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## Effectiveness of Economic Empowerment Programmes for Marginalised Communities in Papua

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### Abstract

*The economic empowerment program for marginalized communities in Papua has strengths because it utilizes local potential, involves culture and indigenous communities, provides training and mentoring, offers access to capital, and promotes equitable development. However, the program also faces several weaknesses, such as top-down planning tendencies, lack of monitoring and sustainability, limited infrastructure and market access, emerging dependency on aid, low business management literacy, socio-cultural barriers, and minimal inter-agency coordination. Overall, the effectiveness of empowerment largely depends on the alignment of programs with local needs, strengthening long-term capacity, and synergy among stakeholders to ensure that the outcomes are truly sustainable and enhance the independence of Papuan communities.*

**Keywords:** Economy, Empowerment, Effectiveness, Community, Policy

### I. INTRODUCTION

Economic empowerment of marginalised communities is an important strategy for reducing social inequality, improving welfare, and expanding access to economic resources. In Indonesia, this issue is particularly relevant in regions with uneven development, such as Papua. Papuans still face various structural challenges rooted in limited access to education, low employment opportunities, poor infrastructure, and limited capital support for small businesses. These conditions make economic empowerment programmes not only a necessity but also an imperative for

communities to increase their capacity and escape the trap of poverty.

Marginalised communities in Papua are generally in a vulnerable position due to geographical isolation, economic inequality, and limited access to basic services. They are often involved in the informal sector with unstable incomes, such as traditional agriculture, local crafts, small trade, or other household businesses. In this context, economic empowerment programmes aim to open up opportunities for communities to increase productivity, access

markets, and acquire skills relevant to modern economic needs. The central government, local governments, NGOs, and international institutions have implemented various empowerment programmes, ranging from business training, capital assistance, MSME development, to strengthening local economic institutions.

However, the effectiveness of these programmes remains an issue that needs to be further examined. Various reports and field observations show that many economic empowerment programmes in Papua have not fully provided sustainable impacts for marginalised communities. Some beneficiaries still find it difficult to maintain their businesses after the programme ends, due to limited long-term assistance, lack of financial literacy, and weak marketing networks. In addition, some programmes tend to be top-down and are not fully adapted to the socio-cultural context of Papuan communities, so the results do not meet the expected targets.

Many programmes also face administrative obstacles, such as inaccuracy in targeting beneficiaries, minimal coordination between institutions, and a lack of systematic monitoring and evaluation. As a result, programmes that were actually designed to increase economic independence did not bring about significant changes in the quality of life of the community. This shows the need for a more in-depth study of the effectiveness of these economic empowerment programmes, both in terms of planning, implementation, and their results for marginalised communities.

In addition to internal programme factors, the socio-cultural conditions of Papuan society also influence the success of economic empowerment. Communal lifestyles, traditional social structures, and local beliefs are important aspects that must be considered in order for programmes to be truly accepted and implemented optimally. Programmes that do not take into account the context of local wisdom often face rejection or are unable to be sustained. Thus, a culture-based approach and community participation are key to ensuring that the empowerment process runs effectively.

On the other hand, the government's increased attention to the development of the Papua region through various special policies, such as Special Autonomy (Otsus), provides great opportunities for the economic development of marginalised communities. The funds and programmes flowing into Papua are actually quite substantial, but their effectiveness needs to be assessed to ensure that the benefits are truly felt by the communities in need. Evaluating the effectiveness of economic empowerment programmes is important to see whether they have been able to make a real contribution to reducing inequality and improving the welfare of marginalised communities.

#### **A. Problem Formulation**

1. What form does the economic empowerment programme for marginalised communities in Papua take?
2. What are the strengths and weaknesses of the economic empowerment programme for marginalised communities in Papua?
3. What is the strategy behind the economic empowerment programme for marginalised communities in Papua?

