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Corporate Social Responsibility Program Planning for Labuhan Coastal Ecotourism by PX Company

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Abstract

Corporate social responsibility in extractive industries is increasingly expected to address community welfare and environmental sustainability, particularly in coastal areas where livelihoods depend on natural resources. Coastal vulnerability is associated with mangrove degradation, limited alternative livelihoods, and environmental pressures. This study examines the planning process of Company PX's Labuhan Coastal Ecotourism CSR Program and identifies the factors supporting and constraining its development. A descriptive qualitative approach was employed, with data collected through in-depth interviews, observation, and document analysis involving five purposively selected informants representing key program stakeholders. The findings show that CSR planning was developed through social mapping, stakeholder consultation, capacity building, group formation, managerial assistance, institutional strengthening, livelihood diversification, community self-reliance, and knowledge diffusion. The program integrated mangrove rehabilitation with community-based ecotourism and economic activities, while gradually reducing corporate intervention. Strong village leadership, community integrity, and growing acceptance supported program development, whereas limited corporate funding, insufficient external stakeholder support, and land-tenure conflict constrained implementation. The study concludes that effective coastal CSR requires integrated planning that combines environmental restoration, stakeholder participation, institutional strengthening, livelihood diversification, and gradual transition toward community ownership.

Keywords

Community Empowerment, Labuhan Coastal Ecotourism, Mangrove Ecosystem Rehabilitation, Stakeholder, Sustainable Livelihoods.

1. Introduction

Corporate Social Responsibility (CSR) has become an important approach for addressing the social, economic, and environmental consequences of corporate activities. Its role is particularly relevant in extractive industries because corporate operations may generate economic benefits while simultaneously creating social and environmental risks for surrounding communities. CSR therefore needs to extend beyond philanthropic assistance toward systematic planning that considers community needs, stakeholder interests, environmental sustainability, and livelihood resilience. Carroll (1979) conceptualized corporate responsibility through economic, legal, ethical, and discretionary dimensions, while Freeman (1984) emphasized the interests of stakeholders affected by organizational activities. Effective CSR planning requires the identification of community needs, formulation of appropriate interventions, stakeholder engagement, and strategies for sustaining program benefits (Hohnen, 2007). However, CSR can also create community dependency when companies dominate problem identification, decision-making, and program implementation (Retnaningsih, 2015; Rahmatullah et al., 2025).

This issue is relevant in Bangkalan Regency, Madura, where poverty remains a significant socioeconomic concern. In 2025, the percentage of poor people in Bangkalan Regency reached 18.25%, compared with 9.50% in East Java Province (Badan Pusat Statistik Provinsi Jawa Timur, 2025). The condition is particularly important in Labuhan Village, Sepulu District, where coastal livelihoods depend heavily on capture fisheries and marine resources. This dependence increases livelihood vulnerability when environmental degradation reduces coastal resource availability. Mangrove degradation, shoreline abrasion, biodiversity decline, and reduced fish availability challenge both environmental sustainability and community livelihoods. Mangrove rehabilitation therefore provides an opportunity to integrate environmental restoration with community development, livelihood diversification, and community-based ecotourism. Previous studies by Ermawati et al. (2023) and Fiansi et al. (2025) show that mangrove-based CSR can support environmental awareness, community participation, economic empowerment, and livelihood improvement.

Sustainable coastal CSR requires an integrated understanding of stakeholders, livelihoods, community empowerment, and environmental sustainability. Stakeholder theory emphasizes that organizational decisions should consider actors who influence or are affected by corporate activities (Freeman, 1984). The Sustainable Livelihood Framework highlights livelihood assets, vulnerability contexts, institutional processes, and livelihood strategies as important components of community resilience (Department for International Development, 1999; Ellis, 2000; Scoones, 2009). Community development emphasizes strengthening people's capacity to identify problems, mobilize resources, participate in decision-making, and develop collective action rather than positioning communities only as recipients of assistance (Ife, 2013). These principles are relevant to community-based ecotourism, which connects environmental conservation, community participation, and local economic development (Lane, 1994; Nugroho, 2011; Arinnis et al., 2022). Accordingly, CSR planning should be understood as an iterative process that connects social assessment and stakeholder engagement with capacity building, institutional strengthening, livelihood diversification, and the gradual transfer of responsibility to communities.

