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## CSR Program for Village Economic Hall (Balkondes) Empowerment

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### Abstract

The research aims to find out 1) the process of empowering Balkondes for CHSE certification purposes, and (2) the condition of Balkondes based on CHSE aspects after 3 years of reopening. This research was conducted in Borobudur Balkondes (Village Economic Center) in Magelang Regency, Indonesia. The research selected the sample using purposive sampling technique. Twelve informants' details were obtained, consisting of the one responsible for CSR in PT Borobudur, facilitators of PT CBT Nusantara, and administrators and employees of Balkondes Borobudur. Using Community empowerment theory suggested, this study found that the empowerment of Balkondes was carried out gradually. In the first stage, consciousness growing, the facilitator disseminates innovation; in the second stage, capacity building, the facilitator provides consultation, and in the third stage, empowerment, the facilitator supervises, monitors, and evaluates duties. This study also found that the quality of Balkondes' condition decreased after 3 years of reopening. Employees as the beneficiaries have not had a high consciousness of the importance of taking care of and managing Balkondes' resources. This indicates that the consciousness of and the wish to change (power to) and cooperation ability and solidarity (power with) between employees are still weak.

**Keywords:** Village Economic Hall, CSR Program, Empowerment, Sustainability, Balkondes.

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## Introduction

Every corporation is profit oriented to achieve the sustainability of corporation (Lund-Durlacher 2015). However, the corporation's profit orientation is merely assumed to override business ethics. This assumption leads to the rise of ideas concerning CSR intended to encourage the business world to perform their activities more ethically and not to affect negatively the people and their living environment (Rudito, Famiola and Anggahegari 2023). In that way, the business world will eventually survive sustainably to achieve its goal, economic benefit. CSR is a business strategy, the end goal of which is to maintain the corporation's survival. For that reason, in addition to economic sustainability, corporations should pay attention to environmental and social sustainability (Susanto, Rudyanto and Rahayuningsih 2022).

Implementing CSR program, the corporation is expected not only to pursue short term benefit but also to contribute to improving the people's and the neighborhood's welfare and quality of life in long term (Singh and Sharma 2024). The corporation undertaking its Corporate Social Responsibility consistently will be supported widely by the communities having benefited from various activities it has undertaken. CSR will be able to improve and strengthen the relationship between corporation and its stakeholders. CSR performed consistently will boost the corporate image and will improve the corporate reputation in long term (He and Harris 2020).

For that reason, during COVID-19 pandemic Indonesian Government encouraged State-Owned Enterprises (Indonesian: *Badan Usaha Milik Negara*, thereafter called BUMN) to keep performing their social responsibility despite their bankruptcy (Gautam et al. 2023; Triana, Sulastris and Humaedi 2020). The BUMN keeping holding CSR activity is, among others, *PT Taman Wisata Candi Borobudur Prambanan dan Ratu Boko* (thereafter called PT TWC), a company managing the parks around the temples. Although PT TWC was affected by COVID-19 pandemic, it kept committed to hold CSR activity. PT TWC rearranged CSR program with an activity for developing safe tourism. Charitable CSR activity includes distributing mask and personal protective equipment to minimize COVID-19 transmission, and distributing food staples, while the philanthropic activity includes socializing the hazard of COVID-19 transmission, food safety training, and empowerment of *Balkondes Borobudur* (Borobudur Economic Center) for CHSE (Clean, Health, Safety, and Environment) certification.

*Balkondes* is a program initiated by the Ministry of State-Owned Enterprises (BUMN), the target of which is villages in Borobudur with varying potencies to improve the rural economy. *Balkondes* aims to grow the tourism business potency through constructing homestay and restaurants, to lengthen the tourists' length of stay in the presence of new cultural shows in each of villages, to improve the villagers' economic income, and to create job opportunities for the villagers (Nasfi, Aimon and Ulfa Sentosa 2023). CHSE certificate is a requirement for business entities intending to operate again when COVID-19 pandemic has subsided. About 313 homestays have been CHSE-certified in the first stage in 2021, including homestay and restaurant of *Balkondes Borobudur*.

*Balkondes Borobudur's* successfulness in achieving CHSE certificate is inseparable from the PT TWC Borobudur's role through CSR program. The strategy selected by PT TWC was to engage PT CBT Nusantara in empowering *Balkondes Borobudur*. Recalling that the principle of CSR is, among others, sustainable development, it is interesting to see the existence of *Balkondes* as sustainable tourism 3 (three) years after this tourism destinations were reopened. Considering the background, this research aims to find out: (1) the process of empowering *Balkondes* for CHSE certification, and (2) the condition of *Balkondes* after 3 years reopening.

## Methods

This research uses a qualitative method with a case study approach. The qualitative method is used by a group of individuals (Williams 2022), to explore and to understand the meaning; thus, the author gets complete comprehensive understanding on CSR activity during pandemic through community empowerment. A case study approach is used to present in depth and comprehensively the perspectives of the subject studied (O’Riordan and Fairbrass 2008; Chu and Chu 2024). For the benefit to be achieved, a research-supporting instrument was arranged, starting with determining variables, dimensions, and aspects studied.