## **II. LITERATURE REVIEW**

#### **A. Effectiveness**

Effectiveness is a key element in achieving a predetermined goal or objective in any organisation. Effectiveness is also referred to as being effective when a predetermined goal is achieved. This is in line with Soewarno's opinion that effectiveness is a measurement in terms of achieving a predetermined goal. The word effectiveness is often associated with efficiency, even though there is a very clear difference between the two. Effectiveness emphasises the results achieved, while efficiency focuses more on how to achieve the results by comparing input and output. According to experts such as Drucker, effectiveness means doing the right thing or the extent to which we achieve our goals. Meanwhile, according to Komaruddin, effectiveness is the ability to achieve predetermined goals. Effectiveness is a state that indicates the level of success or failure of management activities in achieving predetermined goals.

According to Winardi, effectiveness is defined as follows: 'Effectiveness is the result achieved by a worker compared to other production results within a certain period of time. Effectiveness is the ability to choose objectives by utilising the appropriate means and infrastructure to achieve objectives accurately and quickly, with successful or unsuccessful outcomes.' According to Siagian, effectiveness relates to the execution of a task, namely: 'The completion of a task at the specified time, meaning that the execution of a task is assessed as good or bad, especially in terms of how it is carried out and the costs incurred to do so.'

Based on the above definitions of effectiveness, it can be concluded that effectiveness means a predetermined process, and it is considered effective if the efforts or activities carried out have achieved the predetermined objectives. If the objectives in question are the objectives of an agency, then the process of achieving these objectives is a success in the implementation of the programme or activity.

According to Richard M Steers, there are three indicators in measuring effectiveness: 1. Achievement of Objectives: Efforts to achieve objectives must be viewed as a process; therefore, in order to ensure the achievement of the final objective, stages are required, both in terms of the stages of achieving the parts and the stages in terms of the time required. 2. Integrity is a measurement of an organisation's ability to conduct socialisation, communication, and consensus building. However, in essence, integration emphasises the socialisation process. 3. Adaptation is an organisation's ability to adjust to its environment. In this case, it can be related to the suitability of the implementation of predetermined programmes with the suitability of the implementation of predetermined programmes with their application in the field and adequate infrastructure.

According to Campbell J.P., the general and prominent measures of effectiveness are: 1. Programme success Programme success is the effectiveness of a programme in being implemented in accordance with operational capabilities in carrying out programmes that are in line with predetermined objectives. 2. Target success Target success is reviewed from the perspective of goal achievement by focusing on the target aspect, meaning it can be measured by the extent to which the targets in the programme have been achieved. 3. Satisfaction with the programme Satisfaction with the programme is an effort towards the programme, the results of which are achieved in comparison between expectations and the final results of the programmes that have been implemented. 4. Input and output levels Input is the input, where programmes are to be implemented in a planned manner, while output is the output,

which is the result of planned programmes that produce a common end goal. 5. Overall goal achievement Overall goal achievement is a process, therefore, in order to ensure that the final goal is achieved, it is necessary to have stages of achievement as well as stages of time for the implementation of a programme. The effectiveness of a programme can be implemented with the operational capacity to carry out work programmes in line with previously established objectives. Comprehensively, effectiveness can be defined as the level of ability of an institution or organisation to carry out all its main tasks or achieve predetermined objectives.

According to Gibson, the criteria for the effectiveness of an activity can be summarised in three indicators based on time frame, namely: 1. Short-term effectiveness, which includes production, efficiency, and satisfaction. 2. Medium-term effectiveness, which includes adaptability and development. 3. Long-term effectiveness, which includes sustainability. Effectiveness basically refers to success or the achievement of goals. Effectiveness is one dimension of productivity, which leads to the achievement of maximum work, namely the achievement of targets related to quality, quantity, and time. According to Makmur, the effectiveness of a programme can be measured using the following indicators: a. Time management Appropriate use of time will ensure the effective achievement of predetermined objectives. b. Cost management Every activity should be carried out without any shortcomings until it is completed, and without any cost overruns until the activity is completed satisfactorily and the results are acceptable to all parties involved. c. Accuracy in measurement Accuracy in measurement refers to all activities whose success has been previously measured in the implementation of those activities. d. Accuracy in making choices Making choices is not an easy matter and is not just a guess, but a process, so that we can find the best among the best, whether it is choosing a method, job, or other matters. e. Firmness of thought We cannot deny Descartes' idea that *cogito ergo sum* (I think, therefore I am). Thus, the superiority of one human being over another greatly depends on their way of thinking, because the accuracy of thinking in various aspects of life, both in relation to oneself and to the universe, always has a positive or negative influence. Accurate thinking will lead to effectiveness, so that the success that is always expected in carrying out a form of cooperation can produce maximum results. f. Accuracy in giving orders The success of an organisation's activities is greatly influenced by the abilities of its leaders, one of which is the ability to give clear orders that are easily understood by subordinates.

