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Empowerment through contract farming partnership facilitation in cavendish banana agribusiness in support of sustainable agriculture

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ABSTRACT

Background: Contract farming has been widely recognized as a mechanism for improving smallholder farmers' productivity, market access, and income stability. However, existing studies generally examine Contract Farming, Creating Shared Value (CSV), and Asset Based Community Development (ABCD) separately, resulting in limited understanding of how these approaches can be integrated within sustainable agribusiness partnerships. This study analyzes the implementation of community empowerment in Cavendish banana agribusiness through a cooperative-based contract farming model integrating CSV and ABCD principles. **Method:** A mixed method case study approach was employed involving 458 farmers affiliated with the Bina Sejahtera Cooperative in Pesawaran Regency, Indonesia. Data were collected through structured interviews, focus group discussions, field observations, and institutional documentation. Quantitative data were analyzed using descriptive comparative analysis based on before–after program indicators, while qualitative data were examined through thematic analysis to explore empowerment processes, partnership dynamics, and institutional development. **Findings:** The results indicate that the integration of CSV and ABCD within the contract farming system generated significant socio-economic and institutional benefits. Farmer productivity increased from 18–20 to 22–24 tons/ha/year (+15–20%), while seasonal income rose from IDR 18–22 million to IDR 23–28 million (+20–25%). Market access expanded from local traders to cooperative-based and export-oriented channels, reducing dependence on intermediaries and improving price stability. In addition, cooperative participation increased from 55% to 80% of active members, while adoption of Good Agricultural Practices (GAP) improved from 40% to 715%. **Conclusion:** These outcomes demonstrate enhanced farmer capacity, stronger institutional performance, and improved agribusiness sustainability. **Novelty/Originality of this article:** This study proposes an integrative framework that combines CSV and ABCD within a cooperative-based contract farming system. The model demonstrates how market-oriented value creation and asset-based community empowerment can be simultaneously implemented to generate measurable economic, social, and institutional impacts, offering a replicable approach for inclusive and sustainable agribusiness development.

KEYWORDS: Asset Based Community Development (ABCD); cavendish banana; community empowerment; contract farming and partnership; Creating Shared Value (CSV).

1. Introduction

Bananas are a major horticultural commodity widely consumed across diverse socioeconomic and cultural groups worldwide. Their popularity stems not only from their taste and texture but also from their nutritional value, including fiber, vitamin C, vitamin B6, and potassium, which contribute to food security and public health. Among tropical

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varieties, the Cavendish banana (Musa acuminata L.) is the most widely consumed globally. It plays a crucial role as a source of carbohydrates and supports household food security. According to the International Institute for Sustainable Development (Voora et al., 2023), bananas are the most widely consumed fruit worldwide, with an economic value exceeding USD 25 billion annually.

Cavendish bananas are highly competitive due to their superior taste and versatility in both fresh consumption and food processing industries. They are widely used as raw materials for flour, baby food, and other processed products, contributing to value addition, improved food quality, and farmer welfare. These advantages make Cavendish bananas a leading commodity in both domestic and export markets (IISD, 2023). The diversification of processed products increases added value and strengthens competitiveness in international markets. According to the Ministry of Trade (2022), Indonesia exported 30,373 tons of Cavendish bananas in 2018, valued at US$14.61 million. In 2020, exports to China reached 17,793 tons, with a value of US$8.62 million. However, this represents only about 1.15% of China's total import demand (1,544,609 tons), indicating significant potential for expansion.

Global trends show steady growth in banana trade. The global Cavendish banana market is projected to increase from US$18.16 billion in 2024 to US$25.63 billion by 2032, with a compound annual growth rate of 4.4% (Introspective Market Research, 2024). FAO (2023) reports that bananas are among the four most traded agricultural commodities globally, after wheat, corn, and soybeans. Major exporting countries such as Ecuador, the Philippines, Costa Rica, Colombia, and Vietnam dominate over 80% of global exports. The rapid expansion of the global Cavendish banana market has intensified competition among producing countries and highlighted the strategic importance of developing efficient value chains and sustainable farming systems. Beyond production performance, the competitiveness of Cavendish bananas is strongly influenced by marketing efficiency, post-harvest management, quality assurance, logistics systems, and institutional arrangements connecting farmers with domestic and international markets. In many developing countries, weaknesses in agricultural marketing systems continue to limit smallholder participation in high-value markets, resulting in lower farm-gate prices and reduced economic returns for producers (FAO, 2023).

