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Assessing the Success of CSR Using the Social Return on Investment (SROI) Approach: A Case Study of PT. Borneo Indobara's Fishermen Community Empowerment Program in Angsana Trans Nelayan Village

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ABSTRACT

This study aims to develop the Corporate Social Responsibility (CSR) program of PT Borneo Indobara through a case study of the Kenari Jaya Program in Trans Nelayan Angsana Village, Tanah Bumbu Regency, South Kalimantan. The program is designed to empower the fishermen community in economic, social, and environmental aspects through the provision of fish aggregating devices (rumpon), training, and fisheries infrastructure development. This research employs a qualitative exploratory approach by collecting data through in-depth interviews, field observations, and document analysis. The findings indicate positive impacts of the program on increasing fishermen's income, improving fishing time efficiency, and diversifying family economic activities through home industry groups. The study also identifies challenges such as uneven distribution of benefits, lack of technical training, and limited local economic institutions. SWOT analysis and Fishbone Diagram were used to identify root causes and formulate development strategies to make the program more inclusive, sustainable, and socially impactful. Recommendations include strengthening fishermen's cooperatives, expanding training coverage, and developing alternative community-based development programs. The results are expected to serve as a reference for developing CSR programs based on coastal community empowerment in Indonesia.

Keywords: Corporate Social Responsibility, fishermen, SROI, community empowerment, Kenari Jaya Program, social impact evaluation.

INTRODUCTION

Corporate Social Responsibility (CSR) has evolved into a strategic component in modern business, not merely as a philanthropic gesture but as a means to achieve competitive advantage and long-term sustainability. The growing emphasis on sustainability in business practices globally is closely aligned with the triple bottom line framework introduced by Elkington (1997), which advocates for a balance between profit, people, and the planet. CSR initiatives today are expected to generate economic benefits, foster social welfare, and contribute to environmental preservation (Carroll & Shabana, 2010). In this context, stakeholder theory as proposed by Freeman (1984) asserts that corporations have a responsibility to manage relationships with all parties affected by their operations to ensure sustainable business performance.

In Indonesia, CSR has a legal basis through Law No. 40 of 2007 concerning Limited Liability Companies, particularly for corporations operating in sectors related to natural resources. The law mandates the implementation of social and environmental responsibilities to promote inclusive development.

However, the challenge remains in ensuring that CSR programs are not merely symbolic but result in measurable and sustainable impacts for the community. The mining industry, in particular, has been criticized for contributing to environmental degradation, resource depletion, and socio-economic inequalities in surrounding communities (Rosser & Edwin, 2010; Waagstein, 2011). These conditions necessitate a more accountable and impact-oriented approach in evaluating CSR performance.

PT Borneo Indobara (PT BIB), a coal mining company located in South Kalimantan, Indonesia, initiated the Kenari Jaya Fishermen Community Empowerment Program as part of its CSR commitment. This program aims to enhance the welfare of the fishermen in Trans Nelayan Angsana Village by providing training, technology support, and the construction of a Mini Fish Auction Place. In its early evaluation, the program showed promising results, with a Social Return on Investment (SROI) value of 8.23, suggesting that each Rp1 invested generated Rp8.23 in social value. This aligns with studies emphasizing the usefulness of SROI as a framework to measure social and economic returns of CSR programs (Nicholls et al., 2012; Millar & Hall, 2013).

Nevertheless, the program encountered a major setback in 2023, where fish catch volume reportedly declined by 77%, significantly affecting the income and resilience of the local fishing community. Preliminary assessments indicate that this decline may be attributed to various factors including outdated fishing practices, limited access to capital and modern equipment, inadequate training, and environmental degradation. This issue highlights the need to re-evaluate the program's effectiveness and identify actionable strategies for improvement.

A comprehensive assessment using the SROI methodology is essential to quantify the actual value generated by the CSR intervention while also uncovering areas for enhancement. SROI enables the integration of qualitative insights and quantitative metrics to assess social impact, particularly in community-based programs. This study seeks to investigate the root causes of declining program performance, assess the actual impact of the CSR initiative using the SROI framework, and propose strategic improvements that align with sustainable development goals.

Through this research, it is expected that practical recommendations can be formulated to improve CSR performance in the natural resource sector, enhance the economic and social welfare of fishermen communities, and serve as a reference model for similar empowerment-based CSR initiatives in Indonesia and beyond.