## **B. Community Economic Empowerment**

According to the Big Indonesian Dictionary (KBBI), empowerment is defined as a process, method and act of empowerment. Conceptually, the word empowerment comes from the word 'power', which means authority or capability. Empowerment comes from the root word 'daya' and is prefixed with 'ber', which means to have power or strength. Therefore, empowerment is defined as an effort made to enable an object to become powerful and have energy or strength. Empowerment is an idea that connects the power and competence of individuals in forming a natural support system accompanied by proactive behaviour to provide social policies in social change. Based on the above description, empowerment can be understood as a process carried out by someone who is able to empower another person with their creative ideas to develop that person's potential. The term 'economy' comes from the Greek words "oikos" and 'nomos',

which mean household management. This management is necessary to ensure that the welfare of the household is always maintained. The term economy here refers to the process or effort of procuring services and goods for household needs. Based on the above definition, the economy is a human effort to manage the household and meet the needs of life by utilising the available resources.

According to Rahardjo Adisasmita, community empowerment is an effort to utilise and manage community resources more effectively and efficiently to increase community income, as follows: a. Input aspects include human resources, funds, equipment or facilities, data, plans and technology. b. Process aspects include implementation, monitoring and supervision. c. The output aspect includes the achievement of efficiency targets. According to Sumodiningrat, community economic empowerment is an effort to create a strong, large, modern and highly competitive economy within a proper market mechanism. Community economic empowerment is carried out through structural changes, namely from a weak economy to a strong economy, from dependence to independence, and from a traditional economy to a modern economy. per capita income to meet daily needs in anticipation and preparation for future economic conditions. Therefore, it can be concluded that community economic empowerment is an effort to change the condition of a community, both as a group and as individuals, in solving various problems related to improving the quality of life, independence, and welfare of the community. The goal is to improve the welfare of the community, motivate the community to improve themselves, and achieve economic goals.

Throughout the empowerment process, its implementation will be clearly evident in the designed community empowerment process. According to Ginandjar Kartasasmita, the stages that must be passed through in the community empowerment process are as follows: a. Enabling, which is creating an atmosphere that allows the community's potential to develop. Building capacity by encouraging, motivating and raising awareness of the potential that exists. b. Empowering, which is strengthening the potential of the community through concrete steps involving the provision of various opportunities that will make the community more empowered. Such as the availability of funding institutions, training and marketing. c. Protecting: protecting and defending the interests of vulnerable communities that are the subject of development. Protection in this case is seen as an effort to prevent unfair competition and the exploitation of the vulnerable. Based on the above description, it can be understood that the stages that must be passed through in community empowerment are enabling, followed by empowering, and finally protecting.

Principles are guidelines for conducting activities or making decisions consistently. In its implementation, empowerment needs to adhere to several principles, namely: a. Principle of Equality The main principle that must exist is equality between the community and the institutions that plan community empowerment programmes for both men and women. b. Participatory Principle Community empowerment programmes that can stimulate community independence are participatory programmes, i.e. planned, implemented, monitored and evaluated by the community itself. These programmes require assistance, meaning that the community involved will receive clear guidance. c. Principle of Independence This principle emphasises the capabilities of the community rather than assistance from other parties. This concept does not view poor people as incapable, but rather as having

capabilities that must be explored so that the community can develop its potential and not depend on others. d. Principle of Sustainability Community empowerment programmes are designed to be sustainable, meaning that they are designed in stages to provide knowledge, skills and experience to each individual involved so that they can explore their potential. Therefore, the implementation of community empowerment must adhere to the principles of empowerment. This aims to ensure that empowerment activities are targeted and in line with objectives.

