

# Implementing the Rai Bersinar Group Empowerment Program through Laying-Quail Farming for Post-Rehabilitation Clients in Slarang Village, Cilacap Regency

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## ABSTRACT

This study analyses the implementation of the Rai Bersinar Group Empowerment Program through laying-quail farming in Slarang Village, Cilacap Regency, as a community-based empowerment model for post-rehabilitation drug clients and local residents. Using a qualitative case study, data were collected through in-depth interviews, field observation, and document review, then analysed interactively. The program was implemented through problem and potential identification, business initiation, strengthening of production facilities, role allocation, and continuous mentoring. It was supported by collaboration among the Cilacap Regency National Narcotics Board, Pertamina Integrated Terminal Cilacap through CSR, group leaders, and the community. The program fostered productive routines, responsibility, healthier social interaction, and greater self-confidence among post-rehabilitation clients. However, its collective economic benefits remain limited due to weak downstream processing, marketing, institutional capacity, and environmental management. Sustainable mentoring, clear roles, group capacity, and integration of rehabilitation with productive enterprise are therefore essential.

**Keywords:** program implementation, community empowerment, post-rehabilitation, CSR, laying-quail farming

## ABSTRAK

Penelitian ini menganalisis implementasi Program Pemberdayaan Kelompok Rai Bersinar melalui budidaya puyuh petelur di Desa Slarang, Kabupaten Cilacap, sebagai model pemberdayaan berbasis komunitas bagi klien pascarehabilitasi narkoba dan masyarakat sekitar. Dengan pendekatan kualitatif studi kasus, data dikumpulkan melalui wawancara mendalam, observasi lapangan, dan telaah dokumen, lalu dianalisis secara interaktif. Program diimplementasikan melalui identifikasi masalah dan potensi, perintisan usaha, penguatan sarana produksi, pembagian peran, dan pendampingan berkelanjutan. Pelaksanaannya ditopang kolaborasi antara BNN Kabupaten Cilacap, Pertamina Integrated Terminal Cilacap melalui CSR, pengurus kelompok, dan masyarakat. Program ini membentuk rutinitas produktif, memperkuat tanggung jawab, mendorong interaksi sosial yang lebih sehat, dan meningkatkan kepercayaan diri klien pascarehabilitasi. Namun, manfaat ekonomi kolektif masih terbatas karena hilirisasi, pemasaran, kelembagaan, dan pengelolaan lingkungan belum optimal. Keberhasilan program bergantung pada kesinambungan pendampingan, kejelasan peran, penguatan kapasitas kelompok, dan integrasi rehabilitasi sosial dengan usaha produktif.

**Kata kunci:** implementasi program, pemberdayaan masyarakat, pascarehabilitasi, CSR, budidaya puyuh petelur

## Introduction

Community empowerment is a social development approach that positions citizens as agents of change rather than merely as recipients of assistance. From this perspective, empowerment is measured not only by increased income, but also by the growth of capacity, participation, self-confidence, and the collective ability to manage life's challenges independently. Accordingly, a sound empowerment program must be analysed not merely in terms of its end results, but also in terms of how it is implemented, which actors are involved, what resources are mobilised, and how the target group builds its capacity throughout the process (O'Toole, 2000; Maton, 2008; Kamruzzaman, 2020).

In the context of addressing drug abuse, the issue of post-rehabilitation is especially significant because recovery does not end with formal rehabilitation services. Post-rehabilitation clients often face stigma, limited access to employment, fragile social support, and a high degree of vulnerability to returning to their former, less conducive environments. The literature on recovery capital shows that sustained recovery is strongly shaped by personal, social, and community resources that enable individuals to rebuild a more stable, productive, and meaningful life (Cano et al., 2017; Best & Hennessy, 2022). Within this framework, community-based productive economic activities matter not only as a source of income, but also as a medium through which routines, responsibility, new social identities, and healthier social support can be developed.

Institutionally, this approach is in line with the Community-Based Intervention (IBM) model developed by the National Narcotics Board (BNN). BNN defines IBM as a community-based rehabilitation service with a simple, low-threshold approach, making it more accessible to the public. At the local level, BNN Cilacap Regency reported that in 2025 its post-rehabilitation services reached 34 clients and were supported by IBM in Slarang Village. At the same time, BNN Cilacap Regency also identified the Rai Bersinar Group as a fostered group jointly supported by BNN Cilacap Regency and Pertamina Integrated Terminal Cilacap through a CSR program. This indicates that Slarang Village is not merely the site of a rehabilitation intervention, but a concrete social space in which rehabilitation, empowerment, and inter-actor collaboration intersect.