The Cavendish banana agribusiness system involves a complex network of actors, including farmers, cooperatives, traders, processors, exporters, retailers, and supporting institutions. Effective coordination among these actors is essential for ensuring product quality, supply continuity, and market competitiveness. Vorley et al. (2020) argue that the successful integration of smallholders into modern agri-food value chains depends on strong institutional linkages, transparent market governance, and equitable value distribution. In the absence of such mechanisms, farmers often experience information asymmetry, limited bargaining power, and vulnerability to market fluctuations, which constrain investment and innovation at the farm level. Marketing efficiency is particularly important in banana agribusiness because bananas are highly perishable commodities that require rapid distribution and strict quality control. Hernández et al. (2021) found that post-harvest losses and supply chain inefficiencies can significantly reduce producer income and weaken export competitiveness. Therefore, strengthening farmer organizations and cooperative institutions becomes a critical strategy for improving product aggregation, quality standardization, logistics coordination, and access to premium markets. Cooperative-based marketing systems also allow farmers to achieve economies of scale and negotiate more favorable contractual arrangements with agribusiness companies and exporters.

From a farming perspective, Cavendish banana cultivation offers considerable economic opportunities due to its relatively high productivity and strong market demand. However, farm profitability depends on the adoption of Good Agricultural Practices (GAP), the use of quality planting materials, effective crop management, and compliance with food safety standards demanded by modern markets (Arias et al., 2022). Farmers who successfully meet these requirements are more likely to gain access to export-oriented

markets and receive higher economic returns. Recent literature has further emphasized the importance of inclusive business models in promoting sustainable agricultural development. Inclusive agribusiness partnerships align commercial objectives with community development goals by providing farmers with access to inputs, technical assistance, financing, and guaranteed markets while ensuring a reliable supply of quality products for companies (Gradl & Knobloch, 2021). Such partnerships reduce transaction costs, strengthen value chain resilience, and improve the long-term sustainability of agricultural enterprises.

Despite the promising market prospects, smallholder Cavendish banana farmers continue to face significant challenges, including land fragmentation, limited access to capital, production risks, fluctuating input prices, and market uncertainty. These constraints indicate that improvements in production alone are insufficient to achieve sustainable agribusiness development. Instead, integrated interventions that combine market access, institutional strengthening, capacity building, and community empowerment are required. Consequently, there is a growing need for partnership models capable of enhancing both economic performance and community resilience within rural agribusiness systems. In addition to China, countries such as Japan, the United Arab Emirates, South Korea, and several Middle Eastern and East Asian countries have shown increasing demand for Indonesian Cavendish bananas. This growing demand highlights the importance of improving production efficiency, product quality, and logistics systems to enhance competitiveness in global markets.

Lampung Province is one of Indonesia's main production centers for high-quality Cavendish bananas due to its favorable agro-climatic conditions. Several regencies, including Pesawaran, South Lampung, Tanggamus, Pringsewu, and East Lampung, contribute significantly to production and export activities. Pesawaran Regency, particularly Ciringin Asri Village, has strong potential as a Cavendish banana production hub. The Bina Sejahtera Cooperative supports 458 farmers managing approximately 480 hectares of partnership land. As a key institutional actor, the cooperative facilitates coordination between farmers and agribusiness companies. However, ensuring long-term sustainability of farmer livelihoods remains a major challenge. Cooperatives function as community-based economic institutions that maximize local benefits (Peredo & McLean, 2019). They strengthen social capital through networks, trust, and collective norms, which are essential for successful agribusiness partnerships (Putnam, 2015; Woolcock, 2018). Effective and transparent cooperative management also enhances coordination and sustainability in farmer–company relationships (Bijman & Iliopoulos, 2021).

Collaboration among stakeholders—including government, companies, cooperatives, financial institutions, and academic institutions—is essential to strengthen partnership models, improve farmer capacity, and expand access to technology and financing (Rofiah et al., 2025). One effective approach is contract farming, which establishes formal agreements between farmers and companies regarding production, quality, and pricing (Catelo & Costales, 2008). Through contract farming, companies provide inputs, technical assistance, and training, while farmers commit to meeting production standards. This system reduces market uncertainty, ensures price stability, and improves farmer income (Quisumbing et al., 2024; Ashu et al., 2023). It also enhances access to financial services and strengthens farmers' position within the value chain (Gradl & Knobloch, 2021). Community empowerment through contract farming partnerships is expected to improve productivity, income, and overall welfare. Empowerment includes enhancing decision-making capacity, resource control, and bargaining power (Narayanan & Gulati, 2020). Capacity building also encourages farmers to develop independent and sustainable agricultural businesses (Irna, 2020; DFID, 2020).