Although previous research has examined CSR implementation and its social, economic, and environmental outcomes, it has paid limited attention to the planning process through which CSR programs develop toward community independence. Studies by Dewi and Rosilawati (2020), Adawiyah and Murdianto (2022) and Maulidiyyah and Setiadi (2023) of mangrove-based CSR have mainly examined

implementation and outcomes related to environmental restoration, community participation, and economic improvement, while Wibowo et al. (2024) and Indrawan and Setiawan (2025) studies of sustainable livelihoods and community empowerment have emphasized livelihood assets, participation, social capital, and institutional development. Less is known about how CSR planning progresses from social and environmental assessment and stakeholder consultation to capacity building, institutional strengthening, livelihood diversification, and the reduction of corporate dependency.

The novelty of this study lies in integrating CSR planning, stakeholder engagement, the Sustainable Livelihood Framework, and community empowerment to examine this process in Company PX's Labuhan Coastal Ecotourism CSR Program. Using a descriptive qualitative approach, this study examines how Company PX planned and developed the program and identifies the factors supporting and constraining its development, contributing empirical insight into the transformation of corporate-led coastal interventions into participatory and increasingly community-managed development initiatives.

2. Literature Review

2.1. Corporate Social Responsibility and Stakeholder Engagement

Corporate Social Responsibility (CSR) reflects the development of corporate obligations beyond profit maximization. The concept initially emphasized profit as the primary corporate responsibility, but was later expanded to include economic, legal, ethical, and philanthropic responsibilities (Friedman, 1970; Carroll, 1991). Later perspectives positioned CSR as a strategic commitment to community welfare and sustainable development through ethical, legal, social, economic, and environmental considerations (Frederick et al., 1992; Kotler & Lee, 2005; International Organization for Standardization, 2010). Freeman's (1984) stakeholder theory complements CSR by emphasizing individuals and groups that can influence, or are influenced by, corporate activities. This perspective helps companies identify relevant actors, understand their interests, and build relationships that support program planning and implementation.

CSR is also connected to the Triple Bottom Line, which integrates people, planet, and profit as dimensions of corporate sustainability (Elkington, 1997). In this study, CSR planning follows the framework proposed by Hohnen (2007), which includes CSR assessment and strategy development. Assessment involves identifying legal obligations, organizational capacity, community needs, and key stakeholders, whereas strategy development involves determining program alternatives, priorities, and implementation directions. CSR planning is therefore understood as a systematic and stakeholder-oriented process that integrates corporate responsibilities, community needs, environmental conditions, institutional capacity, and stakeholder interests. This approach is particularly important in extractive industries, where corporate activities may generate socioeconomic benefits while also creating environmental and social risks (Rahmatullah et al., 2025). Effective stakeholder engagement can consequently support participation while reducing the risk of corporate dependency in community development (Retnaningsih, 2015).

2.2. Sustainable Livelihood and Community Empowerment

Sustainable livelihood refers to the capacity of individuals or households to meet their needs, cope with shocks, maintain resources, and sustain their capabilities for the future of using available assets (Department for International Development, 1999). According to Ellis (2000) and Scoones (2009), livelihood strategies are shaped by assets, activities, institutions, and social relations, encompassing resilience, access to resources, institutional conditions, environmental sustainability, and adaptive capacity. The Sustainable Livelihood Framework consists of vulnerability context,

livelihood assets, transforming structures and processes, livelihood strategies, and livelihood outcomes, supported by five key forms of capital: human, social, natural, physical, and financial. Communities combine these assets through livelihood strategies to generate outcomes such as improved income, well-being, reduced vulnerability, food security, and sustainable resource management.

Payne (1997) and Ife (2013) argue that community empowerment complements the sustainable livelihood perspective by strengthening people's capacity to access resources, participate in decision-making, and exercise greater control over their lives through knowledge, skills, opportunities, and community institutions. Community development involves preparation, assessment, program planning, implementation, evaluation, and termination, with emphasis on community engagement, identification of needs and resources, collaborative problem-solving, and gradual reduction of external assistance as local capacity develops (Adi, 2023). Within CSR programs, empowerment therefore involves more than providing economic assistance; it requires strengthening community capacities and institutions so that local actors can manage resources and sustain program benefits. The integration of livelihood and empowerment perspectives is particularly relevant to coastal communities because livelihood diversification, institutional strengthening, and participation can reduce vulnerability while increasing community capacity to respond to environmental and economic changes.

