

SROI Analysis of BAZNAS Productive Zakat Program in The Cibuluh Batik Village

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ABSTRACT

This study aims to analyze the program implementation and social rate of return of the Cibuluh Batik Village program. The type of data used is primary and secondary data. Data were analyzed by the SROI method. This study found that there were 16 impacts generated by the program, namely increasing income and business assets of batik group members, Zmart owners and Zchicken owners, increasing knowledge and skills in running a business, increasing communication and coordination skills for batik group members and cooperative management, increasing creativity, increasing awareness and ability to give some of their sustenance to others, increasing the beauty and cleanliness of the environment, publications on social media Instagram, improving cooperative management skills, and improving batik education. The greatest impact value is obtained by the impact of increasing the beauty and cleanliness of the environment. The results show that the social return value is 1,49:1, meaning that every IDR 1 invested will benefit IDR 1,49 for stakeholders.

Keywords: Productive Zakat, Program Evaluation, Social Impact, Social Return on Investment

JEL Classification Code: A13, I31

INTRODUCTION

Poverty is one of the socio-economic problems in Indonesia that needs attention. According to Widiastuti & Rosyidi (2015), poverty is described as a very complex situation in Indonesia because poverty is connected to various aspects such as food security, employment, education, health, and others. Central Statistics Agency (BPS) (2021) stated that the population included in the poor category is the population with an average expenditure per capita per month below the poverty line which in March 2021 was recorded at IDR 472.525/capita/month (based on basic food needs of IDR 349.474 and based on non-food needs of IDR 123.051). Based on research by Central Statistics Agency (BPS) (2021), the number of poor people in Indonesia have decreased from 2014 to 2019. However, the poverty rate increased in 2020. This was caused by various factors. One of the contributing factors is the Covid-

19 pandemic which has caused changes in people's economic activities. In March 2021, the number of poor people experienced a slight decrease although the figure was still quite high when compared to the statistics in 2019.

In Islam, one way to eradicate poverty is by distributing Zakat. According to Fitri (2017), Zakat is a form of cooperation between people who are obliged to distribute part of their wealth with the poor as an effort to protect society against social problems, namely poverty. Productive Zakat, one type of Zakat distribution, is a community empowerment program that can be applied to overcome socio-economic problems and realize community welfare. RI Law No. 23 of 2011 concerning Zakat Management Article 27 Paragraph 1 states that Zakat can be utilized for productive businesses in the context of handling the poor and improving the quality of the people. BAZNAS is one of the institutions that actively carry out

productive Zakat programs and was formed by the government to collect and distribute Zakat, Infaq, and alms nationally.

The implementation of a good productive Zakat program can provide added value to the community. The benefits of programs should be measured and assessed to find out what impacts are created and generated from the program. This is done to assist implementing organizations in evaluating empowerment programs that have been or will be implemented. Techniques for measuring the impact of a good empowerment program are needed to overcome this. One of the social investment impact measurement techniques that can be applied is by using the Social Return on Investment (SROI) method. The SROI is a framework for measuring and quantifying a much broader concept of value, seeking to reduce inequality and environmental degradation, and increase well-being by incorporating social, environmental, and economic costs and benefits (Nicholls et al., 2012).

Budi Asmita et al. (2020) in his research stated that the value of the social impact generated by the Zakat investment program at BMD Gunung Sari Lombok was IDR 2,66 for every IDR 1 invested. The biggest impact produced is an increase in Mustahik's income. According to Nicholls et al. (2012), SROI focuses on measuring impact from three perspectives, namely social, environmental, and economic by taking into account the outcomes of the implemented programs. This is one of the advantages of SROI over other conventional approaches that are still output-oriented. Nusapati et al. (2020) in his research stated that the social impact generated in the Zakat investment program was IDR 32 for every IDR 1 invested. The biggest impact is the improvement in morale and spirituality, the opportunity to obtain a scholarship to enrol in a state university, and employment opportunities. This shows that the SMART Ekselensia Indonesia Zakat investment program has

been successful in providing positive benefits for beneficiaries. Measurement of the impact generated by the Zakat investment program with the SROI method can be a form of accountability in Zakat management. Nusapati, Bahri and Bayinah (2020) in their research also suggest to measure the impact of the Zakat investment program using the SROI method in other fields. For this reason, the author is interested in conducting a study entitled "SROI Analysis of the BAZNAS Productive Zakat Program in the Cibuluh Batik Village". The objective of this paper is to analyze the implementation and the social return value of the Cibuluh Batik Village program. The Cibuluh Batik Village Program is under the guidance of the LPEM BAZNAS. This program was built in 2019 involving the Cibuluh Village community, the Bogor City Government, universities, and other parties. The objectives of this program are to reduce poverty, increase income, improve business quality and capacity, and improve the community's economy. To assess the level of success of the program in achieving these objectives, the benefits and impacts generated by this program need to be analyzed so that it can produce information needed for program sustainability or other program planning in the future.