RESEARCH METHODS

This research adopts a qualitative exploratory approach to gain an in-depth understanding of the implementation, impact, and sustainability of the Corporate Social Responsibility (CSR) program carried out by PT Borneo Indobara in Trans Nelayan Angsana Village, Tanah Bumbu Regency, South Kalimantan. The study focuses on evaluating the effectiveness of the Kenari Jaya Fishermen Community Empowerment Program through qualitative data collected from stakeholders directly involved in the program.

The research was conducted at the CSR program location, and data were collected from three key informants representing different stakeholder groups. The three respondents consisted of a representative from the Kenari Jaya fishermen group as the main beneficiary, a CSR program manager from PT Borneo Indobara, and a local government officer from the Tanah Bumbu Regency. These individuals were selected through purposive sampling based on their relevance and active involvement in the planning, execution, and monitoring of the CSR activities.

Primary data collection was conducted using semi-structured in-depth interviews and direct field observations. The interview sessions were guided by flexible protocols that encouraged open discussion while still focusing on key themes related to the CSR program's effectiveness, implementation challenges, and sustainability. Field observations were carried out at strategic sites, including the Mini Fish Auction Place (TPI Mini) and local fishing areas. Observations aimed to capture contextual conditions such as the usage of fishing technologies, infrastructure functionality, and the interaction dynamics among community members.

Secondary data were collected from corporate CSR annual reports, sustainability reports including Social Return on Investment (SROI) documentation, and relevant academic journals. These documents provided important background information and complemented the interview and observational data through triangulation to enhance analytical reliability.

The data analysis was conducted using three complementary qualitative techniques: Fishbone Diagram, SWOT analysis, and SROI calculation. The Fishbone Diagram (Ishikawa method) was used to identify the root causes behind the significant decline in fish catch volume in 2023, categorizing the causes into six dimensions: man, method, material, machine, environment, and money. SWOT analysis was applied to explore the strengths, weaknesses, opportunities, and threats associated with the CSR program to formulate strategic improvement suggestions. The SROI method was employed to calculate the ratio between the social, economic, and environmental benefits gained and the total investment made by the company, using the formula:

$$SROI = \frac{Total\ Social\ Benefit}{Total\ Investment}$$

A ratio greater than one indicates that the program created more value than its cost, while a ratio less than one suggests that the program's effectiveness needs to be improved.

All qualitative data were processed through a thematic analysis approach, involving condensation, coding, interpretation, and synthesis of findings from both primary and secondary sources. The combination of analytical tools enabled a comprehensive understanding of program outcomes and informed practical recommendations for improving the CSR initiative. The research was conducted in accordance with ethical standards, including informed consent and confidentiality for all respondents involved.

RESULTS AND DISCUSSION

Analysis

Field Observation

Field observation was conducted on March 28, 2025, in Desa Trans Nelayan Angsana, South Kalimantan, to assess the real conditions of PT BIB's CSR program. The observation revealed that most fishermen operate seasonally and still rely on traditional fishing gear, with limited use of modern technology like GPS. Fish Aggregating Devices (FADs) provided by the CSR program were helpful but harvested only every three months. The Mini Fish Auction Place (TPI Mini) built by the program is underutilized due to low fish catches and lack of professional management.

Socially, the fishermen showed strong solidarity and mutual assistance, but the group remains informal, limiting access to financial support and institutional growth. Training provided by PT BIB focused more on alternative livelihoods such as mushroom and chili farming.

Environmentally, declining water quality and coastal development activities have damaged natural fishing grounds, including lobster habitats. However, PT BIB has initiated coral reef restoration efforts in collaboration with local institutions, reflecting its environmental commitment.

Fishbone Diagram Analysis

The Fishbone Diagram, or Ishikawa Diagram, was used in this study to identify the root causes affecting the effectiveness of PT Borneo Indobara's CSR program in Trans Nelayan Angsana Village. Using the Man, Method, Material, Machine, Environment, and Money the analysis drew upon interviews with three key informants (the CSR Head, a fishermen group representative, and the Village Head) and was supported by field observations. Data were analyzed thematically using NVivo 14 to categorize problems and develop strategies for improvement.