However, previous studies tend to examine contract farming, Creating Shared Value (CSV), and community empowerment approaches such as Asset-Based Community Development (ABCD) separately, with limited integration into a unified framework. While CSV emphasizes the creation of shared economic and social value, its application at the community level remains limited. Similarly, ABCD focuses on local asset mobilization but

often lacks integration with market mechanisms. Despite the growing literature, there is still a lack of empirical studies integrating CSV and ABCD within cooperative-based contract farming systems. In addition, measurable evidence of socio economic impacts on smallholder farmers remains limited. Therefore, this study aims to: (1) analyze the implementation of CSV and ABCD integration in Cavendish banana contract farming partnerships; (2) assess the socio-economic impacts on farmers; and (3) evaluate the potential replicability of the model for sustainable agribusiness development. This study contributes by offering an integrative model that combines market-based approaches with community-driven empowerment strategies, bridging theoretical and practical gaps in sustainable agribusiness development.

2. Method

CSV views companies as capable of creating both economic and social value through integrated business strategies (Porter, Hills, & Lee, 2015). In agribusiness, CSV is reflected in increased productivity, improved access to technology, and expanded markets. To operationalize this framework, primary data were collected from 458 farmers who are members of the Bina Sejahtera Cooperative, along with key informants including cooperative managers, company representatives, and local stakeholders. Data collection techniques included structured interviews, focus group discussions (FGDs), and field observations conducted during the empowerment program. The contract partnership system has proven to be a crucial factor in supporting farming sustainability. Companies such as PT GGF Lampung implement CSV-based partnerships by providing inputs, training, and management support, ensuring both productivity gains for farmers and supply stability for the company (FEM IPB, 2024). Community empowerment in this study is conducted using the Asset-Based Community Development (ABCD) approach, which focuses on identifying and strengthening existing community assets (Kretzmann & McKnight, 1993). Relevant empowerment elements include social capital and collective institutions, where cooperatives function as platforms for strengthening trust and coordination (Prasetyono, 2024).

Unlike deficit-based approaches, ABCD emphasizes internal community strengths rather than dependence on external assistance. This approach positions farmers as active agents of development rather than passive beneficiaries (Dureau, 2013; Cunningham & Mathie, 2018; UNDP, 2020). The ABCD implementation process consists of five main stages: (1) asset and potential discovery through interviews and FGDs; (2) formulating a shared vision through participatory discussions; (3) strategic planning of contract farming and capacity-building programs; (4) program implementation through training and mentoring; and (5) evaluation and sustainability through participatory monitoring. To strengthen the analytical rigor of the study, a participatory and multi-stakeholder evaluation framework was adopted. This framework recognizes that community empowerment outcomes are influenced by interactions among farmers, cooperatives, agribusiness companies, local government agencies, and other supporting institutions. Therefore, the integration of CSV and ABCD was examined not only as a conceptual framework but also as a practical mechanism through which economic objectives and community development goals could be achieved simultaneously. Data collected from different stakeholder groups were systematically compared to identify common patterns, challenges, and opportunities emerging from the partnership process.

Furthermore, this study employed methodological triangulation to improve the credibility and reliability of the findings. Information obtained from farmer interviews was cross-validated through focus group discussions, direct observations, and institutional documentation. This approach enabled the researchers to capture both measurable socio-economic changes and qualitative evidence related to institutional strengthening, collective action, leadership development, and knowledge-sharing processes. Such triangulation is particularly important in empowerment studies because changes in community capacity and social relations are often difficult to measure using quantitative indicators alone.

Program evaluation was conducted using descriptive comparative analysis, particularly by examining changes in key indicators such as productivity, income, market access, adoption of Good Agricultural Practices (GAP), and institutional participation before and after program implementation. The evaluation framework incorporated three interrelated dimensions: economic, social, and institutional outcomes. Economic indicators included productivity growth, income improvement, and production efficiency; social indicators focused on participation, capacity enhancement, and collective decision-making; while institutional indicators assessed cooperative performance, stakeholder coordination, and partnership sustainability. Qualitative data were analyzed using thematic analysis to capture patterns of empowerment and partnership dynamics. Previous studies show that ABCD strengthens participation, internal capacity, and program sustainability (Aziz et al., 2018; Nurdiansyah, 2020).

The integration of contract farming, CSV, and ABCD in this study provides a comprehensive analytical framework that combines market-based mechanisms with community-driven empowerment. Empirical findings from this approach are used not only to describe program implementation but also to evaluate its effectiveness in improving farmer welfare and institutional capacity. Thus, this study formulates a sustainable agribusiness partnership model that emphasizes inclusive economic development, strengthens cooperative institutions, and enhances farmer capacity through asset-based empowerment.