The requirement for the use of case study approach is met in the presence of typical implementation of tourism CSR activity during COVID-19 pandemic. Corporation was stressed with the decreased number of tourist visits and the requirement to perform moral obligation and to give social contribution to the community. Viewed from the tourism business actor community’s side, the typicality lies in the presence of tourism region formerly prioritized and on which the income relied, now becoming the sector mostly affected by COVID-19 pandemic.

This research used critical purposive sampling technique to select the sample. The purposive sampling technique was selected because the author has gotten a description on the community’s social structure during collecting preliminary data. Twelve information was obtained, consisting of the one responsible for CSR in PT Borobudur, facilitators of PT CBT Nusantara, and administrator and employee of Balkondes Borobudur.

Data collected in this research consisted of primary and secondary data. Primary data were obtained directly from its source, either key informants or supporting informants engaged in or knowledgeable on the CSR program of PT TWC. Secondary data were taken from data having been processed by others, whether individual, group, or governmental institution. The primary data was collected using observation, in-depth interview, and focus group discussion (FGD). Meanwhile secondary data were collected using documentation technique.

Observation was carried out by observing the research site directly to dig data concerning the characteristics of informants. Daily activities done in the research site were observed to understand the problems existing in the community. Thus, to understand it, the author asked their opinion about the meaning of phenomenon and how they interpret it. In-depth interview with key informants were used to dig their personal data, life history, social-economic background, and problems faced before and after the implementation of CSR program during COVID-19 pandemic. To get data validity, in-depth interview was conducted with supporting informants. Interview was carried out both offline and online, adapted to the COVID-19 pandemic condition. Then, FGD was carried out, a discussion held by a small group consisting of 5 to 10 people led by moderator (the author) and recorder of discussion result during the session. FGD was carried out through involving tourism actors that were interviewed to find out their attitude and behavior constituting the group’s aspiration.

To ensure data validity, source and method triangulations were used in this research (Yue, Li and Zhou 2023). Source triangulation will compare and crosscheck the data obtained from other data sources in different times. Meanwhile, method triangulation was carried out by comparing and crosschecking data using other data collecting methods.

Data analysis and interpretation were carried out through categorization, direct interpretation, pattern creation, and naturalistic generalization. This research used direct interpretative analysis, in which the author looks at an

example and interprets it without finding many other examples. This is a process in taking data separately and putting them again together to make them more meaningful (Ayu Purnamawati, Yuniarta and Jie 2023). The procedure of analysis included processing and preparing data, reading the whole data, and analyzing them in more detail by coding the data. Nevertheless, this must not apply rigidly in the field but should be interactive as varying stages are interrelated and must unnecessarily conform to the arrangement presented.

## **Results and Discussion**

### ***Community Empowerment: Facilitators' Role, Participation and Result of Empowerment***

Empowerment is a series of activities to confirm the power and powerfulness of weak group in society, including poor individuals or stigmatized or discriminated groups due their identity. Empowerment makes something autonomous or powerful (Akbar 2021). Departing from the definition, empowerment can be defined as a process to become empowered or to get power or ability from those powerful to those less or less powerful (Alkadafi 2022).

In essence, empowerment is an attempt taken by individuals, groups, or community to control their own life in achieving the future like they want. Empowerment is a process of actualizing the potency owned. Empowerment is an attempt to create circumstances enabling the people's potency to develop. As each member of society might have explorable power. Empowerment can grow awareness of the potency owned and encourage and motivate them to develop and utilize it (Ayu Purnamawati, Yuniarta and Jie 2023).

The process of empowering can be carried out in 3 stages: growing awareness, developing capacity, and improving empowerment (Dupa, Ansofino and Irwan 2024). There are four principles of empowerment, according to Irwan et al. (2024), they are: equality, participation, self-sufficiency and independence, and sustainability. Community empowerment and participation is considered fundamental to be successful. Community participation has been identified as the basic component to strengthen a democratic and people-centered primary health care (Luisi and Hämel 2021). Empowerment program that can stimulate the people's independence is the one planned, executed, supervised and evaluated by the people (community). Reaching that level takes time and needs the mentoring process involving facilitator as the mentor highly committed to the principle of equality in community empowerment (Sharma and Sathish 2022; Carrera 2022).

Community participation gives emphasis on the people's direct participation in decision making and its execution in governmental institution, process, and program (Dsilva, Gupta and Bajpai 2024; Felia et al. 2023). Community participation is the engagement of people in the process of identifying their problem and potency and how they engage in finding solutions to the problems and developing their potency (Bantan 2025). Community participation is a process in which all members of the community can contribute to the whole development program (Abebe Mamo et al. 2024). Thus, participation can be seen from the procedure of empowerment including consciousness growing s, capacity building, and empowerment improvement. This is in line with Cohen and Uphoff (1980), stating that participation is divided into 4 (four) processes: participation process in planning, executing, taking benefit, and evaluating.

