



From crisis to resilience: Empowering communities through food security programs during the COVID-19 pandemic

Hafizha Ilma Qadrina^{1*}, Isbandi Rukminto Adi¹

¹ Social Welfare Studies Program, Faculty of Social Science And Political, Universitas Indonesia, Depok, Jawa Barat 16424, Indonesia.

*Correspondence: hafizha.ilma11@ui.ac.id

Received Date: October 31, 2024

Revised Date: Desember 2, 2024

Accepted Date: January 31, 2025

ABSTRACT

Background: This study discusses community empowerment activities for communities affected by the COVID-19 pandemic through the food security program in the Tenjo Village by the Human Initiative. The research approach used is a qualitative research approach with descriptive research type with a research period from October 2020 to July 2021. This study will also examine whether there are differences in the stages of community empowerment carried out before and after the COVID-19 pandemic. In addition, this study will also examine the obstacles in implementing community empowerment during the COVID-19 pandemic in the Tenjo Village food security program. **Methods:** The data sources used were obtained through in-depth interviews, observation and documentation studies involving seven informants. **Findings:** The results showed that there were four stages of empowerment held in the program, including the planning, preparation, program implementation, and activity evaluation monitoring stages. During implementation program, there are several inhibiting factors that can be classified based on organizational aspect, networking aspect, community aspect, and external aspect. To overcome the obstacles from those various aspects, efforts are made to minimize the impact of those obstacles. **Conclusion:** The results of the analysis show that the stages of empowerment held in the Tenjo Village food security program are in accordance with the seven stages of community development. In addition, the obstacles that occur during program implementation are in accordance with the obstacles in the community development stage. Meanwhile, the efforts made to overcome these obstacles can be done with a description in the evaluation of the process and the results of the changes. **Novelty/Originality of this article:** This research not only describes the stages of empowerment carried out, but also analyzes the differences in the stages of community empowerment before and after the pandemic. The focus on change and adaptation at this stage is an aspect that has not been widely explored in community empowerment research during times of crisis.

KEYWORDS: community empowerment; food security; COVID-19; pandemic; vulnerable.

1. Introduction

The world has faced an extraordinary pandemic, namely COVID-19, an infectious disease caused by SARS-COV-2 that has spread globally. According to Kompas.com, as of September 28, 2020, positive cases of COVID-19 in the world reached 33.327.897. Indonesia occupies the 23rd position with the highest number of cases, recording 452.291 cases as of November 12, 2020 (Covid19.go.id). To curb the spread, the government implemented large-scale social restrictions (PSBB) that require people to keep their distance and limit outdoor activities. This policy affected daily life, including the closure of public facilities,

Cite This Article:

Qadrina, H. I., & Adi, I. R. (2025). From crisis to resilience: Empowering communities through food security programs in Tenjo Village during the COVID-19 pandemic. *Journal of Socio-Cultural Sustainability and Resilience*, 2(2), 97-111. <https://doi.org/10.61511/jscsr.v2i2.2025.1284>

Copyright: © 2025 by the authors. This article is distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).



distance learning systems, work from home, and the reduction of industrial sector workers. A major impact was felt on the economy, which experienced a decline since the first quarter of 2020 with growth of only 2.97% (Bank Indonesia, 2020). BPS (2020) reported that many businesses were forced to close, and a survey of 87.379 respondents showed that 2.52% had been laid off and 22.74% were not working.

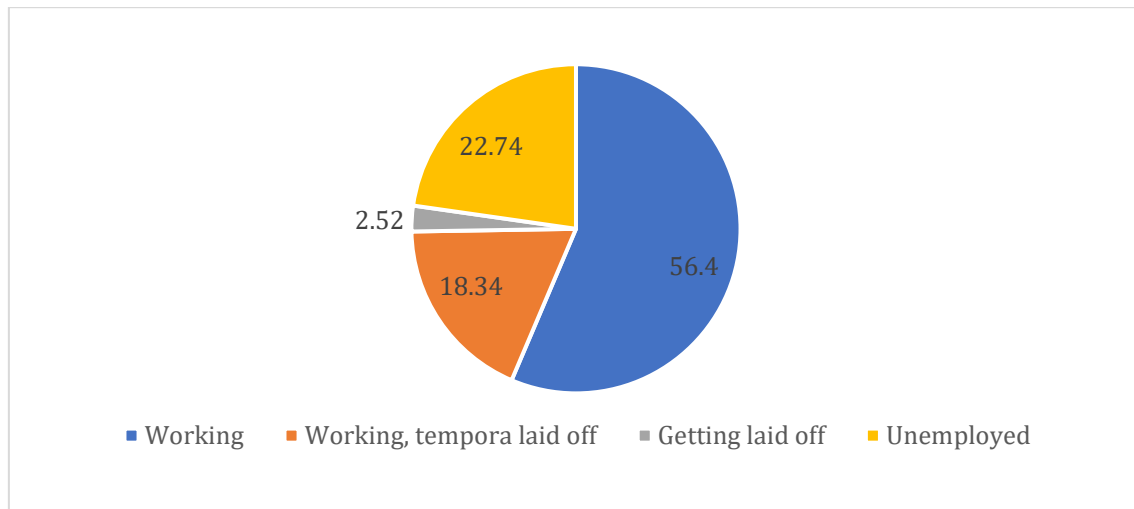


Fig. 1. Graph of the percentage of working status during the COVID-19 pandemic (Central Statistics Agency of the Republic of Indonesia, 2020)