2.3. Community-Based Ecotourism

A tourism village integrates rural landscapes, culture, social life, economic activities, and community resources into the visitor experience (Lane, 1994; Inskeep, 1996; Pitana, 1999). Tourism development can become an instrument of community development when local resources and residents are positioned as important components of tourism activities. According to the International Ecotourism Society (1990) and World Tourism Organization (2004), when natural resources and environmental education become central attractions, tourism may develop into ecotourism. Ecotourism emphasizes responsible travel, environmental conservation, environmental education, and socioeconomic benefits for local communities. Accordingly, community-based ecotourism seeks to connect tourism activities with conservation and local economic opportunities while encouraging communities to participate in planning, management, and benefit distribution. This approach is relevant to coastal areas where ecological resources, particularly mangrove ecosystems, can become both conservation assets and community-based tourism attractions.

Effective community-based ecotourism requires community capacity, stakeholder participation, institutional support, service development, marketing, infrastructure, and appropriate policies (Nugroho, 2011). Community involvement is important because tourism development that excludes local actors may provide limited benefits and create dependence on external organizations. Conversely, participation can strengthen ownership, collective responsibility, and the capacity to manage tourism resources sustainably (Ife, 2013). Previous studies by Inayah and Suminar (2025) indicate that community empowerment can support sustainable ecotourism development by strengthening participation, institutional capacity, and local economic opportunities. In the context of CSR, community-based ecotourism can therefore shift from short-term assistance to livelihood diversification and community-managed economic activities. The development of such programs requires integration between environmental conservation, community empowerment, stakeholder collaboration, and sustainable livelihood strategies.

2.4. Mangrove Ecosystem and Coastal Sustainability

The environment is a dynamic system in which biological and physical components interact through ecological processes and human activities (Odum,

1971; Odum & Barrett, 2005). Sustainable development requires meeting present needs while maintaining environmental resources for future generations, as human well-being and economic activities depend on ecosystem services and ecological limits (World Commission on Environment and Development, 1987; Daly, 1996; Millennium Ecosystem Assessment, 2003). Tomlinson (1986), Soerianegara (1987), and Saenger (2002) state that mangroves are woody-plant communities adapted to tropical and subtropical intertidal zones, particularly along coastlines and tidal estuaries. These ecosystems provide important ecological functions, including coastal protection, habitat provision, biodiversity maintenance, and support for natural resources used by coastal communities. Mangrove ecosystems therefore represent an important form of natural capital within the Sustainable Livelihood Framework and can contribute to both environmental resilience and community livelihoods.

Mangrove degradation can reduce ecological functions and affect communities whose livelihoods depend on coastal resources. Consequently, mangrove rehabilitation can become an important component of CSR programs that seek to integrate environmental restoration with community development. Previous studies by Fiansi et al. (2025) show that CSR-based mangrove programs can strengthen environmental awareness, community participation, and local economic opportunities. However, sustainable outcomes require more than physical rehabilitation because community participation, institutional capacity, livelihood diversification, and stakeholder collaboration are also necessary (Ermawati et al., 2023). Mangrove rehabilitation can therefore serve as an entry point for developing community-based ecotourism and alternative livelihood activities while maintaining ecological functions. The integration of environmental sustainability, sustainable livelihoods, and community empowerment provides a basis for understanding how coastal CSR programs can evolve from ecological restoration toward participatory and increasingly community-managed development.

3. Methods

This study employed a descriptive qualitative research design to examine the planning process of Company PX's Labuhan Coastal Ecotourism CSR Program and identify the factors supporting and constraining its development. A qualitative approach was selected because the study focused on understanding the experiences, perceptions, interactions, decision-making processes, and dynamics among stakeholders involved in program planning rather than statistically measuring relationships among variables (Denzin & Lincoln, 1996; Creswell, 2009). The study was conducted in Labuhan Village, Sepulu District, Bangkalan Regency, Madura, where Company PX's CSR program developed from coastal and mangrove rehabilitation into community-based ecotourism.

The study population comprised parties involved in or knowledgeable about the planning, implementation, development, and management of the Labuhan Coastal Ecotourism CSR Program, including Company PX representatives, village government officials, community groups, and program partners. Participants were selected through purposive sampling based on their knowledge, experience, and direct involvement in social mapping, program formulation, technical assistance, institutional development, village governance, and community-based ecotourism management (Neuman, 2014). The study selected five informants to represent key stakeholders involved in the program planning and development process.

