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Social Return on Investment on Fishing Facilities Assistance to the Tegalkamulyan Fisherman Group: A Forecast Analysis

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Abstrak

Pemberdayaan masyarakat bertujuan untuk meningkatkan kapasitas individu maupun kelompok agar dapat mandiri dalam aspek ekonomi dan sosial. Zakat, Infak, dan Sodakoh (ZIS) menjadi instrumen penting dalam upaya pemberdayaan tersebut. Penelitian ini bertujuan untuk mengukur dampak program bantuan sarana penangkapan ikan yang diberikan oleh Rumah Zakat kepada KUB Mina Sahabat dengan menggunakan pendekatan *Social Return on Investment* (SROI). Metode yang digunakan dalam penelitian ini adalah metode campuran (kualitatif dan kuantitatif) dengan teknik purposive sampling. Data dikumpulkan melalui observasi, wawancara, dan studi dokumentasi. Hasil penelitian ini menunjukkan bahwa berdasarkan perhitungan rasio SROI, program ini memperoleh hasil sebesar 1:6. Artinya, setiap Rp1 yang diinvestasikan menghasilkan manfaat sosial sebesar Rp6. Hasil penelitian ini kemudian dapat memperkaya kajian akademik mengenai efektivitas distribusi ZIS dalam pemberdayaan ekonomi berbasis komunitas, serta memberikan panduan bagi lembaga zakat dalam menyalurkan dana secara lebih efektif dan berkelanjutan.

Kata kunci: Dampak ZIS, Nelayan, Pemberdayaan Masyarakat, Social Retun on Investment

Abstract

Community empowerment seeks to enhance the capacity of individuals and groups to achieve economic and social self-sufficiency. Zakat, infaq, and alms (ZIS) serve as key instruments in supporting these empowerment efforts. This study aims to evaluate the impact of the fishing facilities assistance program implemented by Rumah Zakat for the KUB Mina Sahabat group through the Social Return on Investment (SROI) approach. A mixed-methods approach was employed in this study, integrating both qualitative and quantitative methods. The sampling technique used was purposive sampling, and data were collected through a combination of observations, interviews, and documentation analysis. The findings of this study reveal that the SROI ratio is calculated at 1:6. This indicates that for every IDR 1 invested, a social benefit equivalent to IDR 6 is generated. These results contribute to the academic discourse on the effectiveness of ZIS allocation in community-based economic empowerment programs. Furthermore, the findings offer valuable insights for zakat institutions to enhance the effectiveness and sustainability of their fund distribution strategies.

Keywords: *Impact of ZIS, Fishermen, Community Empowerment, Social Return on Investment*

Introduction

Community empowerment represents a strategic endeavor aimed at enhancing the capacity and capability of both individuals and collectives to address the various challenges they encounter. Through this process, communities are expected to achieve greater economic and social self-reliance. The urgency of promoting empowerment has grown increasingly apparent in response to the complex socio-economic difficulties confronting vulnerable groups. These include, but are not limited to, limited access to essential resources and a scarcity of sustainable economic opportunities. Accessibility to sources of social welfare emerges as a pivotal factor, functioning simultaneously as both a determinant and a consequence of empowerment efforts (Humaedi & Budi Wibowo, 2020). In line with this, Mardikanto and Soebianto (2019), as cited in Sutiyo (2024), conceptualize empowerment metaphorically as a carriage—an instrument that propels society towards a trajectory of economic, social, and ecological sustainability.

Within this framework, zakat, infaq, and alms (ZIS) function as significant instruments for empowerment. The strengthening of ZIS resources is identified as a key strategic approach to elevating community welfare (Puspitasari et al., 2024). The Islamic framework surrounding zakat, infaq, and alms not only embodies a

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commitment to social welfare but also reflects a broader vision for managing economic resources to benefit the community (Normasyhuri et al., 2022). When managed with professionalism and integrity by civil society institutions, the funds generated through ZIS have the potential to make a substantial contribution to the empowerment of local economies (Setiyowati, 2017).

Among the groups in need of targeted empowerment interventions based on ZIS mechanisms are coastal communities, particularly those dependent on fisheries. These communities, especially fishermen, continue to experience significant lag in multiple developmental dimensions. This is evident in the prevalence of underdeveloped regions, many of which are situated along coastal areas, a condition often attributed to inadequate infrastructure and limited facilities in the marine and fisheries sector (Nurhayani & Hodijah, 2019). The persistence of poverty within these communities is driven by several interrelated factors, including insufficient capital, limited technological resources, restricted market access, and minimal community involvement in the processing and value addition of natural resources (Ilyaza & Nasikh, 2022).