LITERATURE REVIEW

Based on the RI Law No. 23 of 2011 concerning Zakat Management Article 1 Paragraph 2, Zakat is a property that must be issued by a Muslim or business entity to be given to those who are entitled to receive it by Islamic law. People who are entitled to receive Zakat are called mustahik and people who must pay zakat are called muzakki. Zakat is a means for the community to play a role in social protection for other people in need. Poverty alleviation is one of the goals to be achieved in Zakat distribution activities. Puskas BAZNAS (2021) in his research related to

the impact of Zakat in poverty alleviation said that 44% of mustahik indigent the poor are lifted from the poverty line both by the National OPZ and by BAZNAS RI in 2020. The number of mustahik that was eradicated by the National OPZ is 285.063 mustahik and the number of mustahik that were eradicated by BAZNAS RI is 28.859 mustahik. Fitri (2017) states that the potential of Zakat in Indonesia is huge if managed properly and with full trust. It can become an economic resource in efforts to improve human welfare. This means that Zakat is an instrument for improving the welfare of the people. The conception of Zakat as an instrument for improving the welfare of the people can be implemented by a scheme of giving Zakat for productive activities. The application of this scheme can be justified according to Islamic law as long as the basic needs for mustahik have been met.

Productive Zakat is a Zakat distribution model that can make mustahik produce something in the long term with the Zakat assets that have been received (Thoharul Anwar, 2018). According to Fitri (2017), zakat is closely related to production activities in a broader sense. Zakat is not only used for consumptive needs, but also for productive needs to facilitate empowerment. Widiastuti and Rosyidi (2015) said that productive Zakat funds handed over to Zakat recipients are not spent, but are managed to establish or develop a business so that their living needs can be met on an ongoing basis. This can improve the social and economic conditions of the recipients of Zakat. Zakat is received in the form of business capital so that Zakat recipients can set up their businesses and be financially independent. Tanjung (2019) said that Zakat has a significant influence on the growth of mustahik's micro-enterprises and welfare. The daily turnover generated by mustahik increases after the existence of productive Zakat funds distributed by BAZNAS.

RI Law No. 23 of 2011 Article 27 explain the concept of utilizing Zakat, namely, (1) Zakat can be utilized for productive efforts in the context of handling the poor and improving the quality of the people, (2) utilization of Zakat for productive business as referred to point (1) is carried out if the basic needs of mustahik have been met. Zalikha (2016) explains that productive Zakat has two forms of distribution, namely, (1) Zakat is given directly to Zakat recipients so that it can be used in its business activities which are also known as *'ayn al-zakah*, and (2) zakat is given in the form of investment or not directly delivered. The form of distribution of productive Zakat that is given directly has two models, namely (1) Zakat is given in the form of cash as business capital, the amount of which is adjusted to the needs so that mustahik can make a profit, (2) Zakat is in the form of goods, equipment, or things other than cash that can be developed such as production machines, livestock, and others. Zalikha (2016) also explains that the form of distribution of productive Zakat indirectly consists of two models, namely (1) Zakat is given by rolling capital in rotation to all mustahik, (2) Zakat is given by building economic and social projects such as the construction of workplace facilities for mustahik.

The distribution of productive Zakat must meet several requirements, namely, the approval of Zakat recipients that their rights will be received in the form of business capital, mustahik does not have an urgent need for cash, there is a guarantee of the integrity of Zakat assets, and there are benefits in the use of Zakat (Zalikha, 2016). Zakat distributed by muzaki needs to be managed with a good system to arrive at mustahik effectively and efficiently. RI Law No. 23 of 2011 Article 3 states that the purpose of Zakat management is to increase the efficiency and effectiveness of Zakat management services and increase the benefits of Zakat to realize community welfare and reduce poverty.

Shobah and Rifai (2020) explains that there are several advantages in the utilization of Zakat, namely, the existence of a solution to the capital problem experienced by mustahik, seen from his business which is experiencing development, raises the ability of mustahik to improve his economy, and in terms of the prosperity, mustahik's life also improves. However, in the process of utilizing Zakat, there are often shortcomings in its management such as i) the absence of intensive supervision on mustahik in managing their funds, resulting in non-optimal business results, ii) lack of Zakat distribution workers which have an impact on program results achieved, as well as iii) funds that go to institutions distributors (BAZNAS), do not get optimally utilized.