The objective of empowerment program is to grow empowerment. A conceptual study on empowerment presents many indicators of empowerment (Aslaksen, Hildebrandt and Johnsen 2021). The degree of empowerment indicator is defined as a condition indicating direct and indirect corollaries of community empowerment program. This includes: 1) consciousness and desire to change (*power to*), 2) ability of

improving capacity to get access (*power within*), 3) ability of dealing with obstacles (*power over*), and (4) ability of cooperating and solidarity (*power with*) (Ishom et al. 2021; Pansardi and Bindi 2021). This measure is gradual in nature, in which “*power with*” is the highest level, while *power to*, *power within*, and *power over* is considered as *entry-point* to achieve *power with*. This represents a condition when the group being the target of empowerment is able not only to develop its empowerment potencies (*power to*, *power within*, and *power over*) but also to empower others in its community (*power with*) (Malta 2023; Das 2022).

### ***The Empowerment of Balkondes for CHSE Certification***

PT. TWC obtained CHSE certificate on November 19, 2020, as posted in the IG story of Borobudur park on December 3<sup>rd</sup>, 2020. Having been successful in CHSE certification, PT TWC encouraged Balkondes Borobudur to get CHSE certificate and to make it ready for reopening the tourism destination when the government permitted it. The corporate meeting decided to immediately provide mentoring with the facilitator of PT CBT Nusantara. PT CBT Nusantara is a corporation established by the Ministry of State-Owned Enterprises (Indonesian: *Kementerian BUMN*) to facilitate the Balkondes and Homestay program in Borobudur Sub District. The facilitator arranged the socialization agenda and identified those to be involved. An agreement was achieved to hold the CHSE socializing program on April 26, 2021.

The first stage of empowerment process, consciousness growing, started with the meeting held by PT TWC along with PT CBT Nusantara and the administrators of Balkondes Borobudur. On the date specified, the facilitator along with the administrators of Balkondes checked the condition of all corners of Balkondes location. Thereafter, Balkondes was told to optimize CHSE by means of certification process. PT CBT Nusantara was selected as the facilitator that will help its preparation and proposing processes. In this stage, the facilitator disseminated innovation by explaining that the recognition of a tourism destination as *safe tourism* during COVID-19 pandemic was characterized with the achievement of CHSE certificate issued by the Ministry of Tourism and Creative Economy (Indonesian: *Kementerian Pariwisata dan Ekonomi Kreatif*, thereafter called *Kemenparekraf*). The guideline of CHSE implementation in Tourism Attraction was issued in September 2020 as an operational guide based on the Ministry of Health’s Decree Number HK01.07/Menkes/382/2020 about Health Protocol for People and Public Facilities in the attempt of preventing and controlling COVID-19. Facilitators socialized the CHSE certification guideline arranged by *Kemenparekraf* in collaboration with other governmental elements such as the Ministry of Health, tourism industry, tourism actor, and academician. The guideline arranged by referring to UNWTO and Ministry of Health was intended to local employers and/managers, employees and tour guide to meet the visitors’ need for clean, healthy, environment-friendly tourism product and service during COVID-19 pandemic.

In this stage, the facilitators disseminated innovation to undertake its role to spread information/innovation from outside to the people or beneficiaries. The facilitators explained that they are entitled to have Balkondes that meet CHSE standard. In the stage, requirements and procedure of certification were explained, and so was the target to be achieved, to achieve CHSE certificate. In the list of CHSE guidelines, there are 12 CHSE guidelines by the field. The CHSE guideline related to Balkondes is homestay and restaurant. It was also explained that for the certification not to burden and complicate the attempt to restore the tourists’ trust, no cost was imposed or in other words it is given for free.

The facilitator explained that for CHSE certification, the owner/user/assessee of tourism business should meet the compulsory requirement first to apply for CHSE independent assessment and declaration. The

facilitators also explained the procedure of CHSE certification process, including online registration to get an account needed in the next process. The users can study the indicators of assessment and the guidelines of CHSE implementation in accordance with the types of tourism business/activity registered first. Furthermore, the facilitator explained how to download self-assessment questionnaire/form and how to answer the questionnaire in accordance with the existing assessment. Then, the users can upload Declaration of Self-Sufficiency and result of self-assessment through a system to be forwarded later to auditor team designated by certification institution. In the verification process, the auditor team reviewed and validated the compatibility of self-assessment sent by the users and then informed them of its auditing process. Next, the auditor team would verify online and visit the business site. If the business was declared to pass successfully through the certification, the certification institution would grant CHSE certificate through providing label “I DO CARE” to the tourism business having met the criteria and indicators required before and it was declared to be safe and ready to visit.