3. Results and Discussion

3.1 Results

The implementation of community empowerment through facilitating Cavendish banana marketing partnerships is carried out in a structured, systematic manner and is oriented toward medium- to long-term outcomes. A series of programmed activities covers the full cycle of planning, program implementation, monitoring and evaluation, and follow-up to ensure the sustainability of the intervention. This approach places collaboration as the main foundation by involving partner farmers, cooperative administrators, agribusiness companies, extension institutions, and academics, ensuring that both planning and implementation processes are participatory. Activities emphasize mutual agreement on objectives, success indicators, role allocation, and transparent governance mechanisms, thereby ensuring that the intervention is not top-down or temporary, but integrated into locally appropriate practices that can be sustained by the community.

To strengthen analytical rigor, this empowerment process is positioned within a case study framework using a mixed-method approach, enabling both qualitative exploration of institutional dynamics and quantitative assessment of program outcomes. Clearly defined performance indicators such as productivity levels, farmer income, market access, and institutional participation are used to evaluate program effectiveness. The empowerment phase begins with a comprehensive identification of village needs and potential mapping. This activity includes participatory surveys, structured interviews, and focused group discussions (FGDs) to understand plantation land conditions, cropping patterns, post-harvest infrastructure, and existing socio economic networks. The emphasis in mapping village potential extends beyond physical assets such as land area, water sources, and soil conditions to include intangible assets such as farmer knowledge, adaptive land management practices, cooperative institutional structures, and established market networks. Data collected at this stage serve as baseline information for subsequent before after comparisons, ensuring that program impacts can be systematically assessed.

The next step involves developing a joint program with local actors. In practice, the empowerment team conducted a series of group meetings and participatory planning workshops, bringing together representatives of farmers across different production scales, cooperative administrators, partner companies, extension workers, and local policymakers. These meetings were used to align objectives related to increasing income, enhancing value-

added production, strengthening cooperative governance, and integrating environmental sustainability principles into Cavendish banana cultivation. The outcomes of these meetings were formalized into an action plan document containing measurable objectives, outcome indicators, activity timelines, and clearly defined mechanisms for responsibility-sharing and funding allocation. The implementation phase incorporates both capacity building activities (training, mentoring, and technical assistance) and institutional strengthening, with progress monitored periodically using predefined indicators. Monitoring and evaluation are conducted through a combination of field observations, farmer performance records, and participatory evaluation sessions, allowing for both quantitative tracking and qualitative validation of results.

Collaboration between actors is the core of program implementation. The cooperative plays a dual role as both a technical implementer and an institutional intermediary that ensures transactions between farmers and companies. It manages input distribution, production records, and harvest collection to meet contract requirements. Partner companies function as primary buyers, guaranteeing market absorption while also providing technical assistance, including input provision, training, and logistical support. Extension workers and academic teams contribute to knowledge transfer, technology adoption, quality control, and strengthening managerial capacity within the cooperative. This multi-stakeholder collaboration is formalized through memoranda of understanding (MoUs) and contractual agreements that specify roles, rights, obligations, pricing mechanisms, quality standards, and dispute resolution procedures. Such formalization enhances transparency, reduces transaction risks, and strengthens trust among stakeholders. The CSV based business model applied in the contract farming system for Cavendish banana marketing at the Bina Sejahtera Pesawaran Cooperative in Ciringin Asri Village, Way Ratai District, Pesawaran Regency, is presented in Figure 1.

The implementation of training and mentoring constitutes a core component of the empowerment program, emphasizing behavioral change and contextual learning. Training modules are designed based on identified needs, including Cavendish banana cultivation aligned with Good Agricultural Practices (GAP), integrated pest and disease management, efficient fertilization, harvesting and post-harvest handling, and basic financial recording. The training adopts a learning-by-doing approach through field demonstrations, small group sessions, and continuous mentoring, enabling farmers to directly apply techniques and observe their impact on productivity. The effectiveness of training is assessed using indicators such as adoption rates of GAP practices, yield improvement, and farmer participation levels. The program also facilitates a transformation in farmers' mindset from quantity-oriented production toward value-added and market-oriented production. This is achieved through market literacy activities, including understanding quality standards, buyer preferences, and product diversification strategies. Peer-to-peer learning sessions are conducted to enable knowledge exchange between experienced and less-experienced farmers, strengthening local learning systems and accelerating innovation diffusion. Farmer empowerment is further reinforced through continuous and adaptive field mentoring. Regular assistance by extension workers and academic teams supports the implementation of improved cultivation practices, introduces innovations, and ensures systematic data collection. Farmers are encouraged to maintain simple but consistent farm records, including production output and input costs. These data are used for descriptive quantitative analysis, enabling calculation of profit margins, cost efficiency, and income changes before and after program implementation. This transparency strengthens farmers' bargaining position and supports evidence-based negotiations between cooperatives and partner companies.