In measuring the level of program success, an in-depth evaluation of every step of the program that has been carried out is needed. Prijambodo (2014) explains that evaluation is closely related to the success or level of effectiveness of program implementation. Evaluation is feedback on program implementation that is needed for the decision-making process of future program planning. This information can be used to determine whether the program is better to continue or stop. Impact evaluation has a wider scope. This evaluation is carried out by measuring the continued benefits felt as a result of the program. Prijambodo (2014) divides the evaluation method into three types, namely, (1) on going evaluation that is carried out by digging information related to the output during the program, (2) terminate evaluation which is carried out some time after the official program ends by making a comparison between performance standards in planning and actual performance in program implementation, (3) ex post evaluation which is carried out by measuring the continued benefits felt as a result of the program.

According to Nicholls *et al.* (2012), SROI is a framework for measuring and

quantifying a much broader concept of value, reducing inequality and environmental degradation, and increasing well-being by incorporating social and environmental costs and benefits. This method is used to measure the monetary value of the impact generated by a program. The SROI method uses the concept of value that goes beyond what can be captured purely in financial terms by incorporating social, environmental, and economic elements to calculate the total value referred to as social value (Willis *et al.*, 2018). Perceptions and experiences of stakeholders involved in the program are assessed by measuring financial returns based on the SROI method to find key indicators of changes that occur and each party involved is asked to tell stories of changes or various effects that occur and if possible use monetary values in the form of certain calculations as an indicator (Santoso *et al.*, 2020). Extracting information related to changes that occur and representing them with monetary values makes the SROI method having two mixed methods designs. Willis *et al.*, (2018) said that the SROI method involves both qualitative and quantitative approaches. A qualitative approach is used to determine the outcomes that have the most impact on the lives of program subjects and can ultimately create social value, followed by a quantitative approach to create a monetary representation of outcomes.

METHODOLOGY

Data

The research was conducted in one of BAZNAS' productive Zakat programs, namely Cibuluh Batik Village. The research subjects were members of the batik group, the owner of Zchicken and Zmart, and the program implementer from BAZNAS. This study uses two types of data. Primary data was obtained from in-depth interviews with the program implementers and related communities.

Secondary data were obtained from program implementation documents and financial data related to Cibuluh Batik Village Program. The in-depth interview technique was carried out with the help of a questionnaire containing a list of questions that had been adapted to the data requirements needed in the SROI method.

Data Processing and Analysis Methods

The data analysis method used is Social Return on Investment (SROI). There are six steps involved in the SROI analysis process, namely (Nicholls et al., 2012):

1. Define Scope and Stakeholders

1) Define Scope

The scope is an explicit statement of the limits of what is being considered such as why the analysis is needed, what resources are available, how and what are the priorities for measurement.

2) Identifying Stakeholders

To identify stakeholders, it is necessary to compile a list of all the people who may influence or be affected by the activities within the scope, whether the change or outcome is positive or negative, as well as intentional or unintentional.

3) Define How Stakeholders Are Engaged

The method used in involving stakeholders is to conduct discussions and interviews related to program implementation.

2. Mapping Impact

1) Making an Impact Map

The impact map is prepared from the initial stage of SROI to the final calculation of the ratio.

2) Input Identification

Identify what are the stakeholder contributions in running the program such as money or time.

3) Assessing Input

Cashable inputs can be easily converted into monetary values, while non-monetized inputs such as time and service contributions are assessed using an approach based on existing data sources.

4) Output Clarification

Outputs are identified by conducting interviews and field observations.

5) Describing Outcomes

Outcomes are identified by asking stakeholders about what changes have been felt after the program has been implemented.

3. Proving and Valuing Outcomes

1) Creating Outcomes Indicators

Indicators are needed to be used as a basis for considering whether the outcomes have actually occurred and how much better the results are.

2) Collecting Outcomes Data

Data was collected through interviews, documents, and questionnaires.

3) Determine How Long Outcomes Last

The duration of the outcome was determined by asking people how long the intervention lasted.

4) Giving Value to Outcomes

This appraisal process is often referred to as monetization. All prices used in everyday life are estimates (proxies) for values gained and lost.

4. Determining Impact

1) Setting Deadweight

Deadweight is a measure of the number of outcomes that would occur even if the activity did not occur which is calculated as a percentage. Information related to deadweight was obtained from interviews with stakeholders.

2) Setting Attribution

Attribution is an assessment of how much of a result is due to the

contribution of the organization or others. Attribution is calculated as a percentage indicating the role of the other party in the outcomes.

3) Calculating Impact

The impact is calculated by multiplying the financial proxy by the number of outcomes and then the calculation result is reduced by the percentage of deadweight and attribution.