Cilacap Regency, recognized as the largest administrative region within Central Java Province, occupies a strategically significant geographical position, directly bordering the Indian Ocean along its southern coast. This coastal location has enabled the region to emerge as one of the province's principal centers for both marine and freshwater fish production. Marine capture fisheries, in particular, are predominantly conducted by communities residing in the southern coastal areas. According to data from the Central Statistics Agency (BPS) of Central Java Province (2023), there were 5,545 households engaged in marine capture fisheries. Supporting this, the Cilacap Regency Government reported in 2014 that the region's fishing area spans approximately 5,200 km^2 and is supported by a robust fisheries infrastructure: 33,000 sea fishermen, a fishing fleet of 4,538 vessels—including 649 non-motorized boats, 1,139 boats with outboard motors, 2,639 motorized boats, and 115 longline vessels—and a total of 107,523 fishing equipment units (Mulyani, 2014).

Further data from the Cilacap Regency Fisheries Service (2019) indicate that fishing gear usage among local fishermen varies considerably: 31% rely on gill nets, 27% use fishing rods, 11% employ trawl nets (payang-arad), while smaller proportions utilize traps (6%), scavenging methods (6%), and other gear types (3%).

The marine territory of Cilacap Regency, which includes both its territorial waters and segments of Indonesia's Exclusive Economic Zone (ZEEI), offers significant potential for fishery development (Lestari, 2014). The region is estimated to have an annual fish production capacity of up to 72,000 tons (Pancawati, 2015). In 2022, BPS recorded that the fish species contributing the most to the region's production value was the mixed fish category, generating IDR 18 billion or 21.1% of the total production value. This was followed by other shrimp varieties with a production value of IDR 12.8 billion (15.1%), bigeye tuna at IDR 8.2 billion—with an average market price of IDR 9,300 per kilogram—krai tuna at IDR 6.8 billion (approximately IDR 5,000 per kilogram), and ribbonfish, which accounted for over IDR 6.6 billion in value, averaging IDR 20,000 per kilogram (BPS Kabupaten Cilacap, 2023).

Given the vast fishery resources available in the area, Cilacap Regency has been officially designated as one of the 197 Minapolitan areas under the Decree of the Minister of Maritime Affairs and Fisheries Number 32/MEN/2010, which outlines the designation of Minapolitan zones across Indonesia. In accordance with the Ministerial Regulation Number 38 of 2014, a Minapolitan Region is defined as a territorial unit with a primary economic function, encompassing production centers, fishery commodity processing, marketing, services, and other support activities. Cilacap is acknowledged as one of the key Minapolitan areas within Central Java Province (Febriyanti, 2013). Based on the Cilacap Regency Regional Spatial Plan 2011–2031, as outlined in Regional Regulation Number 9 of 2011, six sub-districts have been earmarked for Minapolitan development. These include the districts of Maos, Sampang, Dayeuhluhur, Wanareja, Majenang, and South Cilacap. Each district is characterized by a distinct development focus. Notably, the South Cilacap District—which includes the Cilacap, Sidakaya, and Tegalkamulyan sub-districts—is primarily focused on advancing capture fisheries (Nugroho et al., 2020).

According to research conducted by Pancawati (2015), the primary commodities in the Minapolitan area of the Cilacap Ocean Fishing Port are tuna, skipjack, and shrimp. This aligns with the strategic objective behind the designation of the Cilacap Ocean Fishing Port as a Minapolitan zone—namely, to function as a hub for tuna, skipjack, and shrimp fisheries in the southern region of Java Island. Despite the considerable fisheries potential that characterizes this area, the level of resource utilization remains suboptimal. Findings from Cahyandi and Hendrawan (2022) reveal that the socioeconomic conditions of local fishermen do not reflect a commensurate increase in income. This is consistent with observations made by Ayilu et al. (2023), who noted that although marine fish catch volumes in Cilacap Regency have shown a consistent upward trend, this growth has not translated into improved income levels or enhanced welfare among fishing communities. Pancawati (2015) attributes this underperformance in part to inadequate human resource capacity and insufficient fishing infrastructure, both of which constrain the optimal development of the fisheries sector.

In response to these challenges, Rumah Zakat has initiated support interventions aimed at enhancing the productivity of local fishermen. Specifically, the organization distributed zakat, infaq, and alms (ZIS) funds in the form of fishing equipment assistance to a fisherman group in Tegalkamulyan Village, South Cilacap District, known as KUB Mina Sahabat. This distribution took place in April 2024, approximately three months prior to the implementation of the present research. KUB Mina Sahabat consists of ten members, seven of whom are traditional fishermen. The assistance provided was tailored to the specific needs of the group and included items such as boat engines, generators, and halogen lamps. The total value of this infrastructure support amounted to IDR 164,350,000. The shared use of this equipment among group members is anticipated to lead to increased fish catches, thereby contributing to improved household income and overall livelihood sustainability.