Empowerment is a process that can be observed through indicators accompanying the empowerment process towards success. In implementing empowerment in a particular place or region, there must be indicators of success to determine whether the empowerment has been successful or not. There are five indicators of success to measure the implementation of community empowerment, namely: a. A reduction in the number of poor people. This can be seen using parameters according to the National Population and Family Planning Agency (BKKBN). According to BKKBN, a reduction in the number of poor people can be seen from several criteria, namely that all family members are able to eat twice a day or more, are able to have different clothes for home, work, school and travel, the largest part of the house does not have a dirt floor, and are able to take family members to health facilities. b. Having a source of income that can meet the daily needs of oneself and one's family. For example, being able to buy basic necessities such as rice, cooking oil, spices, soap, shampoo, cooking gas and so on. c. Being able to increase income within the family and being able to buy large commodities. For example, buying livestock, motorcycles, TVs and so on. d. Having sufficient freedom of mobility to leave the house. For example, to access medical facilities, go on holiday or pursue higher education. e. Being able to make household decisions and determine choices in life. For example, regarding home renovations, purchasing goats for livestock, obtaining business credit, and so on.<sup>9</sup> From the above indicators, it can be concluded that the community is empowered and empowerment can be said to be successful if the community is able to meet its own needs and is able to improve the welfare of the surrounding community.

### III. RESEARCH METHODOLOGY

Qualitative research using a phenomenological approach

### IV. DISCUSSION

#### A. Forms of economic empowerment programmes for marginalised communities in Papua

The economic empowerment programme for marginalised communities in Papua is a strategic effort to improve welfare through capacity building, increased productivity, and expanded access to economic resources. The unique social, cultural, and geographical characteristics of Papua require that the empowerment approach be tailored to local needs and potential. Therefore, various programmes have been designed with an emphasis on natural resource development, community skills improvement, and the strengthening of community-based economic institutions. These empowerment programmes involve the government, traditional institutions, NGOs, the private sector, and international organisations.

One of the main forms of economic empowerment programmes in Papua is the development of businesses based on local potential. This includes the utilisation of abundant agricultural, fishery, and

non-timber forest products (NTFPs). For example, communities are taught to manage commodities such as Papuan coffee, cocoa, vanilla, red fruit, and sago into high value-added products. This programme not only provides technical training related to cultivation, but also covers post-harvest processing, packaging and marketing. This training aims to enable the community to not only act as producers of raw materials, but also to be able to produce processed goods that can provide greater economic benefits. This approach has proven to be effective because it is in line with the farming culture of the Papuan people, which has been passed down from generation to generation.

In addition, there is also a programme in the form of MSME assistance and entrepreneurship training aimed at improving the community's ability to run businesses independently. These programmes typically cover business management training, financial literacy, business planning, and digital marketing training. Many marginalised communities in Papua still have limitations in managing financial administration and marketing strategies, so this training is crucial for SMEs to survive and grow. This mentoring programme is usually conducted on an ongoing basis to ensure that participants truly understand the process of running a business and are able to face market challenges.

Other forms of programmes include capital assistance and access to financing, whether through microcredit, cooperatives, or revolving fund programmes. Capital is one of the biggest obstacles for marginalised communities to start or develop a business. Therefore, many empowerment programmes provide assistance in the form of capital grants, production tools, or access to microfinance institutions. Programmes such as KUR (People's Business Credit) and Special Autonomy (Otsus) funds are often used to strengthen the business capacity of the Papuan community. In addition, several institutions have also formed local cooperatives to avoid loan sharking practices and ensure that the community has access to fair and transparent financing.