5. Calculating SROI

1) Calculating NPV

To calculate the NPV, a process called discounting is used. It is calculated as follows:

$$\text{Present Value (PV)} = \frac{\text{Value of Impact in year } n}{(1+i)^n} \dots(i)$$

$$\text{NPV} = [\text{Total PV of benefits}] - [\text{Value of investment}] \dots(ii)$$

Where:

NPV = Net Present Value

i = Discount rate

n = Program year

2) Calculating Ratio

Here is how to calculate the SROI ratio:

$$\text{SROI Ratio} = \frac{\text{Net Present Value of Benefit}}{\text{Value of Inputs}} \dots (iii)$$

6. Reporting, Using, and Embedding Analysis Results

The results of the SROI analysis are reported to the management and program organizers. The results of this analysis can be used as a source of information for reporting, decision-making, or other matters related to the program.

RESULTS & DISCUSSIONS

Implementation of the Cibuluh Batik Village Program

The development of batik in Cibuluh Village had already started before the program. However, at that time the resources were still very limited. Pancawati is a batik brand that was first established in Cibuluh Village in 2015 before the start of the program followed by the establishment of the batik brand Melinda in 2017.

In 2019, BAZNAS began to launch the Cibuluh Batik program as a tourist village in Bogor. This program has the concept of batik empowerment, community empowerment, and urban tourism. Cibuluh Batik Village was officially launched on August 23, 2019. BAZNAS provided assistance in the form of batik production equipment and training to 30 women from the community around Cibuluh Village who formed 6 batik groups with their respective brands, namely, Batik Gaziseri, Batik Melangit, Batik Sadulur, Batik Panineungan, Batik Cherry, and Batik Bumiku. BAZNAS guides the form of business materials that are expected to increase the income of mustahik. However, in addition to improving the economy and community welfare, batik group members are also expected to have the awareness and ability to give some of their sustenance to other parties so that mustahik can transform into muzaki. BAZNAS organizes various training needed by batik groups to run their business effectively and efficiently. These training are batik training, pattern making and sewing training, personal finance training, photography training, digital marketing training, accounting and tax training.

Batik sales are carried out through promotions through social media and marketplaces. The craftsmen also provide training for every tourist who wants to learn batik. During their visit, the batik group collaborated with the local culinary center as a means of consumption for visitors,

namely Zchicken and Zmart. The cooperative was formed to provide easy access for craftsmen to the production of raw materials. The cooperative is managed by several representatives of the batik group by being fostered by BAZNAS.

After carrying out intensive mentoring and coaching starting from 2019 to 2021, the Cibuluh Batik Village Program began to enter the exit strategy phase in 2022. In this phase, the management of Batik Village tourism began to be handed over directly to the community. The intensity of coaching activities began to be

reduced. This is done so that the community can run its programs independently.

Social Return on Investment in Cibuluh Batik Village

This study focuses on identifying the social, environment and economic impacts of the Cibuluh Batik Village program. This analysis identifies the activities within an in-program period, namely from 2019 to 2021. The impact analysis carried out in this program is limited to the core outcomes. Table 1 describes the stakeholders in the Cibuluh Batik Village program.

Table 1. Stakeholders in the Cibuluh Batik Village Program

<i>Stakeholders</i>	<i>Related Roles</i>	<i>Intended or Unintended Changes</i>
<i>BAZNAS RI</i>	Provide initial resources and mentoring for batik groups.	Improving the social and economic conditions of the mustahik with the success of running a business independently.
<i>Cibuluh Batik Group Member</i>	The main subject in implementing the program by carrying out batik production activities.	Increased income, increased business assets, improved knowledge and skills in running a business, improved communication and coordination skills, increased individual creativity, increased awareness and ability to give some of their sustenance to others.
<i>Village Head and Apparatus</i>	Support the development of Cibuluh Batik Village.	Improving the cleanliness and beauty of the environment, the emergence of the publication of Cibuluh Batik Village on social media.
<i>Zchicken owner</i>	Provide supporting facilities (consumption) for Cibuluh Batik Village.	Increase in income and business assets.
<i>Zmart owner</i>	Provide supporting facilities (consumption) for Cibuluh Batik Village.	Increase in income and business assets.
<i>Cibuluh Batik Village Cooperative</i>	Supplying tools and materials needed by batik groups for production activities.	Increased income from the sale of raw materials for production, improved management skills of cooperative bodies, enhanced communication and coordination skills.
<i>Tourist</i>	As a user of services and products from Cibuluh Batik Village.	Improvement of batik education.