Balkondes administrators and employees attended the socialization program and listened to the material delivered. Some questions were posed related to the Balkondes’ opportunity of being certified, certification procedure, and cost to be prepared. The facilitators explained again by accessing the web: [chse.kemenparekraf.go.id](http://chse.kemenparekraf.go.id) together about CHSE certification. Considering the facilitator’s explanation, the administrators and employees of Balkondes were aware of the importance of certification. They welcomed the facilitator’s recommendation to take CHSE certification. Moreover, the facilitating one would be PT. CBT Nusantara, and no cost was imposed for the activity.

The growth of consciousness shows that beneficiaries can undertake the second stage, capacity building. The facilitator serves to provide consultation, as adviser or the one giving alternative solutions to the problems encountered by the beneficiary community. The facilitator socialized general and guidelines of CHSE implementation in homestay including the facilities necessarily provided, guest guidance, and owner or manager guidance. The facilities needed should be provided in the guest reception room, bedroom, bathroom/toilet, kitchen, other room and surrounding area.

In this stage, the facilitator gave the beneficiaries a broad opportunity of posing questions bravely about the materials they have not understood yet. The questions arising related to the CHSE facility aid the PT TWC Borobudur would provide. Furthermore, to achieve the effectiveness of Balkondes in CHSE certification, a team was established and so was the detail of their duty. The facilitators gave input concerning the establishment of team in order to conform to their capacity.

Beneficiaries could develop the potency they have to improve their ability and skill. They could identify tools and equipment necessarily provided in the procedure of each homestay service. Also, they must be able to find tools and equipment not available yet and to apply for aid to PT TWC Borobudur. Tool and equipment aid granted, then, included wash basin as well as its accessories, masks, and body temperature measuring devices.

In terms of capacity building stage, three types of development are known: human beings, organization, and value system (Dartey-Baah and Amoako 2021; Zimmerman 2000). Building the capacity of beneficiaries means enabling them in both individual and group contexts, implemented through material-based socialization and training. Building the capacity of beneficiaries enables them to receive power or rule (Barbier 2020). The beneficiaries successfully established certification team and share the tasks out by capacity. Capacity building in value system can be performed by sharing out the tasks to follow the flow of

CHSE certification process. The capacity of beneficiaries had been built so well that they could make the well rule of game without overriding the facilitator's important input (Chrisendo, Siregar and Qaim 2021).

Then, the third stage is empowering, aiming to give opportunity based on the beneficiaries' ability and quality to enable them to participate actively and voluntarily and thereby sustainably. The beneficiaries, in turn, would have improved their ability through self-evaluation on their own choice and thereby they can be more independent.

In the stage of empowering, the facilitator was supervising through giving the beneficiaries an opportunity of preparing various tools and equipment needed for CHSE certification. The beneficiaries studied the use of tools that must be available in each service line of homestay, from guest reception room to kitchen and surrounding area. The beneficiaries ensured that all tools and equipment meet CHSE standard

Furthermore, the facilitator assisted with the simulation of CHSE certification. The beneficiaries downloaded the self-assessment form and filled in the questionnaire in accordance with the assessment indicator existing. Following the stage, the beneficiaries uploaded the Letter of Self-Sufficient Declaration and Result of Self-Assessment through the system. The facilitator monitored the process and evaluated the still wrong procedure. The facilitator corrected and then repeated it using the right procedure. In addition to simulation to upload the document, the simulation to perform local visitation was also needed. This is intended to prepare for the well-done local visitation when they could pass the audit successfully.

When they have been ready, the beneficiaries would carry out the actual certification process independently. If all requirements have been uploaded through the system, they would be forwarded then to the auditing team designated by the certification institution. Considering verification, review, and validation processes carried out by the auditing team, related to the compatibility of self-assessment sent by the users, some correction or improvement is required. The facilitator gave input to complement the data. The result of audit received later stated that the auditing team would carry out online verification and visit the business site (location).

The Certification team prepared themselves well. The facilitator also checked the whole flow of CHSE certification process to get maximum result. Certification process undertook the process of visiting Balkondes Borobudur for one day. A member of the team stated:

The facilitator mentored several times, before socialization and before the facilities and the cleanliness in the rooms and the bathrooms of homestay were checked. Then, an instruction was given to correct the shortages, for example: data display, officer's readiness, and how to serve the guest. So, the shortages were corrected. The health protocol facilities like hand washing equipment were checked including water flow, soap, tissue, and waste basket. Temperature measuring tools, tool condition, officer's skill, and instruction about social distance were also checked. Yeah, everything was checked. Then the officers practiced their interviewing skills. This was very beneficial because we became more prepared for visiting the location.

The team felt relieved as they carried out the process that has been prepared for two months. Finally, Balkondes Borobudur was declared to pass through CHSE certification successfully and to get CHSE certificate with label "I DO CARE". Balkondes Borobudur has met the criteria of indicator required to be a safe and ready-to-visit tourism object.