In the *Man* category, findings revealed a lack of technical training for fishermen. The CSR training provided was limited to supporting skills such as GPS use and basic bookkeeping, while core competencies like modern fishing techniques were neglected. Fishermen continued to rely on informal experience, and training was primarily delivered by government agencies rather than the company.

The *Method* of implementation was top-down and lacked inclusive community participation. Program selection and benefit distribution were perceived as inequitable, with only select groups receiving support, leading to social disparities within the community.

For *Material*, the company had constructed fish aggregating devices (FADs) and a Mini Fish Auction Place (TPI Mini), but both remained underutilized due to low fish catch volume and the absence of institutional management. Additionally, key fishing equipment needed by the community was not provided, suggesting a misalignment between infrastructure and actual needs.

The *Machine* dimension highlighted the absence of modern fishing vessels or supporting equipment. Most fishermen used small boats (2–3 GT), making it difficult to operate during rough weather or to reach distant fishing grounds. No cold storage or motorized enhancements were made available through the CSR initiative.

Environmental concerns were prominent in the *Environment* category. While PT BIB had partnered with academic institutions for coral reef restoration, reclamation and port construction had already damaged marine ecosystems, including lobster habitats. Moreover, a lack of zoning regulations led to spatial conflicts among fishermen.

In the *Money* aspect, although the CSR program had allocated Rp500–700 million since 2020, funds were mostly used for initial infrastructure. No cooperative had been established, and marketing remained localized. The lack of financial institutions or credit access limited economic independence and sustainability.

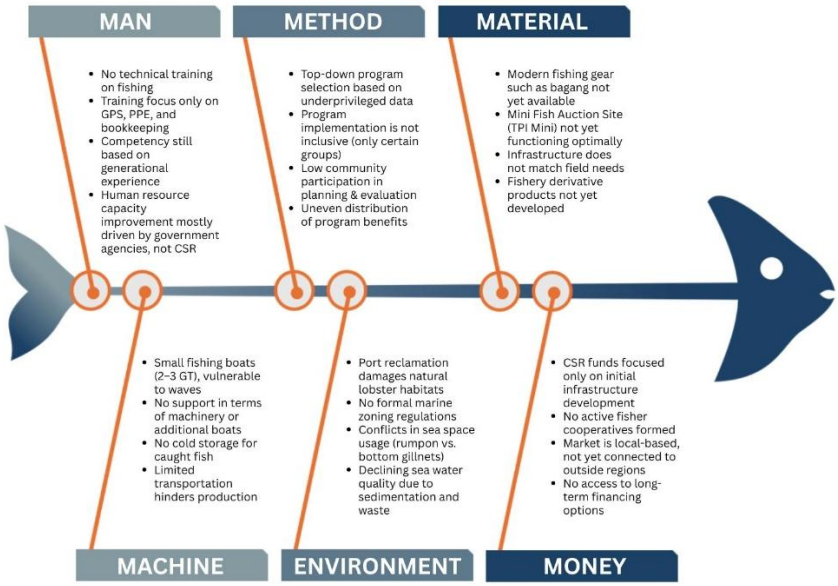

Figure 1. Fishbone Diagram

Based on the mapping of root problems illustrated in Figure 1. Fishbone Diagram, various challenges in the implementation of the Corporate Social Responsibility (CSR) program by PT Borneo Indobara can be grouped into six main categories: Man, method, material, machine, environment, and finance (money). Problems in the human aspect lie in the absence of comprehensive technical training, the limited competencies of fishermen that are still based on experience, and the minimal role of CSR in human resource capacity building. In terms of methods, program implementation tends to be top-down and has not reached all groups of fishermen equally. The lack of facilities and infrastructure, such as modern fishing gear and the underutilization of the TPI Mini, is also a major issue in the material category.

Meanwhile, in the machine aspect, the limited capacity of boats, the absence of auxiliary engines, and the lack of cold storage for catch are significant obstacles to fishermen's productivity. From the environmental aspect, the emergence of reclamation projects and the absence of sea zoning regulations have created spatial conflicts and marine habitat degradation. In the financial aspect, CSR fund allocation, which is more focused on physical development, has not been accompanied by support for the establishment of economic institutions such as cooperatives, resulting in fishery product marketing still being locally constrained.