Table 1 shows the stakeholders directly involved in the program. Stakeholders were involved with several methods in this study. The author conducted an interview through the zoom meeting application with the management of BAZNAS as the planner and builder of the program. Then, in-depth interviews were conducted with representatives of members of each batik group directly through the help of a

questionnaire. Zmart and Zchicken are food business units managed by local residents with initial business assistance from BAZNAS. There are four Zmart business units and two Zchicken business units in Cibuluh Batik Village, but because this group is not as intensely guided as the batik group and has entered the exit program phase, only one Zchicken unit and one Zmart unit was interviewed.

Table 2. Input Valuation

<i>Input</i>	<i>Year</i>	<i>Value (IDR)</i>	<i>Present value (IDR)</i>
<i>Launching of Batik Village</i>	2019	57.509.200	57.509.200
<i>Batik assistance and muralization</i>	2019	87.050.000	87.050.000
<i>2019 National Batik Day Workshop</i>	2019	3.494.000	3.494.000
<i>Zmart 4 units</i>	2019	48.000.000	48.000.000
<i>Backside mural stage 2</i>	2019	48.947.600	48.947.600
<i>Zchicken 3 units</i>	2019	36.600.000	36.600.000
<i>Digital marketing training</i>	2020	22.235.000	21.483.092
<i>PPE Village Batik Assistance</i>	2020	3.150.000	3.043.478
<i>Planting training at home</i>	2020	14.401.300	13.914.300
<i>Marketing and training programs</i>	2020	10.000.000	9.661.836
<i>Revitalization of gates and posts</i>	2020	3.190.000	3.082.126
<i>National Batik Day 2020 stage 1</i>	2020	12.400.000	11.980.676
<i>National Batik Day 2020 stage 2</i>	2020	13.200.000	12.753.623
<i>The Legality of the Cooperative</i>	2020	5.000.000	4.830.918
<i>Garden house construction</i>	2020	9.363.000	9.046.377
<i>Batik Village landscape design</i>	2020	17.551.000	16.957.488
<i>Sewing and batik business training</i>	2020	1.950.000	1.884.058
<i>Accompaniment</i>	2019-2020	102.300.000	98.840.580
Total Value		496.341.100	489.079.351

The costs and resources that have been spent for the sustainability of the program are identified as program inputs. BAZNAS is the initiator of the program that acts as the party distributing productive Zakat to the community as beneficiaries. Table 2 shows the inputs that have been given by BAZNAS to the Cibuluh Batik Village Program.

Program inputs are given by BAZNAS at different times. This causes the need to adjust the time value of money. The calculation process is done by discounting

the input value. The present value is calculated using the BI 7-Day Reverse Repo Rate (BI7DRR) of 3.50% as of April 19, 2022. The calculation results in Table 2 illustrate that the total input value is IDR 489.079.351 in the Cibuluh Batik Village Program. After calculating the input, the next step is identifying the output and the outcomes for each stakeholder. Output is identified by the quantitative value of activity whereas the outcomes are impacts or changes felt by stakeholders after the program is implemented.

Table 3. Output and Outcomes in The Cibuluh Batik Village Program

<i>Output</i>	<i>Outcomes</i>
47 Fostered mustahik as direct beneficiaries.	Improvement of the economic and social conditions of direct beneficiaries.
The formation of six fostered batik groups, participating in six types of business development training from BAZNAS, as well as having recitation activities once a month.	<ol style="list-style-type: none"> 1. Increased income of batik group members. 2. Increased business assets of batik group. 3. Improved knowledge and skills in running a business. 4. Improved communication and coordination skills. 5. Increased individual creativity 6. Increased awareness and ability to give some of their sustenance to others.
Making murals on 250 meters long village walls, one planting training activity, and one training activity for budikdamber and tabulampot.	<ol style="list-style-type: none"> 1. Improve the beauty and cleanliness of the environment. 2. The emergence of the publication of Cibuluh Batik Village on social media.
The formation of 2 Zchicken business units.	<ol style="list-style-type: none"> 1. Increased income of Zchicken owners. 2. Increase in Zchicken's business assets.
The formation of 4 Zmart business units.	<ol style="list-style-type: none"> 1. Increased income of Zmart owners.

<i>Output</i>	<i>Outcomes</i>
There were nine transactions of selling raw materials during the cooperative's existence in 2021.	2. Increase in Zchicken's business assets. 1. Increased income from the sale of raw materials for production 2. Improved management skills of cooperative bodies 3. Enhanced communication and coordination skills
There were 389 visiting participants for batik education.	Improved batik education.

