stability and highlights the concrete economic benefits of CSR-driven agripreneurship. The CSR partnership effectively tackled essential barriers to economic participation, including skill gaps, limited capital, and market access, by providing members with the tools and training necessary for consistent, sustainable income generation. One participant remarked, “This program has given us something enduring—a sustainable income source that will continue to support my family and me.” Participants also noted a shift from merely surviving financially to engaging in proactive financial planning. Participant “C” expressed, “Previously, I depended on irregular work and had no savings. Now, I have the stability to plan ahead, save, and feel more in control of my financial situation.” This newfound financial autonomy has enhanced their capacity to contribute to household stability and fostered a mindset of long-term self-reliance.



Picture 3. Community Impact of TUMAN Members

Picture 3 reveals that 65% of households regularly supported at least one local vendor, while 70% participated in community events. This highlights how increased income has empowered members not only to sustain themselves but also to reinvest in their local economies. Beyond individual financial gains, TUMAN members have actively contributed to strengthening their communities. Their enhanced purchasing power has bolstered local commerce and transformed their social roles from beneficiaries to contributors. As one representative aptly noted, “We’re no longer just recipients of aid—we’re actively contributing to our community’s economic health.”

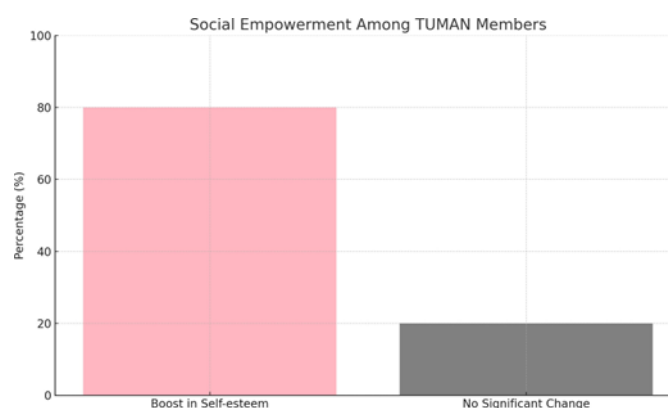


Table 2. Reported Economic Impacts by TUMAN Research Informants

Informant	Role	Reported Economic Impact
A	TUMAN Member	Achieved stable income for the first time, allowing for reliable household management and long-term family planning.
B	TUMAN Participant	Developed a sustainable income source, ensuring long-term self-sufficiency for themselves and their families.
C	Program Participant	Transitioned from day-to-day survival to financial planning, leading to greater financial control and savings.
D	Local Market Supporter	Increased income enables higher-quality purchases locally, benefiting both the member and the broader community.
E	Group Representative	Group success contributes to community well-being, strengthening local economic bonds and reducing dependency.

Table 2. presents in-depth qualitative feedback from various stakeholders, including members and community partners, on how the CSR initiative has enhanced economic security, household financial planning, and community engagement. It further confirms that the CSR-supported initiative has fostered economic independence at the household level and has positively influenced community development through increased local spending and mutual support.

#### Social Empowerment and Community Integration

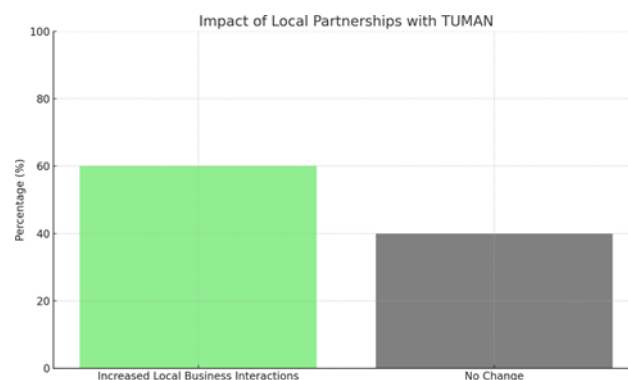


Picture 4. Social Empowerment Among TUMAN Members Bar Chart

Picture 4. shows that 80% of members reported improvements in self-perception and confidence levels after joining TUMAN. It highlights the significant boost in self-esteem and confidence experienced by 80% of TUMAN members. Members now see themselves as capable