In the socio-cultural context of Papua, strengthening traditional institutions and community-based economic groups is also a very important form of empowerment. Empowerment programmes often form farmer groups, fisher groups, women's groups, or joint business groups as platforms for collective work. This collective approach is well suited to the clan- and community-based social structure of Papuan society. Through these groups, communities can share knowledge, manage capital collectively, strengthen business networks, and gain access to broader markets. Traditional institutions are also involved to ensure that programmes are in line with local values and norms, making them easier to accept and implement.

Furthermore, another form of economic empowerment programme is the development of supporting economic infrastructure, such as the construction of traditional markets, access roads for production, storage facilities, and processing centres for agricultural products. Adequate infrastructure greatly influences the smooth running of economic activities. Without good road access, it is difficult for communities to transport their products to market. Without processing facilities, local commodities can only be sold in their raw form. Therefore, the government and various partner institutions consider the development of economic infrastructure to be an important part of empowerment, as its existence increases the efficiency and competitiveness of local businesses.

Empowerment programmes also include the development of technological and digital capabilities, as digital transformation opens up new opportunities for marginalised communities to reach wider markets. Training in the use of social media for product marketing, the digitisation of MSMEs, and simple e-commerce help local businesses compete in the modern market. Although internet access in some areas of Papua is still limited, programmes such as these remain important as they provide new knowledge and prepare communities for the development of the digital economy.

Equally important are women's empowerment programmes, as Papuan women play a central role in the family economy and traditional market activities. These programmes typically focus on skills training such as noken crafting, weaving, local food processing, and other household businesses. In addition to providing additional income, these programmes also strengthen women's position in the community's economic structure.

Overall, the forms of economic empowerment programmes for marginalised communities in Papua are very diverse, ranging from local potential development, business training, capital assistance, institutional strengthening, infrastructure development, to economic digitalisation. Each programme is designed to improve the independence, competitiveness, and welfare of the Papuan community in a sustainable manner. An appropriate, participatory, and culture-based approach is key to ensuring that these programmes have a significant impact on marginalised communities.

#### **B. Strengths and weaknesses of economic empowerment programmes for marginalised communities in Papua**

The economic empowerment programme for marginalised communities in Papua is designed to reduce social inequality, improve the economic capacity of communities, and strengthen community independence through various approaches based on local potential. However, as with other development programmes, these empowerment efforts have strengths and weaknesses that affect their effectiveness in the field. Analysis of these strengths and weaknesses is important to determine the extent to which the programme can have a long-term impact on the people of Papua.

#### **Advantages of the Economic Empowerment Programme for Marginalised Communities in Papua**

##### **1. Based on local potential**

One of the main advantages of the economic empowerment programme in Papua is its approach, which makes extensive use of local potential, such as Papuan coffee, cocoa, vanilla, sago, fisheries, and non-timber forest products. Utilising local potential makes it easier for communities to adapt because the programme is in line with the traditional livelihoods they have known for a long time. The local potential-based approach also increases the added value of products, thereby significantly increasing community income.

##### **2. Using a cultural and community approach**

Empowerment programmes in Papua generally involve social structures and customary institutions, which have a strong influence on community life. By involving traditional leaders, programme implementation can run more smoothly because it has social legitimacy. Collective approaches such as farmer groups, women's groups and local cooperatives also strengthen community solidarity and facilitate business coaching and mentoring.

##### **3. Enhancing capacity through training and mentoring**

Most programmes cover technical skills training (e.g. farming techniques or agricultural processing), financial literacy and entrepreneurship. This training improves people's ability to manage their businesses more professionally. Some programmes also provide long-term mentoring so that participants can apply the skills they have learned effectively.

##### **4. Access to capital and means of production**

Programmes often provide capital assistance or production facilities, ranging from agricultural tools and processing machinery to revolving funds. The provision of start-up capital greatly helps marginalised communities who previously lacked the financial capacity to start a business. Assistance with production tools also increases the efficiency and productivity of local businesses.

##### **5. Supporting equitable development**

Economic empowerment of marginalised communities in Papua helps to reduce the gap between urban centres and remote areas. Programmes reaching remote areas enable communities that were previously constrained by geographical access to gain opportunities for increased income and skills..