Amid the growing body of literature on community empowerment, participation, and CSR, most studies still examine these themes in the context of economic development, tourism villages, or community business groups in general (Tampubolon et al., 2006; Fauzi & Sadono, 2006; Sumardjo et al., 2022; Wibowo et

al., 2024). By contrast, studies on addiction recovery have tended to focus more heavily on recovery capital, social identity, and community support, yet they do not always investigate how economic empowerment programs are actually implemented at the village level for post-rehabilitation clients (Cano et al., 2017; Best & Hennessy, 2022). Consequently, there remains relatively limited analytical space for studies that bring together program implementation, community empowerment, CSR, and post-rehabilitation social reintegration within a single, concrete empirical case.

Against this background, the present study aims to: (1) analyse the implementation of the Rai Bersinar Group Empowerment Program through laying-quail farming in Slarang Village, Cilacap Regency; (2) explain the roles of actors, resources, and collaborative patterns underpinning the program; (3) identify the supporting and inhibiting factors affecting implementation; and (4) assess the program's contribution to socio-economic empowerment and the social reintegration of post-rehabilitation clients. Thus, the article goes beyond merely describing activities and instead offers an analytical reading of the relationship between program implementation, community strengthening, and post-rehabilitation social recovery.

## **Theoretical Framework**

### ***Program implementation***

Program implementation refers to the process that takes place between the establishment of policy objectives and the outcomes that emerge in practice. O'Toole (2000) argues that implementation should be understood as an arena in which goals, actors, organisations, resources, and social context interact. Within this framework, the success of a program cannot be explained solely by the existence of policy or assistance, but by the ability of actors to translate objectives into practices that are both consistent and adaptive.

### **Community empowerment**

From the perspective of empowerment, the target group is not positioned as a passive object, but as a party whose capacity and participatory space must be strengthened. Maton (2008) demonstrates that empowering settings function not only to enhance individual capability, but also to foster solidarity, a sense of ownership, and broader social change. Indonesian scholarship likewise underscores the importance of group-based approaches, participation, and stakeholder support in enhancing community empowerment (Tampubolon et al., 2006; Fauzi & Sadono, 2006; Wibowo et al., 2024).

### **Recovery capital and social reintegration**

The concept of recovery capital helps explain that recovery from addiction rests on a combination of personal, social, and community resources. Cano et al. (2017) show that involvement in meaningful activities and supportive social networks is closely associated with recovery well-being. Best and Hennessy (2022) further argue that recovery should be understood as a process of building recovery capital, rather than merely ceasing substance use. Accordingly, group-based programs and productive routines have the potential to sustain post-rehabilitation social reintegration.

### **CSR and the stakeholder perspective**

In CSR studies, Carroll (1991) positions economic, legal, ethical, and philanthropic responsibilities as interrelated components. From the standpoint of stakeholder theory, companies are expected to create value not only for shareholders, but also for communities connected to their operations (Parmar et al., 2010). In the context of community development in Indonesia, effective CSR tends to move away from one-off assistance towards mentoring, capacity strengthening, and cross-sector collaboration (Sumardjo et al., 2022).

Based on this framework, the present study reads the Rai Bersinar Program through four

analytical questions: (1) how the program was translated from social need into a farming activity; (2) how resources and inter-actor collaboration were managed; (3) how the program created a space for empowerment and recovery; and (4) why the program's economic benefits have not yet been fully optimised.

## **Research Method**

This study employed a qualitative approach with a case study design. This approach was chosen because the study seeks to understand in depth the implementation of a single program that is contextual in nature, involves multiple actors, and concerns a socially vulnerable group. A case study design enables the researcher to examine the program holistically within its social setting, from the background to its emergence, the process of implementation, and inter-actor relations, to the dynamics of its achievements and constraints (Yin, 2018).

The study was conducted in Slarang Village, Cilacap Regency, with a particular focus on the Rai Bersinar Group Empowerment Program through laying-quail farming. Informants were selected purposively on the basis of their direct involvement in and knowledge of the program. They included program facilitators from BNN Cilacap Regency, leaders of the Rai Bersinar Group, group members involved in livestock maintenance and product handling, post-rehabilitation clients, as well as community figures or residents familiar with the program's development. Informant selection continued until thematic sufficiency was reached.

Data were collected through three techniques. First, in-depth interviews were conducted to explore informants' perceptions of the program's background, role allocation, forms of mentoring, experiences while participating in the program, perceived benefits, and obstacles encountered. Second, field observation was carried out to examine directly the farming activities, the condition of the cages, group work

routines, and patterns of interaction among members. Third, document review was undertaken to analyse activity records, group documentation, and relevant institutional publications.

Data analysis was conducted interactively through the processes of data collection, data condensation, data display, and conclusion drawing (Miles et al., 2014). At the initial stage, the data were sorted in accordance with the study's focus, particularly those relating to program implementation, actor collaboration, empowerment processes, and impacts on post-rehabilitation clients. The data were then organised thematically so that patterns of inter-actor relations, implementation phases, achievements, and program limitations could be read systematically. Conclusions were drawn gradually through continuous comparison across interview, observational, and documentary data.