The principle of Creating Shared Value (CSV) is integrated as a strategic framework guiding company involvement. In practice, CSV is implemented through three main strategies: (1) restructuring products and markets to enhance value-added production and market segmentation; (2) improving productivity across the value chain through input optimization, efficient processing, and logistics; and (3) developing local economic clusters by strengthening networks with suppliers, service providers, and financial institutions.

These strategies are evaluated based on improvements in supply chain efficiency, market access, and income stability. Ensuring product quality and compliance with standards is a critical component of the partnership. The program facilitates internal pre-audit processes and preparation for external certification, including documentation training, monitoring of land sanitation, controlled pesticide use, and traceability systems. Compliance levels and certification readiness are used as indicators of program success in accessing higher-value markets. This process not only enhances export opportunities but also strengthens environmental sustainability and food safety.

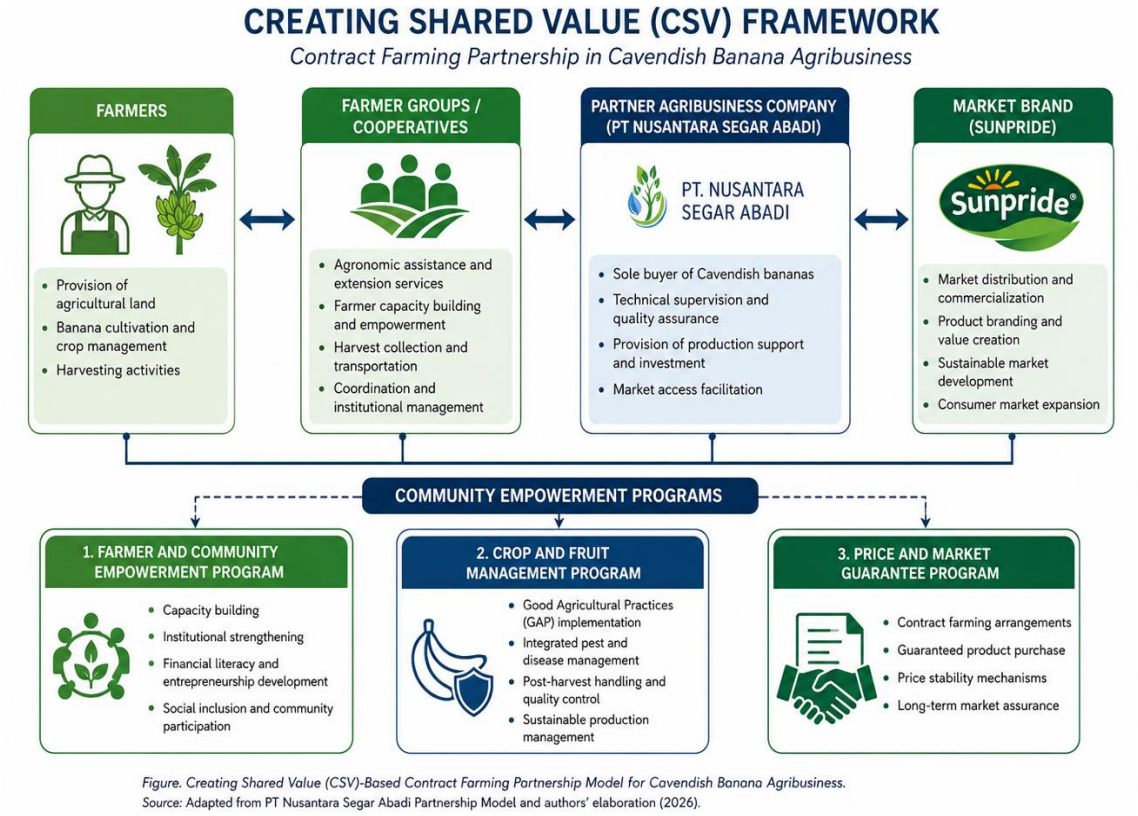

Figure. Creating Shared Value (CSV)-Based Contract Farming Partnership Model for Cavendish Banana Agribusiness.
Source: Adapted from PT Nusantara Segar Abadi Partnership Model and authors' elaboration (2026).

Fig. 1. CSV Model of PT GGF Lampung
(PT GGF, 2025)

Monitoring and evaluation are conducted using a participatory approach, allowing farmers and stakeholders to actively assess program progress. Indicators are categorized into input, output, outcome, and impact levels. Data collection combines quantitative surveys, in-depth interviews, FGDs, and field observations. Data are analyzed using a mixed-method approach, integrating descriptive statistics with thematic analysis to capture both measurable outcomes and social dynamics. The results inform regular coordination meetings to adjust strategies and improve program effectiveness. Risk management is integrated to address uncertainties such as pest and disease outbreaks, price volatility, climate variability, and institutional challenges. Mitigation strategies include crop diversification, adoption of improved cultivation techniques, access to agricultural insurance schemes, and the establishment of internal mediation mechanisms within cooperatives.