The implementation of PSBB had a significant impact on company operations, with 8.76% of companies forced to stop operations and 24.31% reducing labor capacity (BPS, 2020). As many as 14.04% of companies were forced to lay off workers without pay. Many businesses went out of business or made efficiencies by reducing the number of employees and cutting salaries, which had a direct impact on the income of business owners and employees. According to BPS Head Suhariyanto (Kompas.com), the pandemic has affected all levels of society, with 70% of the lower strata and 30% of the upper strata experiencing a drop in income. The World Bank projects that, without government intervention, the poverty rate in Indonesia could rise to 11.6% by 2020 (Nasional.Kontan.co.id). BPS (2020) reported that the number of poor people in March 2020 reached 26.42 million people, an increase of 1.63 million people from September 2019, and the percentage of poor people increased to 9.78%. This increase shows the dynamic nature of poverty, known as transient poverty, which is poverty that arises suddenly due to an event.

According to Ravallion (1988), transient poverty describes the condition of temporary poverty where people live around the poverty line. Hulme (2001) defines it as short-lived poverty, while Jalan & Ravallion (1998) and Gaiha & Deolalikar (1993) assert that transient poverty occurs when households are unable to cope with sudden shocks. Transient poverty is often caused by economic shocks, both internal and external, and can be addressed through policies that improve the access of these vulnerable groups to economic resources. The impact of the COVID-19 pandemic, which caused many people to fall into poverty, also falls into the category of transient poverty.

In addition, communities affected by the pandemic must face food security issues. According to FAO (2006), food security is achieved when everyone has access to safe and nutritious food. However, the pandemic and PSBB policies have hampered the food system in Indonesia, with a projected decrease in agricultural production by 4.86% and a decrease in agricultural labor by 60 thousand people (TNP2K, 2020). If left unchecked, this situation could threaten social welfare which, according to Midgley (1997), is realized when social problems are managed and needs are met. Based on Law No. 11/2009, people affected by the COVID-19 pandemic can be categorized as Persons with Social Welfare Problems (PMKS). Therefore, the government and NGOs need to guarantee their access to food through cash assistance or community empowerment. Ife (2013) states that empowerment

aims to increase the life power of the disadvantaged, with two key concepts: power and disadvantage. Empowerment must emerge from the community's own internal processes, without coercion or control from the community external parties such as the government or certain institutions. Shardlow (in Adi, 2013) emphasizes that empowerment enables individuals and communities to control their lives and shape their futures. According to Payne (in Adi, 2013), empowerment also helps individuals make decisions and overcome personal and social barriers by increasing their abilities and self-confidence.

During the COVID-19 pandemic, community empowerment is considered an effective way to strengthen the food security of affected communities. The pandemic has opened up opportunities for governments, NGOs and NGOs to provide humanitarian assistance (Glenn & Butcher, 1993). The Indonesian government has launched a variety of assistance, including basic food, cash transfers, salary subsidies, and internet quotas. Some organizations, such as Human Initiative (HI), are also implementing an empowerment model to encourage the independence of communities affected by the pandemic. This approach is in line with the Social Welfare Law No. 11/2009, which emphasizes social rehabilitation and empowerment. Given the vulnerable conditions of pandemic-affected communities, sustainable empowerment is needed to ensure their food security and well-being (Argaw & Shewankena, 2018). This research aims to examine community empowerment methods in improving food security during the COVID-19 pandemic. Furthermore, there are six main themes related to community empowerment, food security, and poverty due to the COVID-19 pandemic as follows.

First, community empowerment for the economy, this empowerment is effective for improving the local economy, as revealed by Aolya et al. (2012), supported by factors such as cooperation and facilities. Highlights the increase in income through distribution of production, training, and human resource development. Second, the impact and obstacles of empowerment, Julius (2012) details the stages of empowerment, from preparation to evaluation. Meanwhile, the benefits of empowerment in the cognitive, affective, and psychomotor aspects. However, Sarinah et al. (2019) mentioned that empowerment is often less than optimal due to the limitations of the village government.

Third, food security development, Syarief et al. (2017) stated that community empowerment can strengthen food security through increased production and partnerships with the government. The knowledge and skills of empowered community groups contribute to increased production. Fourth, food security factors, Susilowati (2014) found that household economic factors such as income and number of family members affect food security. Hapsari and Iwan (2017) added that food availability and socio-economic factors also play a role.

Fifth, Food Security during the Pandemic, the Ministry of Agriculture through the Food Security Movement (GKP) focuses on increasing production capacity and diversifying local food. Another researcher revealed that the pandemic hampers food distribution and raises prices, so the government needs to provide assistance to overcome its impact. Sixth, Transient Poverty due to the Pandemic, the Pandemic has triggered an increase in transient poverty in Indonesia. Suryahadi et al. (2020) estimate that the pandemic will make millions of people fall into poverty. Patick S. (2016) states that poverty in Indonesia tends to shift from chronic to transient. This research seeks to explore efforts to maintain food security for communities affected by the pandemic using empowerment methods, one of which is implemented by the Human Initiative in the Tenjo Village Food Security Program.

2. Methods

2.1 Research approach and type

This study aims to describe the implementation of community empowerment affected by the COVID-19 Pandemic through the Food Security program in Tenjo Village by the Human Initiative and the obstacles and efforts to overcome these obstacles so that this research uses a qualitative approach. According to Bryman (2012) qualitative research is

defined as research strategy that emphasizes words over data collection and analysis rather than quantification. Bryman (2012) states that qualitative research often involves a naturalistic attitude, which means that data is needed in situations and environments that occur naturally, and are not contrived.