To ensure credibility, the study employed source triangulation and technique triangulation. In addition, informants' identities were anonymised, and all participation was voluntary, based on either oral or written consent as agreed in the field. This step was particularly important given that some informants were post-rehabilitation clients who belong to a socially vulnerable group.

## **Findings and Discussion**

### ***From social problems to the design of a productive program***

The findings indicate that the Rai Bersinar Program emerged from the need to provide a healthier and more productive social space for post-rehabilitation clients and community members in an area regarded as socially vulnerable. In this context, the program was not designed merely as an economic assistance scheme, but as a strategy linking social rehabilitation with community-based productive enterprise. This framework is

consistent with the orientation of BNN's IBM model, which positions the community as a space for early intervention, recovery, and more accessible social support. At the local level, BNN Cilacap officially designated Slarang as a site for IBM-based post-rehabilitation services and identified Rai Bersinar as a collaborative fostered group jointly supported by Pertamina Integrated Terminal Cilacap through CSR.

The selection of laying-quail farming as the core enterprise reflects consideration of local potential, business affordability, and the feasibility of collective group involvement. This enterprise was considered relatively realistic because it does not require extensive land, has a rapid production cycle, and can be broken down into clearly defined daily tasks. From an implementation perspective, the decision to choose a type of enterprise that was close to the group's initial capabilities is an important indicator that the program design was not entirely top-down, but instead sought to align intervention goals with local conditions.

### ***Initial implementation: the start-up and learning phase***

Based on interviews and internal program documents, the initial implementation in 2024 took place on a limited scale. Activities began with a relatively small number of birds and modest production facilities. At this stage, the principal challenge lay not only in limited capital, but also in the group members' limited technical experience in managing laying quail. The high risk of livestock mortality, unstable feed management, and inadequate cage facilities suggest that the early phase of implementation is more accurately understood as a start-up and social learning phase.

This finding is important because it shows that the implementation of a community-based program does not proceed in a linear fashion. The program learned from its initial obstacles, adjusted its strategy, and made corrections in response to the constraints it encountered. If, at

the outset, the business location was deemed unsuitable for better-scaled development, then relocation or site adjustment should be understood as a form of implementation-related adaptation rather than merely a technical change. Within O'Toole's (2000) framework, the ability to adapt to field conditions constitutes one of the key elements in sustaining program implementation.

### ***Strengthening the program through inter-actor collaboration***

One of the strongest findings of this study is that Rai Bersinar operates as a collaborative program. BNN Cilacap Regency serves as a facilitator of social rehabilitation and institutional mentoring, while Pertamina Integrated Terminal Cilacap, through its CSR scheme, provides support for strengthening facilities and developing capacity. The group itself and the local community act as the day-to-day implementers whose commitment determines whether the program lives or falters. Official publications from BNN Cilacap confirm the existence of guidance for the "Rai Bersinar" quail farming group as part of post-rehabilitation economic self-reliance, while Pertamina's public record indicates training in quail feed production for the fostered group.

From a CSR perspective, this pattern is important because corporate support does not stop at material assistance, but extends to facilitating the empowerment process. Nevertheless, cross-sector collaboration can only become effective when there is clarity of roles, a functioning communication mechanism, and medium-term commitment. This is where the stakeholder perspective becomes relevant: companies, state institutions, and communities must all be seen as parties with a shared interest in the program's sustainability, even though the nature of that interest is not identical in each case (Carroll, 1991; Parmar et al., 2010).

### ***Role allocation within the group and the formation of an empowering setting***

The program demonstrates a functional

allocation of roles. Male members tend to be more involved in cage management, feeding, daily maintenance, and monitoring the birds' health. Female members, meanwhile, are directed towards product handling, including processing and packaging, as an entry point for generating added value. This division indicates that from the outset the program was oriented not only towards primary production, but also towards the possibility of downstream processing.

From the perspective of empowerment, such role allocation can become an empowering setting only if it is genuinely accompanied by capacity strengthening, participatory space, and recognition of each member's contribution. Maton (2008) argues that an empowering setting does not merely provide activities; it must also foster a sense of ownership, meaningful roles, and opportunities for collective learning. In the case of Rai Bersinar, the findings suggest that the basic elements of role allocation have begun to take shape, but have not yet fully developed into a well-established organisational system. This is particularly evident in the still-suboptimal processing of outputs and the still-weak institutional mechanisms underpinning the enterprise.

### ***Productive routines as a medium of social reintegration***

The program's most significant contribution lies in the formation of productive routines. Daily activities such as feeding, checking the cages, collecting eggs, cleaning the cage environment, and distributing the outputs help to establish a more orderly pattern of life. For post-rehabilitation clients, routines of this kind carry strong rehabilitative value because they help cultivate discipline, responsibility, and the experience of being part of collective work.