The Asset-Based Community Development (ABCD) approach focuses on leveraging local community assets such as social capital, skills, networks, and institutions as the primary foundation for empowerment (Mathie & Gaventa, 2019). This approach rejects the paradigm of dependence on external assistance and promotes community self-reliance. Recent studies have shown that ABCD can increase community participation, ownership, and the sustainability of community-based empowerment programs (Green & Haines, 2021;

McKnight & Block, 2023). Within the institutional context of farmer cooperatives, ABCD strengthens group solidarity, collective capacity, and the sustainability of joint ventures.

Table 1. Asset Based Community Development (ABCD) community empowerment through CSV contract farming partnership facilitation

No	Activity	Indicator	Achievements
1	Community Asset Identification (Asset Mapping)	The results of the identification of various available local resources, both individual (farmer knowledge, farmer skills, community leaders), institutional (farmer groups, cooperatives, schools), and physical resources (agricultural land, clean water facilities, and other infrastructure facilities)	Community asset mapping involving cooperative administrators and farmers directly
2	Strengthening Cooperative Capacity and Institutions	Implementation of training on organic farming cultivation, financial management of farmer groups, use of appropriate technology, and strengthening of cooperative institutions	GAP based cultivation training, understanding of marketing cooperation contracts and mentoring to increase community capacity in managing their assets.
3	Community Action Program Development	Utilization of local potential, such as the formation of integrated agricultural demonstration plots, development of local processed products, or strengthening marketing networks.	The parties develop a community action plan based on the assets that have been identified.
4	Mentoring and Monitoring	This process encourages the emergence of local leadership and solidarity among cooperative members.	Throughout the empowerment program, the community service team continues to assist and facilitate the implementation of the action plan. Regular monitoring is conducted to evaluate progress, identify obstacles, and provide targeted solutions.
5	Reflection and Exit Strategy	The formulation of an exit strategy so that the community can continue the initiative without relying on external parties, by encouraging sustainable partnerships and strengthening the organizational structure and management of the cooperative.	Joint reflection to assess program impact and formulate sustainability partnership strategies

With the ABCD approach, community service is not merely a temporary intervention but a continuous empowerment process grounded in the strengths of cooperative institutions and farmer communities. Medium-term impact evaluations indicate that this approach generates measurable outcomes, including increased productivity per hectare, higher household income, improved cooperative governance, and reduced dependence on intermediaries. Furthermore, the integration of CSV principles strengthens long-term commitment from partner companies due to improved supply stability and enhanced market reputation. To provide empirical validation, the impact of the program was assessed using a before after comparison of key indicators, combining quantitative measurement with qualitative assessment. The results are summarized in Table 2.

Impact measurement is carried out not only based on income growth but also on multidimensional welfare indicators, including education, health, and household food security. However, replicating this empowerment model at a broader scale requires

contextual adaptation. Program success is influenced by local agroecological conditions, socio-cultural dynamics, initial institutional capacity, and market access. Therefore, the intervention model is designed using a modular approach consisting of a core package (participatory planning, contract security, technical capacity, and monitoring) and complementary modules tailored to local needs, such as value-added processing, certification systems, and agricultural insurance schemes. This approach ensures adaptability while maintaining the core principles of sustainability.

Table 2. Impact indicators before and after program implementation

Indicator	Before Program	After Program	Change (%)	Description
Productivity (tons/ha/year)	18-20	22-24	+15-20%	Improved through GAP adoption and technical assistance
Farmer Income (IDR/season)	18–22 million	23-28 million	+20–25%	Increased due to stable prices and higher yields
Market Access	Local traders	Cooperative & export market	Expanded	Reduced dependence on middlemen
Cooperative Participation (%)	55% active members	80% active members	+25%	Improved institutional engagement
Adoption of GAP (%)	40%	75%	+35%	Increased through training and mentoring
Price Stability	Fluctuating	Contract-based	Stabilized	Reduced market uncertainty

Systematic empowerment through contract farming partnerships integrated with CSV and ABCD has proven to be an effective strategy for improving farmers' economic and institutional capacity. This model creates synergy between business objectives and social development goals, resulting in increased income and stronger resilience to economic and environmental shocks. The implementation of Creating Shared Value (CSV) further reinforces this model by aligning business performance with community welfare. CSV encourages companies to generate economic value while addressing social challenges such as poverty, education, and environmental sustainability (Pfitzer et al., 2015). Empirical studies confirm that CSV implementation in agribusiness improves farmer welfare, strengthens supply chains, and enhances corporate reputation (Nimmons & Taylor, 2020; Bock et al., 2022). In this context, CSV and contract farming transform farmers from passive producers into active actors within an inclusive agribusiness system. The contract farming scheme provides legal certainty, market guarantees, and access to technology, enabling farmers to improve productivity and competitiveness. Ultimately, this integrated approach not only increases farmer income but also contributes to sustainable rural development and poverty reduction.