#### **Weaknesses of the Economic Empowerment Programme for Marginalised Communities in Papua**

##### **1. Programmes are often top-down in nature**

One of the main weaknesses is that empowerment programmes are often designed in a top-down manner without fully involving the community in the planning process. This results in programmes that are not tailored to local needs or culture, making it difficult for the community to accept or sustain them in the long term. This mismatch in needs also means that some programmes do not run optimally once the assistance period is over..

##### **2. Lack of sustainability and monitoring**

Many programmes focus only on the initial stages, such as training and capital provision, but lack follow-up assistance. Without long-term monitoring, communities find it difficult to sustain their businesses as they face marketing, management and financial management constraints. This lack of sustainability causes some businesses to fail after the initial assistance ends.

##### **3. Infrastructure limitations and market access**

Uneven infrastructure poses a major obstacle to economic empowerment in Papua. Difficult roads, high transportation costs, and limited internet access make it difficult for communities to bring their products to market or reach buyers. As a result, even though production has increased, marketing remains a challenge, meaning that incomes have not increased significantly.

##### **4. Dependence on aid**

Programmes that provide capital assistance or grants often create dependency. Some members of the community end up waiting for the next round of assistance and are not fully motivated to develop their businesses independently. This dependency hinders the main objective of empowerment, which is to encourage independence.

##### **5. Low financial literacy and business management skills**

Despite the training provided, some members of the community still find it difficult to manage their business finances properly. Limited business experience means they face obstacles in record keeping, capital management and business decision making. Without adequate management skills, businesses often fail to grow or even cease trading.

## 6. Social and cultural barriers

In some cases, strong traditional structures can pose challenges, for example in the distribution of business profits or group decision-making. Internal community conflicts, differences of opinion and certain cultural factors can also hinder the smooth running of programmes. If a programme is not fully aligned with local values, resistance may occur either subtly or openly.

## 7. Lack of synergy between institutions

Empowerment programmes are often carried out by many parties—central government, local government, NGOs, and international institutions—without strong coordination. As a result, there is programme overlap, budget inefficiency, or inappropriate targets. This lack of synergy also causes confusion among the community regarding the role and objectives of the programme.

Economic empowerment programmes for marginalised communities in Papua have a number of advantages, such as the utilisation of local potential, community strengthening, skills improvement, and capital support. However, these programmes also face various weaknesses, including a top-down nature, lack of sustainability, infrastructure limitations, aid dependency, and cultural and inter-agency coordination barriers. This analysis shows that the effectiveness of the programme is highly dependent on planning based on local needs, long-term assistance, and synergy between various parties.

### C. Strategies for economic empowerment programmes for marginalised communities in Papua

Economic empowerment programmes for marginalised communities in Papua require well-planned, measurable strategies based on local needs. This is important because the geographical, social and cultural characteristics of Papua differ from other regions in Indonesia. Challenges such as limited infrastructure, difficult market access, high regional isolation and economic inequality require comprehensive and contextual empowerment strategies. Therefore, various strategies have been designed to strengthen community capacity, increase productivity, and ensure the sustainability of community-based enterprises. The following discussion outlines the main strategies that can be implemented to improve the effectiveness of economic empowerment of marginalised communities in Papua.

#### 1. Local Potential-Based Strategy

One of the most fundamental strategies for economic empowerment in Papua is to maximise the local potential of the community. Papua is rich in natural resources such as coffee, cocoa, vanilla, non-timber forest products (NTFPs) such as agarwood and forest honey, sago, and the fisheries sector. This strategy emphasises:

- Identify the potential strengths of villages or communities.
- Develop value chains from upstream to downstream.
- Provide training in cultivation techniques and post-harvest processing.
- Establish production centres and processing facilities..

By utilising local potential, communities do not need to switch to sectors that are unfamiliar to them. The programme is also more readily accepted because the economic activities developed are in line with the daily lives of the community..