contributors, actively participating in group success and community well-being, challenging stereotypes, and showcasing their value. Another member noted, “Before, I was seen as someone who needed help. Now, people see me as someone who is helping others.” This transformation reflects the core of social empowerment, where individuals gain self-confidence, redefine their identities, and contribute meaningfully to the community. By promoting roles that highlight members’ strengths, TUMAN not only empowers individuals but also reshapes their social standing. The CSR partnership’s emphasis on community integration has redefined TUMAN members’ social roles, leading to greater respect and recognition within the community. By participating in economically productive activities that benefit the local economy, members have earned a positive reputation as contributors rather than recipients of aid. One member remarked, “Being part of TUMAN has changed how people view us. We’re seen as individuals who bring value, who contribute to our community’s success.” This shift illustrates how TUMAN’s inclusive strategies have fostered mutual respect, enabling members to build strong connections within the community. TUMAN’s visibility and economic contributions have also challenged conventional stigmas around disability. By participating in community markets and engaging with local stakeholders, TUMAN members showcase their abilities publicly, helping to shift societal perceptions of disability. Members reported feeling more accepted and valued, which aligns with empowerment theories emphasizing the importance of social inclusion and visibility for marginalized individuals. Another member shared, “People approach us now; they see us as equals, as part of the community, and not as outsiders.” This integration into the social and economic fabric of the community demonstrates how TUMAN has successfully cultivated an environment of inclusion, where disabled individuals are respected for their contributions and recognized as active, valued members of society.

#### Sustainability Efforts Post-CSR Funding



Picture 5. Impact of Local Partnerships with TUMAN Members Stacked Bar Chart

Picture 5 illustrates the notable increase in local business interactions, with 60% of local enterprises reporting direct purchases from TUMAN. These partnerships not only enhance the group's supply chain but also facilitate access to essential resources, ensuring that TUMAN's members have dependable outlets for their produce. This network reinforces TUMAN's operational stability while cultivating a sense of local ownership and community support, thereby positioning the group as a vital contributor to the regional economy.

TUMAN's internal structure further promotes sustainability through the establishment of skill-specific roles, enabling members to concentrate on tasks aligned with their strengths, such as production management, marketing, and financial oversight. This specialization of roles enhances operational efficiency and guarantees that crucial functions within the group run seamlessly. One member expressed the effectiveness of this structure, stating, "We each have responsibilities tailored to our strengths. This way, we know who to rely on for each part of the process." Such organizational clarity fosters accountability and enhances members' sense of ownership over their roles, creating a collaborative environment in which each individual contributes uniquely to the group's success.

In addition to structured roles and partnerships, TUMAN has demonstrated remarkable resourcefulness by implementing innovative practices aimed at maximizing resource efficiency and adapting to new challenges. For example, the group has embraced sustainable farming techniques that reduce costs, such as utilizing composted organic waste to decrease fertilizer expenses. Members continuously seek opportunities to optimize resources, and this approach has proven essential for sustaining operations without relying heavily on external funding. One member reflected on this mindset, stating, "We've learned to be creative with what we have. Every small improvement helps us stay strong." This focus on continuous innovation and resourcefulness not only builds resilience within TUMAN but also nurtures a culture of adaptability vital for long-term sustainability. The commitment of TUMAN members to maintaining and advancing the group's initiatives beyond traditional CSR support is evident in their willingness to take on additional responsibilities and pursue proactive learning. Members often express pride in their ability to operate independently and share a collective determination to secure the group's future. This sentiment is captured in one member's statement: "This group has given us a way to provide for ourselves." "It is our responsibility to persist and achieve success." Such statements convey a profound sense of accountability and ownership over TUMAN's mission, highlighting the members' commitment to ensuring that the group remains a lasting source of empowerment for themselves and their community. This blend of localized partnerships, skill-specific roles, and innovative practices establishes a solid foundation for TUMAN's ongoing success. Each component strengthens the group's independence and resilience, enabling TUMAN to navigate challenges with minimal external assistance. Collectively, these initiatives represent a comprehensive and adaptive strategy for community empowerment, providing a replicable model for similar programs. TUMAN's methodologies demonstrate how community-driven efforts can yield sustainable impact, fueled by resourcefulness, structured collaboration, and a shared dedication to self-

sufficiency. This framework positions TUMAN not only as a successful empowerment initiative but also as a resilient entity capable of flourishing beyond initial support, underscoring its importance as a prime example of effective sustainability practices in community development.