3.2. Discussion

Community empowerment in Cavendish banana marketing partnerships through contract farming facilitation aims to deeply and comprehensively examine the dynamics of agribusiness partnerships between farmers and partner companies, with a focus on the effectiveness of the marketing partnership model in the contract farming system. This study was conducted to analyze and understand how contract mechanisms, relationship patterns, benefit sharing, and mentoring processes can improve farmer capacity and business sustainability. This program specifically integrates the concept of Creating Shared Value (CSV) with a community empowerment approach based on Asset Based Community Development (ABCD). This integration is expected to not only strengthen the economic

aspect through increased market access and purchase guarantees, but also strengthen social capital, institutions, and farmer independence as the main assets of the community.

Agricultural partnerships based on Creating Shared Value (CSV) and Asset-Based Community Development (ABCD) are an integrated approach to farmer empowerment and strengthening sustainable agribusiness institutions. This model presents an innovative form of collaboration between companies, farming communities, and academic institutions that emphasizes shared value creation, not just one-sided economic profit. In the context of modern agricultural development, the integration of CSV and ABCD is a highly relevant object for scientific study because it contains economic, social, and institutional dimensions that can be measured, analyzed, and replicated in various agribusiness contexts in developing countries.

The concept of Creating Shared Value (CSV) stems from the idea that companies should not only focus on achieving economic profit but also contribute to creating sustainable social and environmental value for the surrounding communities. This approach shifts the paradigm of philanthropic corporate social responsibility (CSR) toward a more integrative business strategy that directly impacts social welfare. In the context of the Cavendish banana partnership, the application of CSV principles facilitates agribusiness companies to act as catalysts for village development by providing market access, technical assistance, and guaranteed purchase of farmers' crops. Through a contract farming scheme, companies and farmer cooperatives interact in an economic relationship based on trust, transparency, and sustainability. CSV makes this relationship more than just an economic transaction but rather develops into a form of strategic collaboration that creates economic value for the company while increasing the socio-economic capacity of farmers.

On the other hand, ABCD acts as an empowerment approach that emphasizes utilizing the community's internal strengths, including physical, socio-cultural, and intellectual assets, as a foundation for development that focuses on deficiencies and dependencies. The ABCD approach fosters independence through identifying local community assets and collectively organizing them to manage them productively. In the case of assisting Cavendish farmers, ABCD is realized through village asset mapping, strengthening cooperative capacity, and community action planning based on local potential. The integration of CSV and ABCD creates a two-way empowerment model; companies gain economic value through sustainable partnerships, while communities gain social value in the form of improved welfare, knowledge, and institutions.

Scientifically, this study is important because it allows for empirical measurement of various indicators of sustainable development success. In this context, research on the CSV and ABCD models can examine several indicators such as increased productivity per hectare, changes in farmer household income, supply chain efficiency, strengthening cooperative governance, and social aspects such as trust between actors, women's participation, and family economic resilience. Furthermore, environmental aspects such as efficient input use, sustainable agricultural practices, and integrated pest and disease management can also be used as indicators of ecological sustainability. Thus, the object of this discussion is not only conceptual but can also be tested through a mixed methods approach combining quantitative economic analysis with qualitative social studies.

Building on these findings, the inclusion of measurable indicators particularly through before after comparisons strengthens the empirical validity of the model. Evidence of increased productivity, income stability, and improved market access demonstrates that the integration of CSV and ABCD produces tangible outcomes beyond theoretical expectations. At the same time, qualitative insights derived from field observations, interviews, and focus group discussions provide a deeper understanding of behavioral change, trust formation, and institutional strengthening among farmers. This combination of evidence allows for a clearer distinction between observed outcomes and conceptual claims, thereby enhancing the analytical rigor of the study.

From an agribusiness perspective, the integration of CSV and ABCD can be examined as an inclusive agribusiness model that balances corporate objectives with community well-being. In conventional agribusiness systems, smallholder farmers are often disadvantaged

due to limited capital, technology, and market access. Through the CSV partnership approach, agribusiness companies play an active role in developing farmers' capacity, not only as product buyers but also as partners providing training, tissue culture technology, organic fertilizer, and quality certification facilitation. Furthermore, the implementation of ABCD ensures that farmers are not passive objects, but active subjects who manage their own assets and innovations. The synergy of these two approaches enables the formation of a co-creation ecosystem where all parties are involved in the learning process and shared value creation.