Raco and Semiawan (2010) also mention that qualitative methods have distinctive properties, one of which is that qualitative data is descriptive, namely in the form of text with analysis results that explain in broad and detailed terms the actual conditions so that the analysis carried out is bottom-up. Because it aims to understand the meaning of an event and does not lead to wrong or right conclusions, qualitative data comes in various forms such as photos, maps, open interviews, observations, documents, and so on (Marvasti, 2004). Where the data can be simplified into two categories, namely field research and historical comparative research (in Neuman, 2014) This research is descriptive. Neuman (2014) states that descriptive research describes a specific and detailed picture of a situation, social condition or relationship.

Neuman (2014) also states that descriptive research usually uses data collection techniques in the form of surveys, field research, content analysis, and historical-comparative research. So descriptive research is research that describes systematically, and factually about a condition, where in this study the condition is the implementation of community empowerment affected by the COVID-19 Pandemic in the Food Security program in Tenjo Village, and obstacles and efforts to overcome these obstacles. This research used a field research approach and library research. Where observations and data searches related to community empowerment activities in Tenjo Village are carried out and combined with activities to study literature and other sources that support research. This research is not directed at false-correct conclusions, but rather emphasizes data collection to describe the situation in the field.

2.2 Data analysis technique

Bryman (2012) reveals that because qualitative data comes from interviews or participant observations so they are usually unstructured, they cannot be directly analyzed. Milles and Huberman (2014) suggest that data collected based on interviews, documents or observations cannot be directly analyzed and must be processed first. For example, raw field notes need to be clarified, voice recordings must be transcribed, documentation results need to be analyzed. So the data analysis steps used in this research are the Analysis Interactive Model described by Miles and Huberman (201) as follows. First, data collection of interview results, observation results, and various documents based on appropriate categorization of research (Miles and Huberman, 2014). In this study, data collection was carried out through in-depth interviews, observation and study of related documents.

Furthermore, according to Milles and Huberman (201) data reduction is the process of sorting, focusing, summarizing, or transforming data recorded in raw field notes, interview transcripts, documents and other materials. This data abbreviation process is gradual and can be done by summarizing, coding, developing themes, generalizing categories and writing analytical memos. In this study, three stages were carried out, namely open coding, axial coding, and selective coding. The next stage is data presentation. Data presentation can be in the form of sentence narratives, matrices, images or schemes, networks, tables designed to collect organized information into a concise and easily accessible form so that analysts can see what is happening and draw conclusions. For drawing conclusions, Miles & Huberman (2014) state, verification or completion of data can be done during drawing conclusions, or when reviewing field notes.

3. Results and Discussion

The Tenjo Village Food Security Program by the Human Initiative aims to build independence and food security through empowering communities affected by the pandemic. This program forms a fostered group as a forum for training and coaching to

improve food security and community welfare in Tenjo Village, Bogor, which is affected by PSBB. Although the majority of Tenjo villagers are farmers, many of the youth work as laborers and traders, so the pandemic has caused many of them to lose their jobs and impacted the village's food security.

Tenjo Village was chosen due to its vast land potential and favorable natural conditions. The program targets 125 families, with 25 young men and women trained to manage the village's gardens and fish ponds, which will ultimately improve food access for 100 families. Activities include agricultural and fisheries training, provision of facilities and infrastructure, as well as assistance and coaching that is monitored regularly. The program is expected to become a new source of income for the youth of Tenjo Village and improve their quality of life and nutritional food needs. Given the lack of community empowerment assistance from the government and NGOs, this program is important as a reference for similar efforts. The results of this research will describe and analyze the stages of empowering communities affected by the pandemic in Tenjo Village by the Human Initiative. Furthermore, there is a presentation regarding the identification of obstacles that arise during the implementation of the program along with efforts to overcome these obstacles.

3.1. Stages of implementation of community empowerment activities affected by the Covid- 19 pandemic through the food security program

This research aims to describe and analyze the stages of implementing community empowerment in the Tenjo Village food security program, and the obstacles in its implementation, as well as describe the efforts made to overcome these obstacles. The first research objective is to describe and analyze the stages of empowerment in the Tenjo Village food security program as follows. First, the planning stage, in the Tenjo Village food security program which includes program design and development which includes the preparation of the HI program grand design and umbrella LFA, the program design process related to the COVID-19 Pandemic, the design of the food security master proposal and the process of communicating the master proposal to donors.

In the planning stage, there is a process of pre-designing the program and assessment process through secondary data review, using the database of social mapping results of all HI fostered areas, confirming donor specific requests, determining Tenjo Village as a food security program fostered area, and confirming the conditions of Tenjo Village to local leaders. In this planning stage, the design of the final proposal for the Tenjo Village food security program was also carried out, which included the preparation of the program LFA, reviewing the LFA with the MEAL team, preparing the activity framework, timeline, and cost details as outlined in the Tenjo Village food security program proposal. The second stage of preparation, in the Tenjo Village food security program, includes team preparation, which consists of officer preparation. Task preparation basically includes a kick off meeting between the HI internal team, and determining program experts and facilitators and social preparation is also carried out. The preparation stage also includes a variety of external teams, which is accompanied by the determination of beneficiaries, as well as meetings and discussions of the implementation team to determine food security methods and items.