This finding is consistent with the recovery capital literature, which emphasises the importance of meaningful activity, social support, and community connectedness in long-

term recovery processes (Cano et al., 2017; Best & Hennessy, 2022). Put differently, the program does not merely produce eggs; it also produces a social space in which post-rehabilitation clients can rebuild their identities as productive and trusted individuals. At this point, the program's benefits are simultaneously socio-psychological and rehabilitative.

### ***Social and psychological impacts outweigh economic impacts***

One of the weaknesses in the earlier version of the article was its tendency to overstate the program's economic impact. The findings of this study instead show that its social and psychological impacts are more tangible than its immediate economic effects. Socially, the program opens up a healthier space for interaction between post-rehabilitation clients and the surrounding community. Psychologically, repeated participation in productive activity helps strengthen self-confidence, responsibility, and self-control.

By contrast, the program's economic benefits remain at an early stage. Based on field data, production still primarily revolves around the sale of raw eggs, and the group's financial gains have not yet been fully distributed as stable, routine income for all members. Where certain clients receive incentives or pocket money, this should more appropriately be read as a stimulus for participation and a form of rehabilitative reinforcement, rather than as a definitive indicator of the program's economic success. Accordingly, the program is more accurately positioned as a strong model of social reintegration, while still in the process of growing into a model of collective economic self-reliance.

### ***Limitations of implementation: downstream processing, institutional capacity, and the environment***

The findings point to at least three major constraints. First, downstream processing has

not yet functioned optimally. As long as the main output is sold in the form of raw eggs, the economic value added remains limited. Second, the institutional strengthening of the group is not yet fully mature. Business record-keeping, benefit-sharing, business planning, and marketing have not yet developed into a robust organisational system. Third, the environmental dimension remains weak, particularly where cage waste has not been managed in a safe and sustainable manner.

These constraints are important to address critically because empowerment programs are often judged successful merely on the basis that activities continue to run. In fact, from the perspectives of implementation and empowerment, more substantive success is determined by the program's ability to institutionalise knowledge, broaden economic benefits, and build socio-environmental sustainability. Therefore, a more proportionate reading of Rai Bersinar is that it has succeeded in laying a social-rehabilitative foundation, but still requires serious strengthening in its business model, group governance, and ecological sustainability.

### ***Theoretical and practical implications***

Theoretically, this study shows that analysing the implementation of empowerment programs for post-rehabilitation clients becomes more robust when four perspectives are brought together: program implementation, community empowerment, recovery capital, and CSR. A program such as Rai Bersinar cannot be understood solely as an economic program or solely as a rehabilitation program. It stands at the intersection of both. Practically, the study demonstrates that integrating IBM with community-based productive enterprise has the potential to become a model of post-rehabilitation support at the village level, provided that it is accompanied by sustained mentoring, strengthened business capacity, and more firmly established group governance.

## Conclusion

This study shows that the implementation of the Rai Bersinar Group Empowerment Program through laying-quail farming in Slarang Village constitutes a form of community intervention that links social rehabilitation with productive economic activity. Program implementation unfolded through phases of needs identification, enterprise initiation, the strengthening of facilities, the allocation of group roles, and cross-sector mentoring. Throughout this process, collaboration among BNN Cilacap Regency, Pertamina Integrated Terminal Cilacap through CSR, group leaders, and the local community served as the principal supporting factor.

The program's most significant contribution lies not in already-established economic achievements, but in the formation of productive routines, the strengthening of responsibility, healthier social interaction, and increased self-confidence among post-rehabilitation clients. In this respect, the program possesses strong rehabilitative and reintegrative value. However, its collective economic benefits remain limited because downstream processing, marketing, institutional strengthening, and environmental management have not yet been optimised.

This article underscores that the successful implementation of empowerment programs for vulnerable groups cannot be measured solely in terms of increased production or the availability of assistance, but rather in terms of the program's capacity to build capability, expand recovery capital, organise collective work, and move towards more stable socio-economic sustainability.

## Recommendations

First, program strengthening should be directed towards realistic downstream processing, such as ready-to-eat boiled quail eggs, seasoned quail eggs, or other processed products suited to the group's capacity and the local market. Second,

mentoring should be expanded to cover business management, financial record-keeping, marketing strategies, and benefit-sharing mechanisms. Third, strengthening the group's institutional capacity should be prioritised so that the program does not depend solely on particular individuals or external support. Fourth, cage waste management must be improved so that the program becomes not only socially and economically robust, but also environmentally responsible. Fifth, the program's rehabilitative orientation must be safeguarded so that economic targets do not displace its primary function as a space for post-rehabilitation social reintegration.

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