Table 3 shows the output and the outcomes of each stakeholder in the Cibuluh Batik Village program. Outcomes are determined based on predetermined indicators. The next step is the monetization stage. The value of social impact is calculated using a financial proxy (financial estimate). The assumptions in this estimate are based on market prices. The time

duration for each outcome is different. This is closely related to the time for each activity and the time of stakeholder participation in program implementation. The outcome duration is determined based on the initial time point of each stakeholder's activities when changes or impacts begin to be felt until the end of the program period, namely 2021.

Table 4. Outcomes Value

<i>Outcomes</i>	<i>Financial Proxy</i>	<i>Duration</i>	<i>Value (IDR)</i>
<i>Cibuluh Batik Group Member</i>			
<i>Increased income of batik group members.</i>	Total sales turnover of 6 batik groups in one year.	2 years	22.721.500
<i>Increased business assets of batik group.</i>	The total cost of assets on the online platform.	1 year	35.786.400
<i>Improved knowledge and skills in running a business.</i>	Costs incurred for participating in batik training by external parties.	1 year	2.500.000
	Costs incurred for training in pattern making and sewing by external parties.	1 year	950.000
	Costs incurred to take part in personal finance training by external parties.	1 year	400.000
	Costs incurred for participating in digital marketing training by external parties.	1 year	500.000
	Costs incurred for participating in photography training by external parties.	1 year	750.000
	Costs incurred for participating in accounting and tax training by external parties.	1 year	349.000
	<i>Improved communication and organizational skills.</i>	Costs incurred for participating in communication training by external parties.	1 year
<i>Increased individual creativity.</i>	Costs incurred for participating in creative thinking training in fashion design.	1 year	800.000
<i>Increased awareness and ability to give some of their sustenance to others.</i>	The amount of Infaq payment per person at monthly meetings for one year.	2 years	60.000
<i>Village Head and Apparatus</i>			
<i>Improve the beauty and cleanliness of the environment.</i>	The cost of making murals by external parties.	1 year	1.000.000
	Cost of training to grow vegetables at home by external parties.	1 year	500.000
	<i>Budikdamber</i> training costs by external parties	1 year	300.000
<i>The emergence of the publication of Cibuluh Batik Village on social media.</i>	The cost of social media management services at a marketing agency in Indonesia for one year.	1 year	40.788.000

<i>Outcomes</i>	<i>Financial Proxy</i>	<i>Duration</i>	<i>Value (IDR)</i>
Zchicken Owner			
<i>Increased income of Zchicken owner.</i>	Total sales turnover of one Zchicken business unit in one year.	2 years	9.600.000
<i>Increase in Zchicken's business assets.</i>	The total cost of assets on the online platform.	1 year	12.248.000
Zmart Owner			
<i>Increased income of Zmart owner.</i>	Total sales turnover of one Zmart business unit in one year.	2 years	60.000.000
<i>Increase in Zmart's business assets</i>	The total cost of assets on the online platform.	1 year	9.340.000
Cibuluh Batik Village Cooperative			
<i>Increased income from the sale of raw materials for production.</i>	Total sales turnover of raw materials for one year.	1 year	13.163.000
<i>Improved management skills of cooperative bodies.</i>	Cooperative management training costs by external parties.	1 year	3.500.000
<i>Increased communication and coordination skills.</i>	Costs incurred for participating in communication training by external parties.	1 year	450.000
Tourist			
<i>Improved batik education.</i>	The cost of an educational visit for batik training per person.	1 year	30.000

In implementing the program, the batik group carries out the production process of various batik products. These products are then sold to the general public. The sales results from these activities are recorded as income or turnover for the batik group. Based on this, members of the batik group said that they felt an increase in income obtained through the sale of the batik product so that the value of sales turnover was determined as a financial proxy for the outcome of increasing the income of batik group members. This is in accordance with research conducted by Shobah & Rifai (2020) that the Zakat program can improve the economic capacity of mustahik.

Each batik group received various business equipment from BAZNAS at the beginning of the training. The business equipment makes the batik group have an increase in business assets. In building a more advanced and structured batik group business, BAZNAS provides various trainings for batik group members to increase their knowledge and skills in running a business independently. After attending these trainings, members of the batik group said that there was an increase in knowledge and skills in running a business. Batik group members are also

required to be able to build good communication skills so that information can be conveyed or conveyed perfectly.

Various types of patterns and types of batik products are created independently by members of the batik group. Each group has its own unique batik pattern. This causes an increase in creativity in each individual member of the batik group who participates in production activities. Members of the batik group hold recitations every month and at these meetings, members voluntarily set aside a portion of their income for Infaq. Members of the batik group said that after the program was implemented and with monthly recitation activities, they became more aware and more capable of donating some of their sustenance to others in need. This is also based on an increase in income from selling batik products. This is in accordance with the research conducted by Thoharul Anwar (2018) that the productive Zakat program can give rise to hope of socioeconomic mobility from mustahik to muzakki.