The third stage of implementation of the Tenjo Village food security program includes the legalization of the target community, coordination and licensing with Tenjo Village officials, and community meetings for program introduction and technical discussion of program activities. Further program implementation can be described as follows. Providing capital, building greenhouse installations and catfish ponds, the provision of training which includes training in hydroponic farming, breeding, and post-harvest, the preparation of a picket schedule, the implementation of cultivation activities which include the process of planting and seeding vegetable and catfish seedlings, the process of controlling cultivation activities, and the process of harvesting production as well as mentoring program activities by program experts. Furthermore, the cultivation products are utilized by selling and distributing them to beneficiaries and residents around Tenjo Village to meet their food needs.

In the fourth stage, which is monitoring and evaluation, the Tenjo Village food security program is implemented using money mechanisms from within the Human Initiative through money forums, project insights, and money at the beginning and end of the program semester. In addition, due to pandemic conditions, a systematic money is also arranged in the midst of pandemic conditions, namely online through weekly and monthly reports (Krisna, 2020). There is also monitoring and evaluation of the activity process within the beneficiaries, which is carried out with program experts every Friday night during the program.

3.2 Obstacles that arise during the implementation of the food security program

3.2.1. Barriers that arise from the organizational aspect during the implementation of the food security program

Based on the field findings, it can be identified that during the implementation of the Tenjo Village food security program, there were obstacles that arose from the organizational aspect. Barriers that are included in the organizational aspect are obstacles that provide obstacles in the implementation of the program from an organizational point of view, which include the large workload of the program project manager, the vacant position of the program project officer, the absence of live in program facilitators, the inability to carry out the assessment process directly and the obstruction of internal business processes in the Human Initiative. The heavy workload of the project manager of the Tenjo Village food security program is due to the lack of human resources. This causes the project manager to have difficulty taking care of the technical program, and causes many neglected needs, such as program pretests and post tests, activity attendance lists and so on. The project manager's burden increased during the COVID-19 Pandemic because various programs emerged as a response to the pandemic.

"Maybe because the workload was quite high in the past. Because during the initial pandemic, from March to December, there were so many pandemic projects, so it added more and more, and finally it became not optimal." (AD, former Program Project Manager)

In addition, the Human Initiative organizational structure, which does not have a position that functions as a bridge between the project manager and the senior general manager in the project management division, makes it difficult for the program project manager to coordinate regarding the program. These conditions further burden the project manager's workload so that the project manager cannot work optimally, which can affect the maximization of the implementation of the Tenjo Village food security program. The conditions or obstacles that arise from the organizational aspects above are one small example. The following is an explanation of the obstacles that arise from the organizational aspects in full.

3.2.2. Emerging barriers from the networking and community aspects during the implementation of the food security program

One of the obstacles that arose during the implementation of the program from the networking aspect was the mismatch between donor expectations and requests with field conditions during program implementation. One form of incompatibility of donor expectations in the program is the donor's desire to achieve the goal of increasing income, while the program objectives of Human Initiative itself is more towards food security, but can generate income. This condition has not yet achieved the aspect of increasing the economic resilience of the beneficiary community as desired by the program donor. The following table will explain other obstacles from the networking aspect.

"...hm the donor wants to increase income, so it's actually a bit confusing, HI's goals in this program are more about food security, but also the donor wants this to generate income." (APS, Partnership Team and Program Planner)

Furthermore, one obstacle that arose from the community aspect during the implementation of the program was the inactivity of the program beneficiaries. This was partly due to the pandemic conditions, which caused the number of activities in the program to be limited, resulting in a lack of feeling of ownership by the beneficiaries of the program, according to the following quote. The conditions below eventually made the program beneficiaries less active, especially near the middle and end of the program, because the beneficiaries' enthusiasm for the implementation of the program decreased.

"...the mass restriction for gathering is that there can't be many people in one scope. I'm also not allowed to have more than 10 people, I'm afraid of becoming a cluster, haha. Well that ends up being a lack of program ownership in each beneficiary that I feel. So the structure of the institution was not too strong at the beginning because they rarely gathered in full, gathered halfway, and could not stay long." (DS, former Project Manager)

3.2.3. External barriers that arise during the implementation of the food security program

One of the external obstacles that arose during the implementation of the program was the erratic and extreme weather conditions in the fostered area that hampered the construction process because it had collapsed the green house. The extreme and unpredictable weather in Tenjo Village caused the greenhouse construction process to be delayed by three weeks, and caused the greenhouse installation and the roof of the catfish pond to collapse, so they were not reinstalled. The weather conditions in Tenjo Village are often dangerous and unpredictable, which hampers the implementation of Tenjo Village's food security program.

"...For example, ditenzo, why the construction was a bit late because of the rain, right when the construction was raining and the wind was strong so it was difficult, the construction kept collapsing." (DS, former Project Manager)

Based on the results of other field findings, external obstacles can be identified during the program, which include weather conditions in the fostered area, not maximizing the sale of production products, unsuitable water conditions used for hydroponics and the death of catfish cultivation. It is clear that external constraints, especially unpredictable weather, have an impact on various aspects of the program, from the construction process, to the sustainability of the cultivation ecosystem, to the sale of production. These constraints suggest that program planning needs to take into account potentially disruptive natural factors, for example by strengthening the physical structure of the facilities or undertaking technology-based approaches that are able to overcome extreme weather constraints.