Considering the process of empowering Balkondes for CHSE certification, in the first stage, consciousness growing, the facilitator disseminated innovation. The facilitator provided enlightenment to the administrators

and employees of Balkondes as the beneficiaries. The participation of beneficiaries could have been seen from their presence since the first stage. Even, their consciousness arises concerning the importance of CHSE certification. The growth of consciousness indicates that the beneficiaries could undertake the second stage, capacity building. In this stage, the facilitator served to provide consultation, as shown with the explanation and input given to deepen the beneficiaries' comprehension. The beneficiaries participate through question and their availability in joining the certification team. In the third stage, empowerment, the facilitator served to supervise (supervising). The beneficiaries were given power, rule, authority, and opportunity in the form of certification simulation activity. The beneficiaries participated in the activity through carrying out certification activity preceded with simulation, receiving input, and correcting shortages. When they were declared to pass through the verification successfully, they would do field visit. Eventually, the beneficiaries participated in utilizing the result of empowerment with a declaration that Balkondes is a safe tourism object. Empowerment process, role of facilitator, and participation of beneficiaries can be seen in Table 1.

**Table 1: Role of Facilitator and Participation of Beneficiaries.**

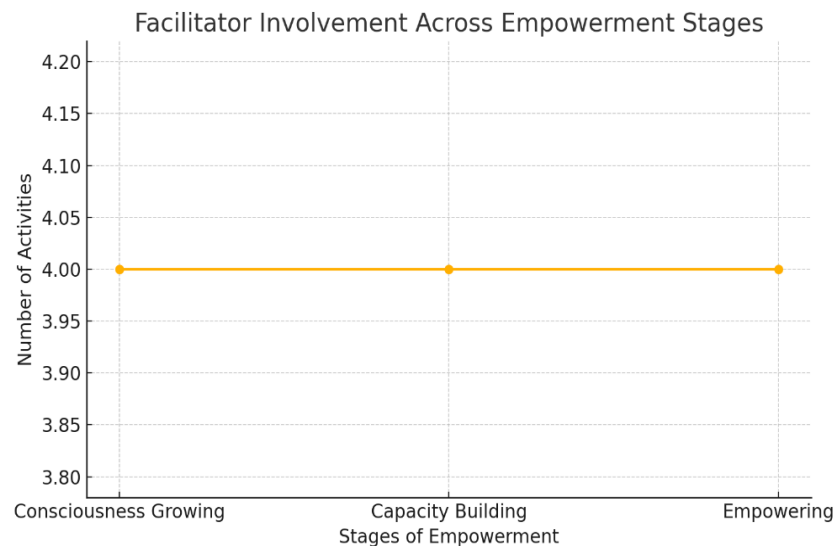
<b>Stages of Empowerment</b>	<b>Role of Facilitator</b>	<b>Participation of Beneficiaries</b>
Consciousness growing	Disseminating Innovation <ul style="list-style-type: none"> <li>- Socializing CHSE certification</li> <li>- Growing consciousness of the importance of taking CHSE certification</li> <li>- Explaining the requirements of applying for and the flow of CHSE certification process</li> <li>- Answer the question</li> </ul>	Attending the Meeting <ul style="list-style-type: none"> <li>- Listening to the material of socialization</li> <li>- Asking question about the Balkondes' opportunity of being certified</li> <li>- Accessing the web <a href="http://chse.kemenparekraf.go.id">chse.kemenparekraf.go.id</a> about CHSE certification</li> <li>- Agree for taking certification</li> </ul>
Capacity Building	Providing consultation <ul style="list-style-type: none"> <li>- Socialization about the coverage CHSE in homestay</li> <li>- Criteria of facilities for homestay according to CHSE</li> <li>- Explaining the material not understood yet</li> <li>- Giving input about how to establish certification team</li> </ul>	Attending the training <ul style="list-style-type: none"> <li>- Listening to explanation</li> <li>- Asking question about the material not understood yet</li> <li>- Asking question about facilities needing to be completed</li> <li>- Establishing certification team</li> <li>- Sharing out the tasks of certification team</li> </ul>
Empowering	Supervising, monitoring and evaluation <ul style="list-style-type: none"> <li>- Facilitating the simulation of certification process</li> <li>- Monitoring the implementation of certification</li> <li>- Evaluating the shortages</li> <li>- Giving input for improvement</li> </ul>	Implementing the certification process <ul style="list-style-type: none"> <li>- Doing simulation of certification</li> <li>- Doing certification activity</li> <li>- Listening to evaluation of shortages</li> <li>- Receiving inputs and correcting shortages</li> </ul>