SWOT Analysis

A SWOT analysis was conducted to assess the internal and external factors influencing the effectiveness and sustainability of PT Borneo Indobara's CSR program in Trans Nelayan Angsana Village. This method evaluated the program's strengths, weaknesses, opportunities, and threats, drawing from in-depth interviews, field observations, and corporate CSR reports, using data triangulation for validation.

The analysis found that the program's strengths include consistent company funding (approximately IDR 500–700 million), infrastructure such as fish aggregating devices (rumpon) and the Mini Fish Auction Place (TPI Mini), and basic training in seafood processing and

bookkeeping. However, weaknesses were also evident, such as the absence of technical training related to modern fishing practices, uneven distribution of benefits, underutilized infrastructure, and the lack of legal economic institutions such as cooperatives.

The opportunities identified include potential development of marine tourism (e.g., floating docks, restaurants), support from village government and agencies to diversify local income, the scalability of the program to nearby villages, and growing export demand for commodities like snapper and lobster. Conversely, the program faces threats such as seasonal dependence on fishing, damage to rumpon due to ocean currents or spatial conflict, limited inter-stakeholder coordination, and the risk of failing to meet market quotas.

To visualize these findings, a four-quadrant SWOT diagram was created to clearly outline the strategic positioning of the CSR program. This tool helps identify strategies that leverage strengths to pursue opportunities (SO strategies), address weaknesses to prevent threats, and create a more focused, evidence-based development approach aligned with the needs of the local fishing community.

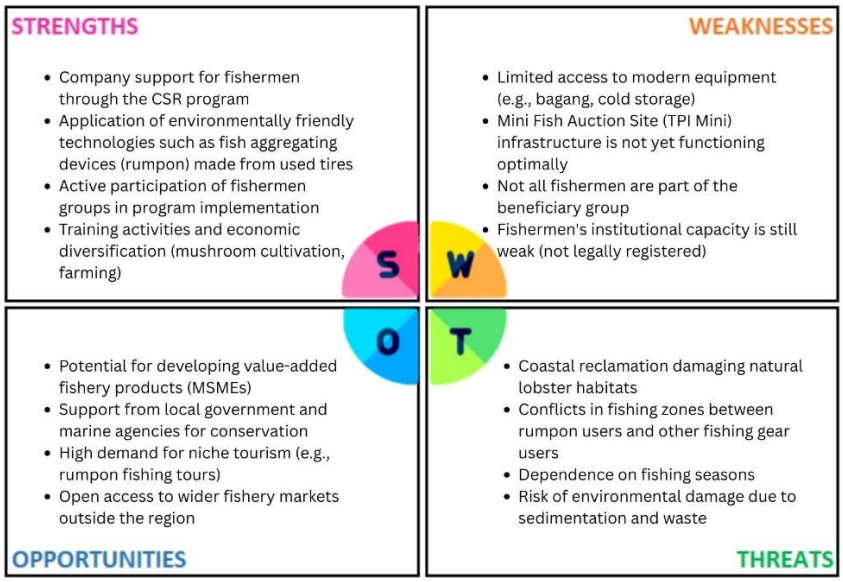

Figure 2. SWOT Analysis

Based on the results of the SWOT analysis presented in Figure 2, the strategy for strengthening the Corporate Social Responsibility (CSR) program of PT Borneo Indobara in Angsana Trans Nelayan Village can be formulated through a combination approach between internal factors, namely strengths and weaknesses, and external factors, namely opportunities and threats. This analysis is an important foundation in designing strategies that not only maintain the success of existing programs but also optimize untapped potential and anticipate future challenges.