3.3. Efforts made to overcome the obstacles that arose during the implementation of the food security program

Based on the description in the previous sub-chapter, it is known that there are various obstacles that arise during the program, which include obstacles from the organizational aspect, networking aspect, community aspect to external aspects. The third objective of this research is to describe the efforts made to overcome the various obstacles that arose in the program. Based on the results of the discussion, the following facts can be described. First, efforts to overcome obstacles in the organizational aspect include conducting evaluations, adding human resources, reducing the number of programs and changing the structure in the Human Initiative, the project manager makes a to do list and conducts an evaluation

routine meetings, the provision of COVID-19 screening and the provision of special regulations during a pandemic in HI, as well as the use of the HI fostered area database.

Second, efforts to overcome obstacles in the networking aspect include communication and negotiation with donors regarding program conditions in the field, seeking the support of other stakeholders and the potential of human resources in the fostered areas, as well as negotiations and communication to donors regarding the security of program implementation to prioritize HI fostered areas. This aims to accept the program amid pandemic conditions. Furthermore, the third effort aims to overcome community aspect barriers which include providing vegetables to female beneficiaries and applying the theory of diffusion of innovation, providing wages to active beneficiaries, coordination through WhatsApp groups and taking over program activities by experts and facilitators, evaluating and discussing program problems when gathering with beneficiaries, and discussing with fisheries coaches online.

The last effort or fourth effort in overcoming obstacles aims to resolve external obstacles. Efforts made include accelerating the implementation of program activities, selling production products around Tenjo Village which are donated to beneficiaries. Furthermore, this effort also evaluates and replaces the water source used for hydroponics and sells small catfish cultivation and conducts evaluations and discussions related to the sustainability of catfish farming activities.

3.4 Discussion

Referring Ashman (1956), poverty is a condition where a person does not have enough money to buy the things they need or want. Poverty itself is a dynamic phenomenon, which has various concepts, and affects the welfare of society. This dynamic poverty condition results in various classifications of poor groups, including the chronic poor and the transient poor. Referring to John Weiss (2005), transient poverty refers to groups of people whose consumption levels are close to or just below the poverty line. Glewwe and Hall (1998) in Djonet also state that transient poverty is related to the concept of vulnerability, which is a condition where community groups, both poor and non-poor, have the potential to be vulnerable to poverty due to various things, such as changes in income and expenditure caused by the death of family members, natural disasters, changes in economic policy, political conflicts and so on. The statement of Jalan & Ravallion, (1998), Gaiha & Deolalikar (1993) cited by Khanal (2015) also states that a household can fall into transient poverty when they do not have a mechanism to cope with sudden changes in their household or from external conditions. Therefore, transient poverty can be said to be a state of temporary poverty due to external shocks that occur and cannot be overcome and the poor groups in it are classified as transient poor. The COVID-19 outbreak in Indonesia resulted in the birth of policies that restricted people's activities outside the home, which eventually resulted in many people losing their income due to the phenomenon of layoffs and a decrease in the income of business actors. This condition gave birth to a group of people who became poor due to the COVID-19 Pandemic, and can be classified into the transient poor group, because this group is a poor vulnerable group that cannot maintain its mechanism when a shock occurs due to a pandemic and falls into poverty.

The transient poor groups born due to the impact of the COVID-19 Pandemic must face various issues, one of which is the issue of food security. Referring to the Food and Agriculture Organization, food security is a situation where all households have both physical and economic access to food for all family members, where households are not at risk of losing both access. The COVID-19 pandemic has pushed the transient poor into a state of threatened resilience.

Due to the increasingly limited food supply from outside the region and the lack of resources to meet their food needs. The magnitude of the losses and impacts brought by the COVID-19 Pandemic ultimately encouraged donors to provide humanitarian assistance in various forms, both from the government, Non Government Organizations (NGOs), and Non-Governmental Organizations (NGOs) from within and outside the country. In addition to

money and food aid, there are NGOs that provide assistance in the form of community empowerment. One of the NGOs that provides assistance in the form of community empowerment is the Human Initiative through the Tenjo Village food security program.

The concept of community empowerment is one of the main concepts in social welfare science. Shardlow (1998) in Adi (2015) states that in essence empowerment discusses how individuals, groups or communities try to control their own lives. As a sustainable concept, in community empowerment there are stages of social intervention to support the maximum implementation of community empowerment. As a community empowerment activity, the Tenjo Village food security program carried out by the Human Initiative also carries out the stages of empowerment in its implementation. However, there is a slight difference between the stages of empowerment carried out by the Human Initiative and those proposed by Adi (2013). Of the seven stages, there are only five stages of empowerment in the Tenjo Village food security program that can be analyzed by the theory put forward by A (informant). One of the differences that can be identified is that the termination stage has not been implemented, the process of planning alternative program activities does not involve all beneficiary communities, and there is a planning stage within the scope of the organization and refers to creating a comprehensive Human Initiative program intervention corridor, as well as finding program donors, which is not listed in the stages of empowerment proposed by A (informant). To clarify this analysis, the following subchapters discuss the stages of empowering communities affected by the COVID-19 Pandemic carried out by the Human Initiative in the food security program in Tenjo Village, Bogor Regency, along with the obstacles that arise and the efforts made to overcome these obstacles.