Source: Primary and Secondary Data in 2021 and 2023



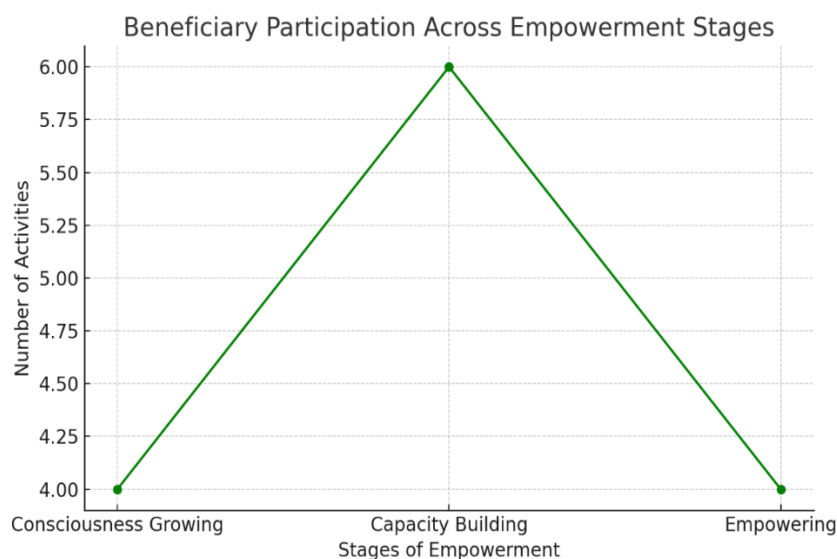
The implementation of CHSE as the part of commitment to achieve a sustainable tourism ended up in the fulfillment of tourists' right holistically. The fulfillment of health, cleanliness, and environmental safety aspects fairly affects tourists' satisfaction with doing tourism activities. This implementation of CHSE program is a strategy to restore tourists' trust and to improve their satisfaction, in addition to first-rate service, tourism attraction, and adequate tourism facility (Amelia and Prasetyo 2022; Kifli et al. 2021).

**Figure 1: Facilitator Involvement Across Empowerment Stages.**



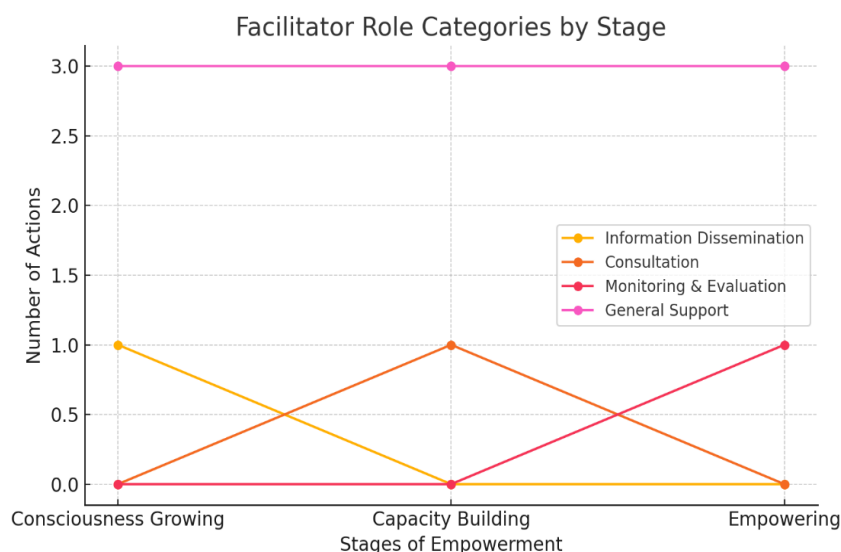
As shown in Figure 1, there are a total of facilitator roles that are carried out in each step of the empowerment work: consciousness growing, capacity building, and empowering. The graph demonstrates the ongoing degree of involvement, where in both stages, four major actions are performed. This constant availability of the facilitators shows their strong dedication to helping and mentoring the beneficiaries throughout the empowerment process, ensuring that each step is carried out effectively.

**Figure 2: Beneficiary Participation Across Empowerment Stages.**



In Figure 2, the total participation of beneficiaries at the three stages of empowerment is shown. The highest level of involvement can be observed in the capacity building stage, which includes six activities, while the consciousness growing and empowering stages have four activities each. This peak indicates that beneficiaries are most actively involved when training, questioning, and team formation exercises are provided, showing their increasing engagement as they begin to act rather than just being aware.

**Figure 3: Facilitator Role Categories by Stage.**



The roles played by facilitators, as depicted in Figure 3, are categorized into four roles: dissemination of information, consultation, monitoring and evaluation, and general assistance. The figure shows an evolution in the facilitators' roles, with information dissemination being prominent in the initial stage, consultation dominating in capacity building, and monitoring and evaluation taking center stage in the empowering stage. This evolution reflects the facilitators' adaptive role in addressing the changing needs of beneficiaries throughout the empowerment process.