BAZNAS held an activity to make murals on village walls with the help of the local community. People feel that the environment becomes more beautiful with the mural. In addition to murals, BAZNAS

also held an activity to plant vegetables and *tabulampot* in the Batik Village area, which was attended by village officials and the local community. BAZNAS massively carries out marketing activities for Cibuluh Batik Village through social media. This activity was carried out by creating an official 'kampungcibuluh' Instagram account as a publication media for the wider community so that the program could be better known.

Zchicken at Cibuluh Batik Village was founded in 2020 and acts as a provider of consumption for visiting tourists and local residents. The owners of Zchicken said that they experienced an increase in income with Zchicken's business activities. The owner of Zchicken obtained various business equipment from BAZNAS at the beginning of the coaching. This business equipment enabled Zchicken to have an increase in business assets.

Zmart at Cibuluh Batik Village was established in 2020 and acts as a provider of consumption for visiting tourists and local residents. Zmart owners said that they experienced an increase in income with the Zmart business activities. Zmart owners obtained business equipment from BAZNAS at the beginning of the training. This business equipment enabled Zmart to have an increase in business assets.

The Cibuluh Batik Village Cooperative was established in 2021. The cooperative can run according to its function. Residents, who are appointed to be administrators are fostered and trained by assistants from BAZNAS. This guidance makes for an increase in skills in cooperative management for administrator. Cooperative management is also required to be able to build good communication skills so that information can be conveyed perfectly.

Based on in-depth interviews, Kampung Batik Cibuluh often receives visits from tourists or school students to learn batik directly. With the direct batik training activities, batik education for the wider community, especially for visiting tourists, has increased.

Deadweight is an estimate of the size of the number of outcomes that will occur if the program does not occur and there is access to other similar services. This is done by asking the question: "How many outcomes will still occur even though the program is not implemented?" Attribution is identified by asking the question: "Are there other parties who contribute to the achievement of outcomes?" Table 5 shows results obtained through in-depth interviews

Table 5. Value of Deadweight, Attribution, and Impact

<i>Outcomes</i>	<i>Value (IDR)</i>	<i>Quantity</i>	<i>Deadweight</i>	<i>Attribution</i>	<i>Impact (IDR)</i>
<i>Increased income of batik group members.</i>	22.721.500	1	0%	5%	21.585.425
<i>Increased business assets of batik group.</i>	35.786.400	1	0%	0%	35.786.400
<i>Improved knowledge and skills in running a business.</i>	2.500.000	30	0%	0%	75.000.000
	950.000	17	0%	0%	16.150.000
	400.000	17	0%	0%	6.800.000
	500.000	17	0%	0%	8.500.000
	750.000	17	0%	0%	12.750.000
	349.000	11	0%	0%	3.839.000
<i>Improved communication and organizational skills.</i>	450.000	30	0%	5%	12.825.000
<i>Increased individual creativity.</i>	800.000	30	0%	5%	22.800.000
<i>Increased awareness and ability to give some of their sustenance to others.</i>	60.000	30	0%	0%	1.800.000
<i>Improve the beauty and cleanliness of the environment.</i>	1.000.000	250	0%	0%	250.000.000
	500.000	15	0%	0%	7.500.000

Outcomes	Value (IDR)	Quantity	Deadweight	Attribution	Impact (IDR)
	300.000	12	0%	0%	3.600.000
<i>The emergence of the publication of Cibuluh Batik Village on social media.</i>	40.788.000	1	0%	0%	40.788.000
<i>Increased income of Zchicken owner.</i>	9.600.000	1	0%	5%	9.120.000
<i>Increase in Zhicken's business assets.</i>	12.248.000	1	0%	0%	12.248.000
<i>Increased income of Zmart owner.</i>	60.000.000	1	30%	5%	39.900.000
<i>Increase in Zmart's business assets</i>	12.500.000	1	0%	0%	9.340.000
<i>Increased income from the sale of raw materials for production.</i>	13.163.000	1	0%	5%	12.504.850
<i>Improved management skills of cooperative bodies.</i>	3.500.000	5	0%	0%	17.500.000
<i>Enhanced communication and coordination skills.</i>	450.000	5	0%	5%	2.137.500
<i>Improved batik education.</i>	30.000	389	20%	0%	9.336.000
	Total Value of Impact				631.810.175

As shown in Table 5, the impact value of the program is IDR 631.810.175. The resulting impact on the Cibuluh Batik Village Program is a total of 16 impacts covering economic, social, and environmental aspects. The greatest impact value is obtained by the impact of increasing the beauty and cleanliness of the environment. This is due to the large outcome value in the financial proxy for the cost of making murals. Another impact that obtained a fairly high percentage value was an increase in knowledge and skills in running a business for members of the batik

group. The many types of skills learned by members of the batik group make the impact value large. While the smallest percentage is on the impact of awareness and ability to share some of their sustenance with others.