3.4.1 Analysis of the stages of implementing community empowerment affected by the COVID-19 pandemic through the Food Security program

Based on the facts described above, it can be concluded that there are four stages of empowerment carried out in the Tenjo Village food security program. When associated and analyzed with the stages of community development put forward by A (informant), it can be identified that the program stage begins with the preparation stage, namely officer preparation which includes a kick off meeting between the HI internal team, and determination of program experts and facilitators, as well as field preparation which includes determining beneficiaries, coordination and licensing to Tenjo Village officials, and legalizing the community in the fostered area. Furthermore, the assessment stage carried out in the program includes the utilization of the database of social mapping results of HI's fostered areas, secondary data review of prospective fostered areas, simple surveys by local leaders of prospective fostered areas, confirmation of the suitability of the fostered area with donor requests, and the determination of Tenjo Village as a program fostered area by confirming with local leaders as stated in the pre-program design study process and assessment process. Furthermore, the planning and formulation stages of the program action plan can be identified as consisting of discussion activities between the program implementation team, namely the project manager, experts, and program facilitators who are residents of Tenjo Village to determine food security methods and identify the assistance items provided. Where the planning process for this activity was carried out without involving Tenjo villagers due to pandemic conditions. In this stage, the LFA, activity framework, workplan, timeline, and program cost budget were also prepared and then outlined in the program proposal.

Analysis related to the program implementation stage begins with community meetings to introduce and discuss the technical implementation of the program, providing capital, building installations, providing training which includes agricultural, fisheries and post-harvest training, preparing picket schedules, implementing vegetable and fish cultivation activities starting from planting and seeding activities, control processes, and harvesting production activities. In this stage, program experts also assisted the activities during the cultivation process and the utilization of cultivation products by selling and distributing

them to residents. Furthermore, the evaluation stage of the process and the results of the changes carried out both from the internal Human Initiative through the M&E forum and project insight every month, and the implementation of online monitoring and evaluation due to the pandemic through weekly and monthly reports on program activities. As well as monitoring and evaluation activities of the activity process in the program internally between experts, program facilitators and program beneficiaries every Friday night.

Based on the analysis of the field findings above, it can be concluded that there are five stages of empowerment identified by A as informan who carried out in empowerment activities in the Tenjo Village food security program, where most of these stages are in line with the stages of community empowerment proposed by A (informan). However, there are slight differences in the stages carried out in the Tenjo Village food security program with those proposed by A (informan), namely the planning stage of activities and program alternatives carried out without involving beneficiaries in Tenjo Village, and only represented by experts and program facilitators who are native Tenjo Village residents because of adjustments made during pandemic conditions, the termination stage has not been held, and there are program planning stages within the scope of the program organizing organization that are not listed in the stages of empowerment proposed by A (informan).

In addition, it can also be concluded that changes have emerged in the target group after the implementation of community empowerment in the Tenjo Village food security program. This is indicated by the start of the turnover of the sale of production products to be used as capital, which shows that gradually there has been an effort and desire for the community to be independent and maintain the sustainability of the program even though financial support from donors has been completed. Therefore, it can be seen that the use of the empowerment model in an effort to improve the food security conditions of communities affected by the pandemic in the Tenjo Village food security program shows good results, which are marked by helping to meet the food needs of the Tenjo Village community through the distribution of vegetable production and the rotation of sales proceeds to be used as capital by beneficiaries independently as an effort to increase the benefits obtained from the program to become additional income for beneficiaries (Ashley, 2016).

3.4.2 Analysis of the obstacles that arise during the implementation of community empowerment affected by the COVID-19 pandemic through the food security program

Based on the facts above, there are several obstacles that can be analyzed with the description of obstacles in community development put forward by A (informan), namely the existence of internal community obstacles originating from within the target community, which include the habits of the target community related to obstacles to the lack of active beneficiaries, one of which is due to beneficiaries being busy looking for other sources of income and not being accustomed to participating in coaching programs that do not immediately get money. As well as obstacles related to the lack of consistent participation of female beneficiaries, which is caused by the habit of marrying young so that the female beneficiaries are busy with household affairs and do not have time to participate in program activities. There is also the factor of dependence of the target community on others, which is shown by the obstacle of the inactivity of the program beneficiaries, which is caused by the beneficiaries depending on the implementation of activities on experts, program facilitators and active beneficiaries, resulting in the implementation of activities only being carried out by the same people and causing the beneficiaries to be inactive others become dependent.

There is also the factor of unpleasant experiences in the past, which is shown by the inactivity of beneficiaries and the lack of consistent participation of female beneficiaries due to the failed harvest of hydroponic vegetables in the first harvest, which discourages beneficiaries from being active in program activities. There are also internal community constraints that come from outside the target community, namely the existence of interest

groups that are shown by the obstacles of the lack of support from Tenjo Village officials, which often results in the community also becoming less proactive in program activities. In addition, the election of the village head, which is still strong with the phenomenon of dawn raids, has resulted in HI having to coordinate with the village government with the same village officials for many years and hinders the maximum implementation of the program, especially when it comes to program advocacy.

Based on the analysis of the field findings above, it can be concluded that of the various obstacles that arise in the Tenjo Village food security program, there are several obstacles that are in line with A's community development constraints (chapter 2, page 47). However, there are also other obstacles in the implementation of the Tenjo Village food security program that cannot be analyzed using the description of obstacles in community development put forward by a, such as obstacles related to the program implementing organization and program donors, as well as external program obstacles, such as weather conditions in the fostered area and the process of selling production that has not been maximized. Even so, several other obstacles in the Tenjo Village food security program are in accordance with A's description of community development constraints, especially related to obstacles related to the internal target community, as explained above.