#### **Formation of Tumbuh Mandiri (TUMAN) Disabled Farmers Group and Impact of CSR Involvement on TUMAN Members' Skill Enhancement**

The establishment of the Tumbuh Mandiri (TUMAN) Disabled Farmers Group demonstrates how Corporate Social Responsibility (CSR) can significantly drive community empowerment, especially when adaptive strategies are implemented to address the unique needs of marginalized groups. In the case of TUMAN, CSR involvement has been instrumental in delivering specialized skill-building initiatives designed specifically for disabled individuals in an agricultural setting. This approach aligns with the broader theoretical framework of community-centric development, wherein empowerment is fostered through targeted interventions that close gaps in capability and access (Adeyeye, 2021; Juliasih, Nurhayati, & Rukanda, 2022; Noor & Nurhayati, 2023). CSR's contribution to TUMAN's success can be understood through empowerment models that prioritize inclusivity. The implementation of these adaptive skill-building initiatives enabled TUMAN members to acquire competencies in areas such as crop cultivation and the utilization of adaptive farming tools. Notably, TUMAN exemplifies how adaptive CSR addresses a gap in both practice and literature, presenting a replicable model for inclusive agripreneurship that caters to the specific needs of disabled farmers. The program not only provided participants with technical training but also affirmed their potential as agricultural entrepreneurs—an aspect frequently overlooked in the discourse on rural development.

#### **Economic Impact on Income Stability and Independence**

The CSR-supported initiatives within the TUMAN Disabled Farmers Group have led to significant economic stability and income generation for its members, demonstrating the potential of CSR to foster sustainable livelihoods. While previous research often highlights short-term economic boosts from CSR (Lee & Park, 2023), TUMAN's CSR model diverges by emphasizing skills and market access, which are critical for long-term income stability. This aligns with research finding that shows transformative CSR requires sustainable empowerment models focused on skill-building and resource accessibility to create lasting economic independence (Brenner, 2018). One of the most significant outcomes of the CSR partnership is the transformation of members from economic dependency to financial autonomy, achieved through skill development and structured access to markets. By providing training in agricultural practices and enhancing their sales and marketing skills, CSR initiatives have empowered TUMAN members to independently manage their income sources. This move towards autonomy is essential, as it enables members to sustain their livelihoods even in the face of diminished CSR funding. Consequently, TUMAN members report improved financial resilience, allowing them to reliably plan household expenses and establish savings—a marked improvement from their previous income instability. This focus

on sustainable income also aligns with Sen's (1999) capabilities approach, which posits that true empowerment is realized when individuals are equipped to achieve economic independence and enhance their quality of life on their own terms (Tanekenov, Fitzpatrick, & Johnsen, 2018).

While TUMAN's model offers an effective framework for economic empowerment, it also underscores the limitations of corporate social responsibility (CSR) in achieving full economic sustainability. External factors, such as market fluctuations, rising operational costs, and unpredictable climate conditions, can pose significant challenges to the group's financial stability. In the absence of additional support or policy interventions, these external pressures may jeopardize the group's income stability and economic independence over time. Furthermore, the constraints of CSR funding in addressing long-term resilience highlight the necessity for supplementary mechanisms, such as access to credit, crop failure insurance, or government subsidies to buffer against unforeseen economic setbacks. Therefore, policy-level support could strengthen the sustainability of CSR-led initiatives like TUMAN by providing a financial safety net. Research on CSR in agripreneurship suggests that long-term resilience is bolstered when CSR efforts are paired with supportive policy frameworks that tackle structural vulnerabilities (Awad & Martín-Rojas, 2024; Kangogo, Dentoni, & Bijman, 2020). Capacity-building in financial literacy, digital marketing, and entrepreneurship can further fortify members' economic independence, reducing reliance on CSR funding over time.

### Social Empowerment and Community Integration

The social empowerment and community integration achieved by the TUMAN Disabled Farmers Group underscore the transformative potential of CSR programs for marginalized individuals, especially those with disabilities. TUMAN's CSR partnership created an inclusive environment, fostering belonging, self-worth, and broader community integration. This aligns with Machio et al.'s (2024) findings, which emphasize that empowerment requires both economic support and social capital to encourage active participation. A significant outcome of the CSR partnership has been the transformation of community perceptions regarding individuals with disabilities, shifting the view from that of dependents to active economic contributors. Through their involvement in markets and community events, TUMAN members have actively challenged stereotypes, demonstrating that disability can be a source of valuable contributions. This aligns with research findings indicating that public engagement enhances self-respect and diminishes stigma (Martínez-Hidalgo, Lorenzo-Sánchez, López García, & Regadera, 2018). Despite the progress made, deeply ingrained prejudices persist, indicating that achieving long-term shifts in perception may necessitate ongoing community awareness efforts that extend beyond traditional CSR initiatives. TUMAN's CSR-driven environment cultivated a close-knit community that offered emotional support and diminished feelings of isolation. Members described the group as "like family," highlighting the essential role of shared goals in fostering resilience. However, the reliance on structured CSR activities for social connection raises concerns about sustainability, as these networks may diminish without ongoing CSR involvement. Future CSR models could benefit from