TOWS Matrix	Opportunities (O)	Threats (T)
	1. Partnership with Local Government 2. Introduction of new technologies 3. Increasing market demand 4. Awareness of sustainability	1. Policy changes 2. Marine ecosystem damage 3. Market competition 4. Economic instability
Strengths (S)	Strengths–Opportunities (SO)	Strengths–Threats (ST)
1. Stable Financial Support 2. Adequate infrastructure 3. Strong corporate commitment	- Strengthening partnerships with local governments to strengthen CSR programs - Adopting new environmentally friendly technologies - Taking advantage of market demand for quality fish products	- Leveraging commitment and resources to address policy changes - Developing environmental monitoring systems and sustainable fisheries practices - Diversifying fishing businesses to address market competition and economic fluctuations
Weaknesses (W)	Weaknesses–Opportunities (WO)	Weaknesses–Threats (WT)
1. Lack of ongoing training 2. Limited operational capacity 3. Reliance on external assistance	- Developing advanced training programs to improve fishermen's skills - Enhancing fishermen's managerial capacity - Leveraging sustainable awareness for environmental conservation	- Reducing fishermen's dependence on external assistance by encouraging independence through training and mentoring - Developing risk mitigation mechanisms against economic fluctuations and market competition. - Strengthening marketing networks and access to financing sources

Figure 3. TOWS Diagram

The Strengths–Opportunities (SO) strategy leverages PT BIB's existing support and eco-friendly innovations like rumpon to develop marine tourism and seafood product diversification. Expanding training into seafood processing can help form competitive MSMEs within the community.

The Weaknesses–Opportunities (WO) strategy addresses gaps such as outdated fishing gear and underused infrastructure by collaborating with local government and marine agencies. Strengthening fishermen's cooperatives is key to improving market access and financial inclusion.

The Strengths–Threats (ST) strategy uses the program's assets to mitigate environmental risks like habitat loss and fishing zone conflicts by empowering local groups in marine monitoring and spatial management, aligning with PT BIB's conservation goals.

The Weaknesses–Threats (WT) strategy focuses on reducing internal limitations and external risks through modern fisheries training and institutional development to help fishermen adapt to seasonal challenges and build resilience.

Social Return on Investment (SROI) Analysis

The SROI analysis of the Kenari Jaya Program in Trans-Nelayan Angsana Village shows a significant year-over-year increase in social returns. In 2020, the SROI ratio was only 0.17 due to the program's early implementation phase. By 2021, the ratio rose to 5.52, and in 2022 it reached 8.23, reflecting substantial growth in social, economic, and environmental benefits. This upward trend demonstrates that PT Borneo Indobara's CSR investment has become increasingly impactful and efficient over time.

Table 1. Annual SROI Value of the Kenari Jaya Program

Year	Total Investment (Rp)	Total Social Benefits (Rp)	SROI Ratio
2020	205.829.500	34.991.015	0,17
2021	205.829.500	1.136.507.000	5,52
2022	205.829.500	1.694.001.600	8,23

Based on the data in Table 1. it can be seen that the Social Return on Investment (SROI) ratio of the Kenari Jaya Program experienced a very significant increase year after year. In 2020, the SROI only reached 0.17 because the program was still in the initial implementation stage and the social benefits generated were still limited. However, along with the optimization of activities and the expanding scope of impact, the SROI ratio rose sharply to 5.52 in 2021 and reached 8.23 in 2022. This increasing trend is graphically visualized in Figure IV.3, which shows that the CSR investment made by PT Borneo Indobara consistently yields increasing returns in the form of social, economic, and environmental benefits.

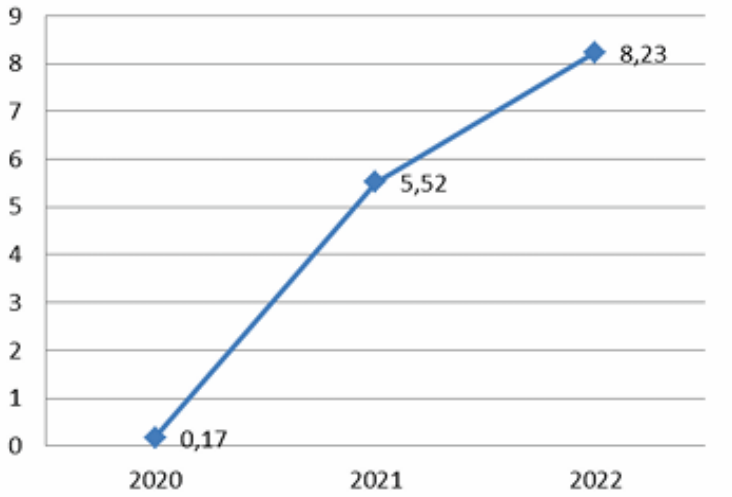

Figure 4. SROI Value of the Kenari Jaya Program (2020–2022)

These results show that in the first year, the SROI value had not yet reached the break-even point (payback period). However, in the second and third years, the SROI value experienced a significant increase, reaching 8.23. This reflects that the benefits gained by the community, particularly the fishermen group, far exceeded the amount of investment disbursed by PT Borneo Indobara.