#### 2. Participatory and Community-Based Approach

Effective empowerment strategies in Papua must actively involve the community from the planning stage to the evaluation stage. The participatory development approach ensures that programmes are in line with local needs, values and culture. This strategy includes:

- Consultations with traditional leaders, village heads, and community groups.
- Strengthening community-based business groups such as farmer groups, artisan groups, or cooperatives.
- Involvement of women who play an important role in the household economy.
- Division of roles according to the traditional social structure to prevent internal conflict.

The community-based approach also helps maintain the sustainability of the programme because the community feels a sense of ownership towards the process and its results.

#### 3. Capacity and Skills Building Strategy

One of the main obstacles to economic development in Papua is the lack of technical knowledge and business skills. Therefore, capacity building strategies are essential through:

- Technical skills training (cultivation, processing, production).
- Entrepreneurship and business management education.
- Training in financial literacy, business record keeping, and capital management.
- Intensive mentoring to ensure that the training material is properly implemented.

Training is not conducted just once, but takes place gradually and continuously so that the community receives adequate assistance..

#### 4. Strategy to Strengthen Access to Capital

Marginalised communities in Papua often find it difficult to access formal financial institutions. To address this, economic empowerment strategies must provide easy access to capital mechanisms that are appropriate to the local context. These strategies include:

- Establishment of village-based cooperatives or microfinance institutions.
- Utilisation of Special Autonomy (Otsus) funds to finance productive businesses.
- Easier access to small business loans (KUR) with assistance.
- Group-based revolving fund schemes to avoid dependence on aid..

Good capital will encourage the sustainability of community businesses while strengthening their independence.

#### 5. Improved Market Access and Partnerships

Increased production will be worthless if the community cannot reach the market. Therefore, marketing and partnership strategies are an important focus, including:

- Establishing marketing networks with private companies, state-owned enterprises, and micro, small and medium enterprises in the city.
- Developing digital markets through social media and simple e-commerce.
- Developing economic infrastructure such as traditional markets, storage warehouses, and logistics centres.
- Certifying local products to increase their selling value..

Partnership strategies help communities enter markets that were previously difficult to reach.

#### 6. Development of Economic Support Infrastructure

Infrastructure is a key factor in economic development in Papua. Many areas struggle to develop due to a lack of transport and communication access. This strategy includes:

- Construction and repair of production roads.
- Provision of clean water facilities, village electricity, and storage facilities.
- Development of internet connections to support business digitalisation.
- Construction of small industrial centres in rural areas.

Without adequate infrastructure, empowerment programmes will struggle to develop.

#### 7. Continuous Assistance and Monitoring

The final and very important strategy is to ensure long-term mentoring. This is done through:

- Field assistants who are permanently or regularly assigned to assist communities.
- Periodic monitoring to assess business development.
- Data-based evaluation for programme improvement.
- Strengthening local institutions so that assistance continues even after the programme ends..

Sustainability is a key factor in determining whether empowerment is truly successful.

Economic empowerment strategies for marginalised communities in Papua must be comprehensive, participatory and based on local potential. Approaches that strengthen capacity, market access, partnerships, infrastructure, and sustainable assistance are key to the success of the programme. If this strategy is implemented appropriately and in line with the socio-cultural context of Papua, empowerment can create economic independence, reduce poverty, and improve the welfare of marginalised communities in a sustainable manner..

## V. Conclusion

The economic empowerment programme for marginalised communities in Papua encompasses various strategic efforts tailored to local potential and culture, such as the development of businesses based on agricultural, fishery and non-timber forest products, training in processing and marketing, and assistance for MSMEs to improve financial literacy and entrepreneurial skills. In addition, capital assistance through microcredit, grants, cooperatives, and special autonomy funds helps communities start

and develop businesses. Strengthening community-based groups and customary institutions is also key because it is in line with the social structure of Papua, while the development of economic infrastructure such as markets, production roads, and processing centres facilitates business activities. Digitalisation programmes, women's empowerment, and technology training also open up new economic opportunities. Overall, these programmes are designed to enhance the independence, competitiveness, and welfare of the Papuan community in a sustainable manner through a participatory approach based on local potential.

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