Data were collected through in-depth interviews, observation, and document analysis. In-depth interviews were conducted to obtain information concerning program planning, stakeholder engagement, capacity building, institutional development, livelihood diversification, and the process of achieving community self-reliance. Observations examined the physical conditions of the program area,

community group activities, ecotourism management, and forms of community participation. Document analysis complemented interview and observation data through program documents, activity reports, village documents, and other materials related to program development. Data were analyzed descriptively through data reduction, organization and thematic categorization, data presentation, and conclusion drawing and verification. The analysis focused on key themes reflecting the CSR planning process, including social mapping, stakeholder consultation, capacity building, group formation, technical assistance, institutional strengthening, livelihood development, community self-reliance, and supporting and constraining factors.

4. Results

4.1. Planning of the Labuhan Coastal Ecotourism CSR Program

The planning of Company PX's Labuhan Coastal Ecotourism CSR Program progressed from identifying local conditions to establishing a community-managed ecotourism system. The process began with social mapping conducted in 2014 by P2M Universitas Trunojoyo Madura as an independent partner. The assessment identified community needs and expectations, influential actors, five livelihood assets, coastal problems, and local potential through primary and secondary information. The findings were synchronized with village development priorities to avoid program duplication. Company PX then used SWOT analysis to identify biodiversity and coastal resources as local strengths, while mangrove degradation and limited environmental awareness were major weaknesses.

The findings were then discussed through a Focus Group Discussion (FGD) involving the company, village government, fishers, women's groups, community leaders, and other local actors. The discussion validated the identified conditions and established priorities involving coastal conservation, mangrove and coral rehabilitation, community capacity building, and ecotourism-based economic activities. This participatory planning process is consistent with the importance of stakeholder involvement in identifying community needs and developing CSR programs that respond to local conditions (Hohnen, 2007). Similar studies have also shown that community participation and alignment between CSR interventions and local needs can strengthen program acceptance and community welfare (Dewi & Rosilawati, 2020).

The agreed program direction was followed by knowledge and skills development. Approximately ten community representatives participated in multi-day training at Mangrove Center Tuban covering coastal ecosystems, mangrove species and functions, seed selection, nursery management, propagation, and planting techniques. Learning combined explanations, comparative visits, and direct practice. After returning to Labuhan, participants applied their knowledge by establishing nurseries and planting mangroves and coastal vegetation along approximately two kilometers of coastline. The intervention subsequently moved from individual capacity building to institutional development. Trained residents were initially organized through the Mangrove Farmers Group Cemara Sejahtera and later through the Payung Kuning Tourism Awareness Group. After tourism-management training and coordination with the Bangkalan Tourism Office, the group received formal recognition and became the main organization managing the program. Its responsibilities covered conservation, infrastructure, visitor facilities, security, marketing, catering, and microenterprise activities. The group also became the formal channel for receiving assistance and coordinating partnerships and community participation. This development reflects the principle that empowerment requires both individual capabilities and collective institutions that enable communities to manage resources and participate in decision-making (Ife, 2013).

Wibowo et al. (2024) likewise demonstrate the importance of institutional and stakeholder support in community-based tourism.

Program development continued through managerial assistance, monitoring, evaluation, and institutional strengthening. Mangrove specialists and Company PX personnel provided technical guidance on nursery management, planting, maintenance, and program development. Monitoring involved vegetation records, field visits, technical reports, and communication between the company and community group, while regular group meetings enabled members to discuss problems, review progress, and determine corrective actions. Company PX also constructed a wooden meeting pavilion that served as a group meeting place, visitor facility, and environmental education space. Further training covered mangrove interpretation, tourism guiding, visitor services, financial administration, organizational management, and microenterprise development. Consequently, the group's role expanded from managing rehabilitation activities to managing the area as an educational ecotourism destination. This integrated approach corresponds with previous findings that mangrove-based CSR can combine environmental rehabilitation with community participation and local economic development (Dewi & Rosilawati, 2020; Maulidiyyah & Setiadi, 2023).