promoting peer support and community-led initiatives to solidify lasting social bonds. TUMAN empowered its members to transition from dependency to agency, as they developed new skills and began to see themselves as capable contributors. This transformation aligns with studies that assert self-confidence is a cornerstone of empowerment (Bessa, Hastie, Rosado, & Mesquita, 2021; Segovia-Pérez, Laguna-Sánchez, & de la Fuente-Cabrero, 2019).

#### Sustainability Efforts Post-CSR Funding

The sustainability efforts of the TUMAN Disabled Farmers Group post-CSR funding showcase a strong commitment to self-sufficiency and resilience through localized partnerships, role specialization, and resource-efficient practices. This approach aligns with community development principles that emphasize local ownership and adaptability for lasting impact (Kurniawati, Nurhayati, & Rukanda, 2024; McNamara et al., 2020; Soleh, Nurhayati, & Kartika, 2024). An in-depth analysis of TUMAN's strategies uncovers both strengths and opportunities for improvement in ensuring long-term operational stability. TUMAN's collaborations with local vendors and agricultural stakeholders create a reliable revenue stream, thereby decreasing reliance on CSR-driven market access. This approach is consistent with findings on the importance of local alliances for program sustainability, promoting community investment and ownership (Ceptureanu, Luchian, & Luchian, 2018; Kepper et al., 2024).

The group's sense of ownership and pride supports TUMAN's continuity beyond CSR funding, embodying Sen's empowerment theory (Tanekenov et al., 2018). However, sustaining this commitment long-term could be challenging without a feedback system to deepen member engagement. Participatory decision-making can strengthen collective motivation, enhancing adaptability and resilience (Mahajan, Hausladen, Argota Sánchez-Vaquerizo, Korecki, & Helbing, 2022). While TUMAN's internal strategies are effective, external challenges like infrastructure limits and regulatory barriers suggest a need for additional community and policy support. Partnerships with government and nonprofits could offer technical aid, market access, and funding (Cheng & Li, 2022). Advocating for subsidies or tax incentives could enhance TUMAN's resilience by tackling structural barriers. While localized strategies may be effective, they might struggle to endure large-scale disruptions. Establishing a contingency fund or microfinance system could provide a financial buffer, supporting sustainable development principles and safeguarding against economic uncertainties (Gatto & Sadik-Zada, 2022).

#### Conclusion

The TUMAN Disabled Farmers Group serves as an exemplary model of inclusive agripreneurship and sustainable empowerment, demonstrating how targeted Corporate Social Responsibility (CSR) can effectively address the economic and social exclusion faced by individuals with disabilities. By providing members with adaptive agricultural skills and fostering a supportive community, CSR-driven training has enhanced both technical capabilities and social integration. Participants have transitioned from income instability to financial independence, gaining



confidence, visibility, and a renewed sense of belonging in the process. This dual approach to empowerment—both economic and social—has strengthened individual resilience and bolstered community cohesion.

The broader economic impact of this initiative is evident in its support of local businesses and vendors; the increased purchasing power of members has stimulated local economic activity. TUMAN's sustainability is further secured through localized partnerships, role specialization, resource-efficient practices, and a culture of ownership, all of which reduce dependence on external support.

To enhance future initiatives, it is advisable to expand market access through regional partnerships and digital platforms. Implementing cross-training, fostering continued innovation in farming practices, and promoting participatory leadership would further reinforce operational stability. In addition, policy support—such as subsidies and incentives for disabled farmers—could provide essential structural reinforcement. Collaboration with local governments and agricultural institutions would enhance the initiative's impact and scalability.

Future research should investigate the adaptability of the TUMAN model in diverse contexts and examine the role of digital integration in broadening rural market access. These insights would be valuable for scholars and practitioners engaged in CSR, disability inclusion, and community development. This study contributes to the growing body of literature on disability empowerment by presenting a replicable, evidence-based model that integrates inclusive CSR with sustainable, community-driven agripreneurship.

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