3.4.3 Analysis of efforts to overcome the obstacles that arise during the implementation of the Food Security program for communities

The above efforts can be analyzed using the process evaluation stage and the results of changes in the stages of community development proposed by A (informant). In the process of evaluating the activities of the Tenjo Village food security program, beneficiaries are involved through discussions, both through WhatsApp groups and directly when gathering through evaluation activities. Examples of discussions and evaluations related to obstacles in the program are discussions and evaluations regarding obstacles related to unsuitable water for hydroponic cultivation and the death of catfish cultivation. Evaluation of activities in the program is always carried out by involving beneficiaries to encourage beneficiaries to be actively involved and encourage beneficiaries to make decisions regarding the implementation of activities in the program. In addition, stabilization of changes that are expected to occur is also carried out by providing vegetable production to beneficiaries and providing fees to active beneficiaries to maintain the enthusiasm of beneficiaries who are already active and motivate other beneficiaries to become more actively involved in the program.

Based on the results of the discussion of field findings above, it can be concluded that the efforts made in overcoming obstacles in the Tenjo Village food security program are in accordance with the evaluation of the process and results of changes described by A (informant) which states that it is necessary to involve beneficiaries in evaluating the process of program activities and community workers need to maintain the stability of changes in beneficiaries. So it can be seen that to overcome the various obstacles that arise in the implementation of the Tenjo Village food security program can actually be anticipated by making efforts in the form of a process of monitoring changes in the program contained in the description of the stages of intervention and community development put forward by A (informant). These efforts are also in line with the stages of planned change proposed by Lippit, Watsin and Westley that the empowerment process is a stage in the community development process. Cyclical process evaluation is carried out during the implementation of activities, in accordance with what is done in the Tenjo Village food security program through evaluation activities every Friday night with experts and beneficiaries during the program.

4. Conclusions

Based on the analysis that has been presented, it can be concluded that the food security program in Tenjo Village follows four stages of empowerment that are in line with the

community development model proposed by A (informant). These stages include: preparation, assessment, planning, and implementation, ending with the evaluation stage. In the preparation stage, critical activities include determining program officers, identifying beneficiaries, and coordinating with local village officials. The assessment stage is carried out by utilizing a database of social mapping results and a simple survey to assess the suitability of the target area.

In the planning stage, methods and action plans were developed taking into account the limited community participation caused by the pandemic situation. Program implementation includes practical activities, such as community meetings, capital provision, and training, which are assisted by experts. Evaluations are conducted periodically, both internally and externally, to assess the effectiveness of the program. The evaluation results show that the target group has begun to show self-reliance efforts through the turnover of product sales.

However, there were a number of constraints faced during program implementation. Internal constraints include factors such as the lack of active community participation, especially from women, as well as dependence on program facilitators. External constraints, including a lack of support from village officials and local political dynamics, also affected community engagement in the program. Some of these barriers are in line with Adi's description of community development constraints, but there are also new barriers arising as a result of the pandemic, such as the inability to conduct direct assessments in the field.

Overall, despite the challenges, the food security program in Tenjo Village demonstrates success in empowering the community and meeting food needs, with the hope of maintaining the sustainability of the program despite the end of donor financial support. The adaptation and modification of the empowerment stages carried out during the pandemic provide important insights into the program's capacity to adapt to unforeseen situations.

Acknowledgement

The authors would like to express their sincere gratitude to the reviewers for their invaluable comments and insightful suggestions, which greatly contributed to improving the quality and clarity of this manuscript.

Author Contribution

This research was conducted collaboratively by H. F. D., and I. R. A. H. F. D was responsible for conceptualization, methodology, investigation, as well as writing–preparation of the original draft. Meanwhile, I. R. A., contributed to the writing–reviewing and editing, as well as supervising.

Funding

This research received no external funding.

Ethical Review Board Statement

Not available.

Informed Consent Statement

Not available.

Data Availability Statement

Not available.

Conflicts of Interest

The authors declare no conflict of interest.

Open Access

©2025. The author(s). This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license, and indicate if changes were made. The images or other third-party material in this article are included in the article's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the article's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this license, visit: <http://creativecommons.org/licenses/by/4.0/>