However, the effectiveness of this model is closely linked to the quality of institutional governance and stakeholder coordination. Transparent contractual arrangements, accountable cooperative management, and participatory decision-making processes are critical factors in ensuring long-term sustainability. This finding suggests that empowerment should be understood not only as an economic outcome but also as a dynamic process of strengthening agency, collective action, and adaptive capacity within rural communities. In addition to the economic aspect, the institutional dimension is also an important focus. Farmer cooperatives play a strategic role as a liaison between companies and individual farmers, managing input distribution, recording harvest yields, and guaranteeing transactions. Research on cooperative governance within the CSV and ABCD frameworks can explore how the principles of transparency, accountability, and participation influence the sustainability of partnership relationships. This is where the relevance of collaborative governance studies emerges, a theoretical framework that explains how various actors with different interests can collaborate through fair and adaptive institutional mechanisms. Analysis of the dynamics of collaborative governance will enrich the international literature on rural governance and multi-stakeholder partnerships.

Despite its contributions, this study is subject to certain limitations. The reliance on a single case study context may limit generalizability across different regions with varying socio economic and agroecological characteristics. In addition, the absence of longitudinal data restricts the ability to assess long-term sustainability impacts. Therefore, future research is recommended to employ comparative and longitudinal designs to further validate the scalability and replicability of the CSV ABCD integration model in diverse agribusiness settings. An inclusive approach, involving women and youth at every stage of the activity, opens up research opportunities on gender inclusivity and youth participation in sustainable agribusiness. Previous studies have shown that women's involvement in family financial management and post-harvest activities is often a key factor in improving the welfare of farming households. Therefore, examining the contribution of gender in the CSV and ABCD models can enrich academic discourse on social inclusion and empowerment. Such research also has the potential to address Sustainable Development Goals (SDG) 5 on gender equality and SDG 8 on decent work and economic growth.

4. Conclusion

Based on the description above, it can be concluded that the Cavendish banana partnership program is an integration of the concepts of Creating Shared Value (CSV) and Asset-Based Community Development (ABCD) as an integrated approach to sustainable agribusiness development. The study of this model not only enriches the literature on inclusive business and shared value creation but also provides a theoretical basis for policy formulation and agricultural development innovation. Community assistance in the Cavendish banana marketing partnership represents an innovative model of community-based agribusiness, where CSV and ABCD emphasize shared value creation between companies, farming communities, and supporting institutions. The integration of these two approaches creates a farmer empowerment framework that focuses not only on increasing economic returns but also on strengthening the social and institutional capacity of rural communities.

The community empowerment model in the CSV and ABCD partnership has become a relevant scientific object because it combines economic, social, and environmental dimensions in a measurable and replicable manner. The CSV concept emphasizes that companies must create both economic and social value for surrounding communities through product innovation, inclusive supply chains, and strengthening local ecosystems. In the Cavendish banana partnership, the agribusiness company acts as a development catalyst by providing market access, technical assistance, and stable crop purchase contracts. The relationship between the company and the farmer cooperative is no longer transactional but collaborative, building trust and long-term sustainability. Meanwhile, the ABCD approach emphasizes the use of local assets as a primary source of community strength. Asset mapping, strengthening cooperative capacity, and village potential-based planning reinforce farmer independence.

The integration of CSV and ABCD provides space for empirical testing of various sustainability indicators, such as land productivity, income generation, supply chain efficiency, and social participation. Empirical findings from this study indicate measurable improvements, including increased farmer productivity, more stable income levels, and enhanced institutional participation following the implementation of the partnership model. This model aligns with international research standards because it can be tested using mixed methods, combining quantitative economic analysis with qualitative social studies.

In the context of inclusive business, the CSV and ABCD partnership demonstrates how agribusiness companies can act as strategic partners in improving farmer welfare without creating dependency. This approach forms a co-creation ecosystem where farmers, cooperatives, and companies collectively generate innovation and added value. From an institutional perspective, cooperatives play a key role as bridging entities that ensure transparency, accountability, and equitable benefit distribution. However, this study is limited by its case study scope, which focuses on a specific cooperative and partnership context. Therefore, further research is needed to validate the model across different regions, commodities, and institutional settings. Despite these limitations, the findings suggest that the integration of CSV and ABCD within contract farming systems has strong potential for replication as an inclusive and sustainable agribusiness development model, particularly in smallholder-based agricultural systems. The model provides practical implications for policymakers, agribusiness practitioners, and development institutions in designing partnership-based empowerment strategies that are both economically viable and socially inclusive.

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