Given these dynamics, the current study seeks to explore the extent of the social, economic, and environmental impacts experienced by beneficiaries through the application of the Social Return on Investment (SROI) method. SROI offers a comprehensive framework for assessing program impact, capturing not only financial returns but also broader social transformations. While this methodology has been employed in previous studies to evaluate community-based economic empowerment initiatives and Islamic philanthropic programs—such as those conducted by Wijaya et al. (2021), Soleha et al. (2024), and Sari (2023)—its its application within the fisheries sector remains limited. Accordingly, this study aims to address this academic gap by applying SROI to assess the effectiveness of Rumah Zakat's fishing equipment assistance to KUB Mina Sahabat. It is expected that the insights generated through this evaluation will offer robust empirical evidence concerning the role of Islamic philanthropy in improving fishermen's welfare, while also serving as a valuable reference for zakat institutions and social organizations in designing more targeted and sustainable development interventions.

Theoretical Framework

Understanding Social Return on Investment

a. Definition of SROI

Social Return on Investment (SROI) is a comprehensive framework designed to measure and account for the broader value created by social interventions. More than a tool for calculating financial return, SROI aims to address societal challenges by incorporating social, environmental, and economic costs and benefits into its evaluation metrics (Nicholls et al., 2008). The framework is rooted in the principle that value generation extends beyond monetary profit, seeking instead to reduce inequality, mitigate environmental degradation, and enhance overall welfare through an inclusive accounting of impacts.

SROI can be understood as a socially oriented model for assessing economic returns, specifically developed to capture the additional social value generated by social enterprises and to integrate these outcomes into organizational performance metrics (Kim & Ji, 2020). As an evaluative approach, SROI enables practitioners to measure the extent to which intended social impacts are achieved by linking inputs and outcomes to their corresponding effects. The analysis focuses on establishing a causal relationship between inputs—such as resources and activities—and the resulting outcomes,

ultimately expressing this relationship in monetary terms to articulate the social value produced.

The analytical process of SROI involves identifying, quantifying, and reporting on the social, environmental, and economic value generated by a given program or initiative (Nicholls et al., 2008). The development and increasing application of this method coincide with the global expansion of social enterprises, where accountability and impact measurement have become essential in evaluating the effectiveness and sustainability of ongoing social programs (Purwohedi et al., 2023). SROI thus offers a structured mechanism for enhancing transparency, validating social value creation, and supporting evidence-based decision-making in the social development sector.

According to Nicholls (2009) in (Purwohedi et al., 2023), the SROI type is divided into 2, namely:

1. Evaluative, namely analysis carried out retrospectively and based on actual results that have occurred or are ongoing.
2. Forecast, namely predicting (prospectively) how much social benefit will be created if the planned activity runs and meets the expected results.

b. SROI Principle

There are seven SROI principles that can provide guidelines so that the SROI analysis carried out is more credible and reliable (SVA Consulting, 2012). The eighth Principle of Social Value 'Be Responsive' is a management principle, formally introduced by SVI (in 2021) to an already established set of Social Value accounting principles (SVI, 2022). The eight principles are:

1. Involve Stakeholders
   This principle provides an illustration that stakeholders need to be identified. Stakeholders are individuals, groups of people or organizations that feel the change from the impact of the existence of an ongoing empowerment program activity. So stakeholders must be involved in the identification process in the SROI analysis. Such as what changes occur and how much is the value in rupiah.
2. Understand What Changes
   The second principle is to ensure that every change that occurs to stakeholders must be identified so that the resulting impact can be valued. However, along the way, of course, it must be a concern because the impact generated by stakeholders is not always positive, sometimes the impact that arises from empowerment program activities is negative.
3. Value The Things That Matter
   The third principle is to be able to focus on how to measure the impact (outcome) felt by stakeholders in monetary units. To determine the value of the impact there must be concrete evidence that provides information that the impact is indeed happening and the information must be accountable.
4. Only Include What Is Material
   The fourth principle is to determine which material information and evidence should be included in the analysis process to provide a valid picture. In every decision-making in the SROI analysis, the materiality element of an impact must be considered, because basically only material impacts will be included in the SROI calculation.
5. Do Not Over Claim
   The next principle is to provide guidance that only determine or report the actual value of a program activity being measured. If the resulting impact has a contribution from other factors, then the magnitude of the impact entered is that which arises from the contribution of the program being measured only.
6. Be Transparent
   This principle requires that every decision related to stakeholders must be fully informed. Transparency is the most important element in SROI analysis, because one of the principles of SROI is to involve stakeholders, so all communication must be well established to ensure the results taken are correct.
7. Verify The Result
   This principle is carried out to ensure stakeholders that the values entered and analyzed are correct. This principle must be carried out in every analysis process from each stage that will be passed, so that all data sources produced by stakeholders are valid and reliable.
8. Be Responsive
   The eighth principle emphasizes the importance of timely decision-making to

optimize the impact on the well-being of all materially affected stakeholders. Decisions taken must be based on accurate data, supported by accounting and reporting systems.