Table 2. Sensitivity Analysis of Outcomes toward SROI Value

No	Simulated Outcome	SROI Value	Variance (%)
1	Fish harvest results	11.12	35.04%
2	Knowledge transfer	9.10	10.62%
3	Boat rental income	9.10	10.55%
4	Fuel savings	8.46	2.80%
5	Additional income from crab catch	8.34	1.33%
6	Additional income from home industry	8.24	0.15%
7	Rumpon raft services	8.23	0.05%

The sensitivity analysis indicates that the main driver of the SROI value was the increase in fish harvests resulting from the use of rumpons, which provided the most substantial economic benefit to the fishermen. Other key contributors included knowledge transfer and additional income from boat rentals. Although smaller in value, outcomes such as fuel savings, increased crab catches, and home-based industry activities also added to the overall social value of the program. Since the SROI ratio exceeded one starting in the second year, the Kenari Jaya Program reached its break-even point within two years, signifying that the social investments made by PT Borneo Indobara began generating greater benefits for the community by 2021. This serves as a crucial efficiency indicator for CSR initiatives aimed at empowering local communities.

To ensure accountability, an audit trail was used to track additional impacts that were not included in the quantitative calculation, such as support for school transportation and the stimulation of economic activity in the coastal area. Although these benefits could not be monetized due to data limitations, they were still recognized as meaningful outcomes for further evaluation. Overall, the Kenari Jaya Program has proven to be a highly effective social investment, with an SROI ratio of 8.23 in the third year, meaning every rupiah invested generated Rp8.23 in return. The benefits extend beyond economic gains to include social empowerment through the development of MSMEs by fishermen's wives and environmental sustainability through the application of fish aggregating device technology.

Integration of SWOT, Fishbone, and SROI Analysis Approaches

The integration of Fishbone Diagram, SWOT analysis, and Social Return on Investment (SROI) in this study provides a comprehensive and structured evaluation of PT Borneo Indobara's CSR program in Trans Nelayan Angsana Village. The Fishbone analysis identified key root causes behind the 77% decline in fish catch, including limited technical skills among fishermen, inadequate access to modern fishing equipment, poor management of fish aggregating devices (rumpon), and the absence of a formal cooperative. These issues were found to significantly reduce productivity and hinder the effectiveness of the CSR initiative in supporting sustainable livelihoods.

Complementing this, the SWOT analysis mapped the program's strengths, such as consistent financial support and infrastructure availability, while also identifying weaknesses like the lack of ongoing technical training and continued dependency on external assistance. Opportunities were seen in potential partnerships with government agencies and marine tourism development, whereas threats included environmental degradation and economic pressure. Meanwhile, SROI analysis showed a sharp increase in impact, with the ratio rising from 0.17 in 2020 to 8.23 in 2022, indicating that every rupiah invested generated over eight times in social value. The combined use of these three approaches allows for a balanced assessment of root causes, strategic direction, and measurable impact, supporting the formulation of practical improvements for future CSR program implementation.

Solution and Proposed Implementation Plan

The proposed solution addresses the key challenges identified through field observation, interviews, and the integration of Fishbone, SWOT, and SROI analyses, particularly the 77% decline in fish catch experienced by the Kenari Jaya Fishermen Group. The solution consists of

three core components. First, revitalizing production capacity by repairing and replacing damaged *rumpons*, along with technical training to ensure fishermen can independently monitor and maintain them using GPS and visual methods. Second, establishing a legally recognized cooperative to improve collective fish catch management, strengthen market access, and facilitate partnerships with external institutions such as the Department of Marine Affairs and village-owned enterprises (BUMDes). Third, diversifying income sources by developing value-added marine products and community-based tourism initiatives, such as boat rentals and educational tours around the *rumpon* area.