The program then introduced livelihood diversification through proposed multiplier activities, including Kalina papaya cultivation, soft-shell crab farming, microenterprises, and small-scale trading around the tourism area. The community developed these activities because it was still considered to have limited capacity to formulate broader economic initiatives independently. Increasing educational and recreational visitors created opportunities for residents to sell products and services, thereby supporting recurring income. The diversification strategy is consistent with Ellis (2000) and Scoones (2009), the Sustainable Livelihood perspective, which emphasizes the use and combination of livelihood assets to strengthen resilience and improve livelihood outcomes.

The program progressed toward community self-reliance. Company PX assessed this through the group's ability to manage daily operations, generate tourism revenue, and administer finances. The group distributed tourism income according to group and village agreements, including payments for participating workers, village contributions, and retained funds for organizational continuity. The Payung Kuning Tourism Awareness Group gradually assumed greater responsibility with less direct company intervention. Knowledge was also disseminated through *getok tular*, collaboration, and intercommunity networks. The group leader shared mangrove-rehabilitation experience with other tourism-awareness groups, while collaboration with communities in Arosbaya supported seedling production and the replication of conservation practices. Company PX subsequently reduced its direct involvement as part of an exit strategy, signaling a shift from corporate assistance to local management. This transition matters because CSR interventions can create dependency when companies remain dominant in identifying problems and determining solutions (Retnaningsih, 2015).

4.2. Supporting and Constraining Factors in the CSR Planning Process

Three main factors supported the development of the Labuhan Coastal Ecotourism CSR Program: strong village leadership, community integrity, and growing community acceptance. The strong influence of the village head's strong influence facilitated coordination, community mobilization, and communication between the village and Company PX. Program implementation became smoother when the village government and the company maintained a common direction on conservation and community development. This finding highlights the importance of stakeholder coordination in community-based development and tourism (Freeman, 1984). Community integrity was reflected in members' commitment to group responsibilities, willingness to maintain collective agreements, and continued

participation in conservation and tourism activities. Community acceptance also developed gradually through repeated socialization, training, academic involvement, and visible environmental and economic benefits. Residents' attitudes shifted from limited understanding and mangrove-cutting practices toward participation in mangrove protection and ecotourism management. This finding supports previous research showing that CSR programs are more likely to generate positive community responses when residents perceive tangible social and economic benefits (Adawiyah & Murdianto, 2022; Yuliani et al., 2023).

Nevertheless, several factors constrained the program. The first was limited corporate funding, particularly during proposal development and approval. Company PX attempted to address this limitation by strengthening the program concept and its funding justification. The second constraint was limited external stakeholder support, particularly for destination promotion, tourism networking, and broader program development. Company PX had limited capacity to promote Labuhan independently and therefore required stronger involvement from the regency government and other institutions. Such collaboration is important because community-based tourism requires support in promotion, infrastructure, regulation, networking, and destination development (Nugroho, 2011; Inayah & Suminar, 2025). The most serious constraint was the land-tenure dispute at the original eastern program site, which was associated with local political competition and conflicting claims. The dispute caused repeated disagreements, damage to planted vegetation, and disruption of program management. After mediation failed to resolve the conflict, Company PX discontinued development at the contested location, and the village government proposed a new program area in western Labuhan. This situation demonstrates that CSR planning is influenced not only by community participation and corporate resources but also by broader institutional and political conditions. At the same time, relocating the program demonstrated the adaptive nature of the planning process, as the main objectives of conservation, community empowerment, and ecotourism development were maintained despite changes in the implementation site.

5. Discussion

The planning of the Labuhan Coastal Ecotourism CSR Program shows a gradual process integrating social assessment, stakeholder engagement, capacity building, institutional development, livelihood diversification, and community self-reliance. Social mapping provided an empirical basis for identifying community needs, livelihood assets, stakeholders, and coastal environmental problems. The involvement of an independent university team and alignment with village development priorities helped position CSR as complementary to local development. This approach is consistent with Hohnen (2007), who emphasizes assessment and stakeholder identification in CSR planning, and Freeman (1984), who highlights the importance of understanding stakeholders affected by corporate activities. The identification of human, social, natural, physical, and financial assets also reflects the Sustainable Livelihood Framework. The subsequent focus group discussion transformed these findings into collectively validated priorities. However, Company PX remained influential in program formulation and budgeting, indicating that participation was collaborative in problem identification but not fully community-controlled in strategic decision-making. This finding highlights the importance of balancing corporate interests with meaningful community participation (Adawiyah & Murdianto, 2022).