**Figure 4: Beneficiary Participation Categories by Stage.**

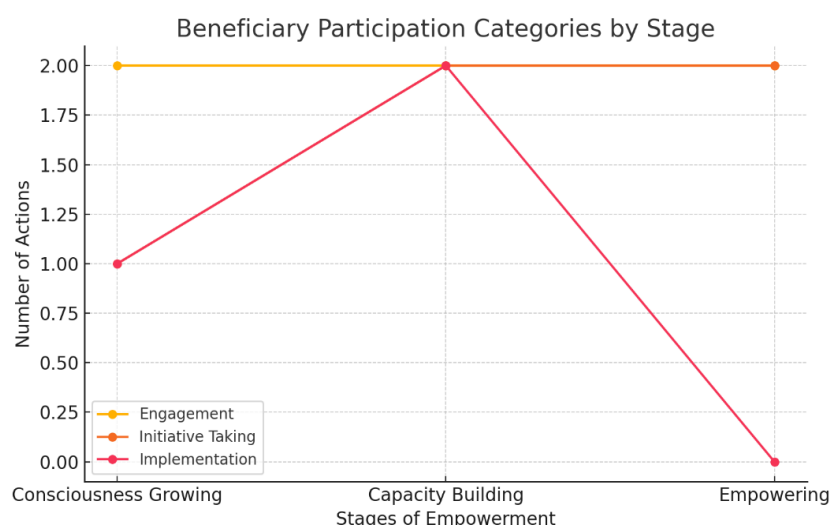


Figure 4 classifies beneficiary involvement into engagement, initiative-taking, and implementation. The graph indicates that the level of engagement remains consistent throughout all stages, while initiative-taking and implementation peak in the capacity building and empowering phases. This trend suggests that beneficiaries transition from passive participants to active players in the certification process, demonstrating a growing sense of ownership and responsibility in the certification process.

### ***The Condition of Balkondes after 3 Years Reopening***

Balkondes Borobudur's successfulness in acquiring CHSE certificate is inseparable from the role of PT TWC Borobudur through CSR program. The strategy chosen by PT TWC was to involve PT CBT Nusantara to empower Balkondes Borobudur. After the CSR program of PT TWC Borobudur was completed, PT CBT Nusantara no longer handled Balkondes Borobudur. The operation and maintenance of Balkondes was carried out by the management and employees of Balkondes Borobudur. The result of research on the condition of Balkondes Borobudur 3 years after this tourism object was reopened is shown in the following section. The data display was based on the course of homestay service in Balkondes and aspects of CHSE standard relevant to normal condition.

The first course is a guest reception room. The floor, table, chair and other furniture seem to be clean. Waste containers were affordable and clean. No wash basin and soap are available just like those during certification process, but hand sanitizer is available in clean bottle. Fresh air comes from the window that can be opened widely so that the room is not hot despite no AC available within it. The guest reception room can be accessed more easily from the homestays located separately. The procedure of rescue is posted on the wall to anticipate unexpected natural disaster or emergency conditions occurring any time. The available equipment was chosen from the environmentally friendly materials. Wastes are managed well in the waste containers made of environmentally friendly wood (Lee 2020).

The second course is the homestay's bedroom. Not all bedrooms are in clean condition. Several bedrooms are prepared daily, particularly those having been reserved. Waste containers and tissue are provided in the bedroom used by the guest. Fresh cool air can come into the room from the window connected directly to the yard. Adequate ventilation is also available so that the rooms do not need AC. Window and door can be locked well so that the safety is secured. However, the procedure of rescue to deal with natural disasters and emergency condition is not posted on the wall inside the homestay's bedroom. The equipment is dominated with the environment-friendly materials, including waste containers, tissue box, and wall ornament.

The third course is the homestay's toilet. The toilet seems to be relatively clean at a glance, but cockroaches are found in between the toilet equipment. Water flows smoothly and is clean. Fresh air can come into the room through small ventilation above the window. The bathroom located in the homestay is adequately wide. The water is clean, colorless, and odorless. The wall of the bathroom is clean and not moist. The water is obtained from groundwater in sufficient amounts.

The fourth course is kitchen. The kitchen and cooking appliances are not too clean. Water flows smoothly and is clean. A sink with water outlet leading to outside house is available. Kitchen appliances are not too clean and tidy. Distinctive smell of cooking can be perceived. Door and window are connected directly to the yard. Gas cylinder and stove are put in a safe place. Some kitchen appliances are environmentally friendly. Waste containers are available in relatively clean conditions.

The fifth course is another room. Another room is the outer courtyard with many trees but is poorly maintained. Water faucet and hose are provided to water the plants. CCTV is put outside the front room. A half-opened fence is provided so that interaction with the environment is not disturbed. The condition of Balkondes is depicted in Table 2.