References

- Adi, I. R. (2013). *Community Intervention & Community Development as a Community Empowerment Effort* (Rev. Ed. 2012). PT Rajagrafindo Persada.
- Adi, I. R. (2015). *Social Welfare (Social Work, Social Development, and Development Studies)*. PT Rajagrafindo Persada.
- Argaw, S., & Shewankena, B. (2018). The role of NGOs on food security. *International Journal of Scientific and Research Publications*, 8(4), 485–491. <https://doi.org/10.29322/ijsrp.8.4.2018.p7667>
- Ashley, J. M. (2016). *Food security in the developing world*. Elsevier Inc.
- Ashman, K. K. K. (1956). Introduction to Social work & Social Welfare. *Marriage and Family Living*, 18(1). <https://doi.org/10.2307/348856>
- Bank Indonesia. (2020). *Report Policy Monetary Quarterly II 2020*. Bank Indonesia. <https://www.bi.go.id/id/publikasi/kebijakan-moneter/tinjauan/Pages/Laporan-Kebijakan-Moneter-Triwulan-II-2020.aspx>
- Bogor Regency Central Bureau of Statistics. (2018). *Tenjo Sub-district in Figures 2018*. Bogor Regency Central Bureau of Statistics <https://bogorkab.bps.go.id/>
- Bryman, A. (2012). *Social Research Methods* (4th Ed). Oxford University Press.
- Central Statistics Agency of the Republic of Indonesia. (2020). *Results of the Socio-Demographic Survey on the Impact of COVID-19* (Issue 4101039). Indonesian Central Bureau of Statistics.
- Food and Agriculture Organization. (2006). *Food Security [Report]*. Food and Agriculture Organization https://www.fao.org/fileadmin/templates/faoitaly/documents/pdf/pdf_Food_Security_Cocept_Note.pdf
- Gaiha, R., & Deolalikar, A. (1993). Persistent, Expected and Innate Poverty: Estimates for Semi-Arid Rural South India, 1975-1984. *Cambridge Journal of Economics*, 17(4), 409–421. <https://doi.org/10.1093/oxfordjournals.cje.a035246>
- Glenn, A., & Butcher, H. (1993). *Methods and Themes in Community Practice*. In Pluto (Ed.), Community and public.
- Hapsari, N. I., & Rudiarto, I. (2017). Factors Affecting Food Insecurity and Security and Their Policy Implications in Rembang District. *Journal of Territory and Environment*, 5(2), 125. <https://doi.org/10.14710/jwl.5.2.125-140>
- Hulme, D., Moore, K., & Shepherd, A. (2001). *Chronic poverty: meanings and analytical frameworks*. Chronic Poverty Research Centre.
- Indonesian Ministry of Social Affairs. (2020). Youth Organization and Food Security. Kemsos.Go.Id. <https://www.kemsos.go.id/karang-taruna-dan-ketahanan-pangan>
- Ife, J. (2013). *Community Development In An Uncertain World*. Cambridge University Press.
- Julius, H. (2012). *Empowerment of the Urban Poor; A Descriptive Study of Wahana Visi Indonesia's Area Development Program* (Adp). University of Indonesia.
- Khanal, P. (2015). The nature of chronic and transient poverty: analyzing poverty dynamics in Nepal. *Economic Journal of Development Issues*, 15(1), 103–115. <https://doi.org/10.3126/ejdi.v15i1-2.11870>

- Krisna, A. (2020). The Poorest After the Pandemic. *Journal of Education*, 47(20), 309-309. <https://doi.org/10.1177/002205749804702005>
- Marvasti, A. B. (2004). Qualitative Research in Sociology. In Qualitative Research in Sociology. SAGE Publications Ltd, London. <https://doi.org/10.4135/9781849209700>
- Midgley, J. (1995). Social Development: The Developmental Perspective in Social Welfare. In *Social Development: The Developmental Perspective in Social Welfare*. SAGE Publications Ltd, London. <https://doi.org/10.4135/9781446221839>
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis A Methods Sourcebook* (3rd ed., Vol. 112, Issue 483). SAGE Publication, Inc.
- Neuman, W. L. (2014). Social Research Methods: Qualitative and Quantitative Approaches. *Teaching Sociology*, 30(3). <https://doi.org/10.2307/3211488>
- Payne, M. (2005). *Modern Social Work Theory* (3rd Edition). Palgrave Macmillan.
- Raco, J. R., & Semiawan, C. R. (2010). *Qualitative research methods: Types, Characteristics and Advantages*. Grasindo. <https://doi.org/10.31219/osf.io/mfzuj>
- Ravallion, M., & Jalan, J. (1996). *Transient Poverty in Rural China*. World Bank Policy Research Working Paper, 1616.
- Sarinah, I., Sihabudin, A. A., & Suwarlan, E. (2019). Community Empowerment in the Economic Sector by the Pangandaran Village Government, Pangandaran Regency. *Moderat Journal*, 5(4), 267-277. <https://www.syekhnrjati.ac.id/jurnal/index.php/edueksos/article>
- Suryahadi, A., Al Izzati, R., & Suryadarma, D. (2020). Estimating the Impact of Covid- 19 on Poverty in Indonesia. In *Bulletin of Indonesian Economic Studies*. <https://doi.org/10.1080/00074918.2020.1779390>
- Susilowati, H. (2014). *Factors Affecting Food Security of Poor Households in Srandakan District, Bantul*. Universitas Negeri Yogyakarta.
- Syarief, R., Sumardjo, Kriswantriyono, A., & Wulandari, Y. P. (2017). Food Security Through Community Empowerment in Conflict Prone Area Timika Papua. *Jurnal Ilmu Pertanian Indonesia*, 22(3), 163-171. <https://doi.org/10.18343/jipi.22.3.163>
- Ward, P. S. (2017). Transient poverty, poverty dynamics, and vulnerability to poverty: An empirical analysis using a balanced panel from rural China. *International Food Policy Research Institute (IFPRI)*, 176(3), 139-148. <https://doi.org/10.1016/j.worlddev.2015.10.022.Transient>
- Weiss, J. (2005). Poverty targeting in Asia. In *Poverty Targeting in Asia*. Edwar Elgar Publishing, Inc. <https://doi.org/10.4337/9781845424701>

Biographies of Authors

Hafizha Ilma Qadrina, Social Welfare Studies Program, Faculty of Social Science And Political, Universitas Indonesia, Depok, Jawa Barat 16424, Indonesia.

- Email: hafizha.ilma11@ui.ac.id
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N/A
- Homepage: N/A

Isbandi Rukminto Adi, Social Welfare Studies Program, Faculty of Social Science And Political, Universitas Indonesia, Depok, Jawa Barat 16424, Indonesia.

- Email: isru50@ui.ac.id
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: 57210976685
- Homepage: <https://sinta.kemdikbud.go.id/authors/profile/5984813>