The implementation plan is structured into short-term (0–6 months), medium-term (6–18 months), and long-term (18–36 months) phases. In the short term, activities will focus on infrastructure rehabilitation, technical training, and the legal formation of the fishermen's cooperative. Medium-term efforts will involve the development of home industries such as processed seafood products and the promotion of local tourism. The long-term vision is to build a self-sustaining cooperative, supported by digital marketing and potential access to export markets. The Participatory Rural Appraisal (PRA) method will be applied throughout all stages to ensure active involvement from the fishermen community, encourage local ownership, and embed solutions in the local context. Multi-stakeholder monitoring teams will oversee implementation to ensure transparency, accountability, and long-term sustainability.

Justification of Implementation Plan

The proposed implementation plan is justified by the multi-layered findings generated through SWOT, Fishbone, and SROI analyses, which reflect the structural and contextual complexity of the problems faced by the fishermen. The drastic decline in fish catch in 2023 is not only a technical issue but also stems from weak institutional support, seasonal income dependency, and underutilized infrastructure. Therefore, the proposed solutions are designed not just to address immediate operational concerns but also to enhance long-term institutional resilience and socio-economic capacity. The emphasis on *rumpon* maintenance is directly supported by the SROI sensitivity analysis, which confirmed *rumpons* as the primary contributor to program impact. Technical training will help protect this investment and ensure sustained benefits.

Furthermore, the formation of a cooperative is crucial for strengthening market position, improving income stability, and reducing dependence on local collectors. A formal institution can function as a hub for financial services, marketing, training, and strategic partnerships. This is aligned with the Sustainable Development Goals (SDGs), especially in terms of inclusive economic growth and institutional capacity building. In parallel, livelihood diversification is essential to reduce vulnerability caused by fishing seasonality. Home-based seafood processing and tourism-related businesses will not only enhance family income but also promote gender inclusion by engaging fishermen’s wives in the local economy. These elements together form a comprehensive and inclusive approach that positions the CSR program as a strategic, long-term social investment.

CONCLUSION

Based on the findings obtained through qualitative and quantitative approaches to the Kenari Jaya Corporate Social Responsibility (CSR) Program by PT Borneo Indobara in Trans-Nelayan Angsana Village, several key conclusions can be drawn: The 77% decline in fishermen's catch in 2023 was caused by several primary factors, including damage to fish aggregating devices (rumpon) due to the absence of a structured maintenance and monitoring mechanism, and the limited technical capacity of fishermen in managing marine resources. In addition, the lack of an organized marine zoning system, limited supporting equipment such as motorized boats and cooling facilities, as well as restricted access to fish location data, further reduced marine productivity. These conditions indicate the need to restructure rumpon management strategies and improve fishermen’s technical capabilities to maintain both productivity and the sustainability of marine resources. In general, PT Borneo Indobara’s CSR program has had a positive social, economic, and environmental impact, as reflected in the Social Return on Investment (SROI) ratio of 8.23 in the third year. The program has supported income growth through rumpon utilization, created new business opportunities through home industry groups, and contributed to environmental conservation through coral reef preservation. However, significant challenges remain, such as the uneven distribution of program benefits among fishing groups, low community participation in planning and evaluation, and weak institutional support, with fishermen's cooperatives still largely inactive.

To address these challenges, the following solutions are proposed: a) Revitalize production infrastructure through the repair and replacement of damaged rumpon. b) Provide technical assistance and training related to routine rumpon monitoring and maintenance. c) Train fishermen to independently detect rumpon coordinates using GPS and basic visual monitoring methods. d) Strengthen fishermen’s organizational capacity by establishing legally recognized cooperatives to manage fish catches collectively, facilitate broader market access, and build partnerships with external stakeholders such as the Department of Marine and Fisheries and village-owned enterprises (BUMDes). e) Diversify livelihoods through the development of marine product processing and community-based marine tourism, including boat rental services and educational fishing tours near the rumpon.

To enhance the program’s effectiveness and sustainability, a community-based participatory development approach is essential. This includes involving fishermen in every stage of implementation. Strategies should focus on strengthening fishermen’s technical capacity, improving marine zoning systems, diversifying income sources (e.g., marine tourism and seafood processing), and reinforcing formal cooperative institutions. The Participatory Rural Appraisal (PRA) method should be applied to ensure fishermen are directly engaged in the planning, execution, and evaluation of the program, ensuring it is inclusive, needs-driven, and capable of delivering sustainable and meaningful impacts for coastal communities

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