**Table 2:** Condition of Balkondes by the Aspects of CHSE.

The Course of Service	Aspect			
	Cleanliness	Healthy	Safety	Environment Sustainability
Guest Reception Room	<ul style="list-style-type: none"> <li>- Surface is clean</li> <li>- Hand sanitizer is available</li> <li>- Waste container is available</li> </ul>	<ul style="list-style-type: none"> <li>- Window is available</li> <li>- Air is clean</li> <li>- AC is not needed</li> </ul>	<ul style="list-style-type: none"> <li>- Accessible</li> <li>- Procedure of rescue is available</li> </ul>	<ul style="list-style-type: none"> <li>- The equipment is environment-friendly</li> <li>- Waste is managed well</li> </ul>
Bedroom	<ul style="list-style-type: none"> <li>- Some bedrooms are less clean</li> <li>- Some bedrooms are not prepared yet</li> </ul>	<ul style="list-style-type: none"> <li>- Air is fresh</li> <li>- Ventilation is adequate</li> </ul>	<ul style="list-style-type: none"> <li>- Door and window are available along with its locks</li> <li>- There is no procedure of disaster safety</li> </ul>	<ul style="list-style-type: none"> <li>- The equipment is dominated with environment-friendly materials</li> <li>- Waste container is available</li> </ul>
Toilet	<ul style="list-style-type: none"> <li>- Cockroaches are found in between toilets</li> <li>- Water flows smoothly and is clean</li> </ul>	<ul style="list-style-type: none"> <li>- Air is fresh</li> <li>- Ventilation is also available on the toilet door.</li> </ul>	<ul style="list-style-type: none"> <li>- Toilet is available in the homestay</li> <li>- Toilet is fairly wide</li> </ul>	<ul style="list-style-type: none"> <li>- Water is colorless and odorless</li> <li>- Using ground water</li> <li>- Waste container is available</li> </ul>
Kitchen	<ul style="list-style-type: none"> <li>- Kitchen is not too clean</li> <li>- A sink is available</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- The kitchen smells of cooking</li> <li>- Door and window lead to outside</li> </ul>	<ul style="list-style-type: none"> <li>- Gas cylinder is put in the safe place</li> <li>- Knife holder is available</li> <li>- Door and window are also available</li> </ul>	<ul style="list-style-type: none"> <li>- Environment-friendly kitchen appliances are available</li> <li>- Waste container is available</li> </ul>
Another room	<ul style="list-style-type: none"> <li>- The yard is fairly wide</li> <li>- Many ornamental plants are available but they are not maintained well</li> </ul>	<ul style="list-style-type: none"> <li>- The air is fresh in the morning,</li> <li>- Outer yard is comfortable to do physical exercise</li> </ul>	<ul style="list-style-type: none"> <li>- CCTV is available outside the room</li> <li>- Half-opened fence is available.</li> </ul>	<ul style="list-style-type: none"> <li>- Water for plant is available</li> <li>- Faucet and hose are available to water the plants.</li> </ul>

Source: Primary and Secondary Data in 2023

The result of research describes the condition of Balkondes from CHSE aspect adjusted with normal condition. Some instruments are not available as they are no longer needed, e.g. body temperature measuring tools. However, in the still relevant aspect, the quality of some facilities decreases. For example, some rooms are found less clean, cockroaches are found in the toilet, kitchen is less clean, and the plant is not well-maintained. An employee of Balkondes, affiliated with certification team, said that:

Following certification, PT CBT no longer manages Balkondes. We do everything ourselves. The guests do not come every day, so we prepare only 2 (two) or 3 (three) rooms. We prepare them if only there is room reservation in the weekend. It is usually crowded when a big event such as a marathon is held. Many guests stay here. We will prepare the rooms and their cleanliness to welcome them. The plants are not maintained well because there is no adequate number of employees to take care of the garden.

Employees as the beneficiaries are not conscious of the importance of taking care of and managing the resources of Balkondes. This implies that the consciousness of and wish to change (power to) is still low. No attempt has been taken to deal with the lack of gardeners, implying that the ability and solidarity (power with) among employees is still weak (Pansardi and Bindi 2021).

## **Conclusion**

The implementation of CSR program by PT TWC to empower Balkondes Borobudur employs PT CBT Nusantara as the facilitator. This study indicates that the program of empowering Balkondes for CHSE certification achieves its objective successfully. The facilitator contributes to entire empowerment process consisting of three stages. In the first stage, consciousness growing, the facilitator disseminates innovation; in the second stage, capacity building, the facilitator provides consultation, and in the third stage, empowerment, the facilitator does supervising duty.

This study concludes that in short term the program of empowering Balkondes is successful in CHSE certification. However, in medium term, it has not shown the establishment of employee empowerment. The employment of third party, PT CBT as the facilitator of empowerment, is carried out only until the CHSE certification is completed. Thereafter, the duties of monitoring and evaluating are no longer the facilitator's responsibility. Thus, when Balkondes has been allowed to open following the achievement of CHSE certificate, the condition of Balkondes is no longer monitored.

If CSR program carried by the third party has short-term objective, the commitment to brings about the sustainable tourism will be achieved difficultly. Sustainable tourism ends up in the fulfilment of the tourists' rights holistically, including health, cleanliness, and environmental security aspects that can affect the tourists' satisfaction. The empowerment of Balkondes for CHSE certification purpose is one of short-term strategies to restore tourists' trust and to improve their satisfaction. The CSR program can be held to support sustainable development through long term-oriented empowerment, carried out by either itself or third party.

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