Outcome values that have a period of more than 1 year are calculated using the present value formula for the following year. Then the total of all present value outcomes is calculated to measure the SROI value. Table 6 is the calculation result for each outcome.

Table 6. Value of Deadweight, Attribution, and Impact

Outcomes	Year 0 (IDR)	Year 1 (IDR)	Year 2 (IDR)
<i>Increased income of batik group members.</i>	0	21.585.425	21.585.425
<i>Increased business assets of batik group.</i>	35.786.400	0	0
<i>Improved knowledge and skills in running a business.</i>	75.000.000	0	0
	16.150.000	0	0
	6.800.000	0	0
	8.500.000	0	0
	12.750.000	0	0
	3.839.000	0	0
<i>Improved communication and organizational skills.</i>	12.825.000	0	0
<i>Increased individual creativity.</i>	22.800.000	0	0
<i>Increased awareness and ability to give some of their sustenance to others.</i>	0	1.800.000	1.800.000
<i>Improve the beauty and cleanliness of the environment.</i>	250.000.000	0	0
	0	7.500.000	0
	0	3.600.000	0
<i>The emergence of the publication of Cibuluh Batik Village on social media.</i>	0	40.788.000	40.788.000
<i>Increased income of Zchicken owner.</i>	0	9.120.000	9.120.000
<i>Increase in Zchicken's business assets.</i>	0	12.248.000	0
<i>Increased income of Zmart owner.</i>	0	39.900.000	39.900.000
<i>Increase in Zmart's business assets</i>	0	9.340.000	0

<i>Outcomes</i>	<i>Year 0 (IDR)</i>	<i>Year 1 (IDR)</i>	<i>Year 2 (IDR)</i>
<i>Increased income from the sale of raw materials for production.</i>	0	0	13.163.000
<i>Improved management skills of cooperative bodies.</i>	0	0	17.500.000
<i>Enhanced communication and coordination skills.</i>	0	0	2.250.000
<i>Improved batik education.</i>	9.336.000	0	0
<i>Total</i>	453.786.400	145.881.425	146.106.425
<i>Present Value</i>	453.786.400	140.948.236,71	136.391.911,13
<i>Total Present Value</i>			731.126.547,84
<i>NPV</i>			242.047.197,12
<i>SROI</i>			1,49

The present value in Table 6 is calculated using the BI 7-Day Reverse Repo Rate (BI7DRR) of 3.50% as of April 19, 2022. The resulting SROI value is based on a comparison between the present value of impacts and inputs of 1,49:1 which means that every IDR 1 invested will generate a benefit of IDR 1,49 for stakeholders. The benefits generated exceed the amount of investment made so that the Cibuluh Batik Village Program can be said to be successful in providing a positive impact on stakeholders.

The results of the SROI analysis that have been carried out need to be reported and communicated to relevant stakeholders so that they can know the level of program effectiveness and efficiency. Reporting is done by submitting research results to the management of the program organizer, namely BAZNAS. The results of this study can be used as material for consideration and evaluation as well as information in the decision-making process of program sustainability and the design of the next new program.

CONCLUSION

This study focuses on assessing the social impact of the Cibuluh Batik Village Program using the SROI method. The results of the study show that there are 16 impacts generated by the implementation of the program. The highest impact value was obtained by the impact of increasing the beauty and cleanliness of the environment and the lowest value was obtained by the

impact of increasing awareness and ability to share some of their sustenance to others. The social return ratio is 1,49:1, which means that every IDR 1 invested will generate a benefit of IDR 1,49 for stakeholders. The social return value that is greater than the input value indicates that the program has succeeded in providing positive benefits.

Stakeholders are expected to be able to increase this value by continuing to maintain and innovate on a long-term basis to preserve the environment around the Batik Village area so that tourists who visit can enjoy their tour well. Monthly recitation activities and lecture studies can be carried out more regularly for the community around Batik Village, especially for the beneficiaries of this productive Zakat program. The operational activities and product marketing can be further improved in order to reach a wider target market. In addition, for the sustainability of the program in the future after entering the exit strategy phase, it is necessary to involve other parties such as academics, local governments, agencies, and others so that the program does not just disappear and can develop further.

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