The capacity-building stages strengthened the community's ability to implement and sustain the program. Training transformed knowledge gaps into practical skills in mangrove identification, nursery management, and planting, strengthening human capital while supporting natural-capital recovery. The establishment of the

Payung Kuning Tourism Awareness Group institutionalized participation through responsibilities for conservation, tourism services, marketing, and microenterprise activities. These findings correspond with community empowerment, which emphasizes access to knowledge, resources, institutions, and decision-making capacity, and with sustainable tourism research emphasizing community institutions and stakeholder collaboration (Ife, 2013; Inayah & Suminar, 2025).

Continued managerial assistance, monitoring, and evaluation enabled the community to apply acquired skills and address operational problems. Institutional strengthening through infrastructure and additional training further expanded the group's capacity to manage the site as an educational ecotourism destination. The formulation of multiplier effects then connected environmental rehabilitation with livelihood diversification through agriculture, aquaculture, microenterprise, trading, and visitor services. This integration reflects the relationship between people, planet, and profit and is consistent with the Sustainable Livelihood Framework (Elkington, 1997). Similar studies by Indrawan and Setiawan (2025) indicate that environmental programs can strengthen livelihood diversification when local resources are integrated into community economic activities. Nevertheless, the company's dominant role in designing several economic activities indicates that community capacity for independent livelihood planning remained limited.

The later stages indicate movement toward community self-reliance through local management, revenue generation, financial administration, knowledge diffusion, replication, and reduced corporate intervention. The ability of the Payung Kuning Tourism Awareness Group to manage tourism activities, distribute revenue, contribute to the village, and retain organizational funds indicates progress in strengthening financial and social capital (Ife, 2013). Knowledge diffusion through *getok tular*, intercommunity collaboration, and replication extended program experience beyond initial participants. However, self-reliance should not be assessed solely through financial performance because institutional capacity, ecological management, leadership regeneration, and social resilience are also important. Hohnen (2007) found that CSR withdrawal should therefore be based on broader evidence of community capacity rather than revenue alone.

The program was supported by strong village leadership, community integrity, and increasing community acceptance. Village leadership facilitated coordination and mobilization, while community commitment strengthened cooperation and collective responsibility. Yuliani et al. (2023) noted that socialization, training, academic involvement, and visible environmental and economic benefits contributed to greater acceptance of mangrove conservation and ecotourism, consistent with the importance of stakeholder relationships and community participation. However, reliance on individual leadership may create institutional vulnerability. The main constraints were limited corporate funding, insufficient external stakeholder support, and land-tenure conflict. Limited external support constrained destination promotion and broader tourism development, while the land-tenure dispute disrupted management and required relocation from the original site. This demonstrates that stakeholder participation does not eliminate competing interests and power differences (Freeman, 1984). Therefore, CSR planning should incorporate land-tenure conditions, political relations, resource access, and potential conflicts into the initial social assessment. Effective coastal CSR planning requires integrating environmental rehabilitation with stakeholder engagement, institutional strengthening, livelihood diversification, and gradual community ownership.

6. Conclusion

Company PX's Labuhan Coastal Ecotourism CSR Program was developed through nine interconnected stages, from social mapping and stakeholder deliberation to capacity building, institutional development, livelihood

diversification, self-reliance, knowledge diffusion, replication, and termination. The process shows that CSR planning is adaptive, integrating environmental rehabilitation, community empowerment, institutional development, and livelihood diversification. Strong village leadership, community integrity, and community acceptance supported the program, while budget limitations, weak external stakeholder support, and land-tenure disputes constrained its development. Although Pokdarwis Payung Kuning has progressed toward tourism and revenue management, long-term sustainability requires stronger institutional, ecological, and financial capacity.

Company PX should periodically update social assessments, strengthen community participation in decision-making, establish measurable ecological and institutional indicators, and implement a gradual exit strategy. The company and village government should clarify land-tenure arrangements, while Pokdarwis should strengthen financial management, promotion, business diversification, leadership regeneration, and partnerships with relevant stakeholders. This study was limited to a single qualitative case involving five purposively selected informants and relied partly on retrospective accounts of a program initiated in 2014. Although triangulation reduced potential bias, the study did not quantitatively measure changes in income, tourism, mangrove survival, or household resilience. Future research should examine the program longitudinally, compare similar coastal CSR initiatives, and integrate qualitative findings with measurable ecological, economic, and institutional indicators.

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