SROI Stages

Furthermore, there are 6 stages that must be carried out in research with the SROI analysis approach (Purwohedi et al., 2023), namely:

1. Defining Scope and Identifying Stakeholders
   Scope determination is a description of all the information needed from the empowerment program activities that have been or are ongoing. So that it can determine the characteristics of the program in the SROI analysis starting from activities, financing, program objectives, the purpose of the analysis, and the time period. After determining the scope, the next stage is to identify stakeholders who will then be involved in the SROI analysis. Of all the stakeholders that have been identified, they are then divided into two categories, namely included and not included in the analysis. This is adjusted to the role and impact it has.
2. Mapping Outcomes
   To facilitate the mapping stage of all impacts felt by stakeholders, researchers must first understand the chain of changes that occur by looking at who the stakeholders are, what their activities are, what impacts are produced, what changes are experienced, and what would happen without the program. In SROI analysis, input occurs in three types, namely money, time, and goods. These three things are resources that can be calculated as investment value. Then the outcome is the short, medium, and long-term impact, and the impact can differ from one location to another, depending on the characteristics of each region.
3. Evidencing Outcomes and Giving Them Value
   The next stage after mapping the impacts to be analyzed is to find concrete evidence that the impact (outcome) actually occurs to stakeholders. In SROI analysis, this evidence is known as an indicator, which is a condition or fact in the field that can be used as a basis for SROI researchers that the impact is indeed true. After determining the impact and its indicators, the next step is to determine the impact and how long stakeholders can feel the impact that occurs.
4. Establishing Impact
   This stage is closely related to the principle of do not over claim. This stage aims to ensure that an impact value entered by researchers is not excessive and reflects the actual impact conditions that occur to stakeholders being analyzed. Thus, to minimize over claim in SROI research, it can be filtered with deadweight, namely whether the impact will still occur without an empowerment program? Attribution, namely who else contributes to the impact ? Displacement, namely whether the impact replaces other good habits? Drop-off, namely how will an impact still be felt in a certain period of time?
5. Calculating the SROI Ratio
   In the research measurement guidelines using the Social Return on Investment (SROI) approach, SROI will simply produce a ratio calculated based on the equation:
   SROI = (Net Present Value of Benefits)/(Net Present Value of Investment)
   Net Present Value of Benefits refers to the total outcome of the three aspects, namely social, economic, and environmental, produced by a particular program or project. While the Net Present Value of Investment refers to the total input that has been issued to run a program or project (Purwohedi, 2016). The SROI equation can be illustrated as follows, if each empowerment program produces a ratio value of 1: 2.0, meaning that every Rp1 invested in the empowerment program will produce Rp2.0 in social, economic, and environmental benefits. So that the empowerment program that is run has provided an impact (outcome) of 2.0 times greater than the value of the input invested.
6. Reporting, Using, and Embedding
   This stage is the final stage in research with the Social Return on Investment (SROI) analysis approach. This stage ensures that each stage of this research has been communicated well, including the impact value that occurs to stakeholders. So that the results of the SROI analysis can be accounted for and used for interested parties.

Understanding Theory of Change

a. Definition of Theory of Change

At its heart, Theory of Change spells out initiative or program logic, it defines

long-term goals and then maps backward to identify changes that need to happen earlier (preconditions) (Taplin et al., 2013). Theory of change (Weiss in Goldworthy, 2021) is an explicit process of thinking through and documenting how a program or intervention is supposed to work, why it will work, who it will benefit (and in what way) and the conditions required for success. Theory of Change (ToC) has the means to assess impact, improve monitoring and evaluation, check assumptions, and explore impact and learning processes (Hamdy, 2020). ToC is a tool that outlines the cause-and-effect relationships between inputs, outputs, short-term outcomes, and long-term impacts of a program or policy (Connell & Klem, 2002).

b. ToC Components

The basic elements in a theory are outcomes, indicators, rationales, interventions, assumptions, and narrative (Taplin et al., 2013).

1. Outcomes
   Outcomes in a Theory of Change represent changes in conditions of some kind – whether a policy, law, behavior, attitude, knowledge, state of the environment—among people, institutions, and environments. Outcomes include Long-term Outcomes, and Intermediate/Short-term Outcomes. The term "impact" is often reserved for the ultimate goal of an initiative, but is not a measurable outcome of that initiative alone. The Impact level is distinguished from the long-term outcome and its preconditions by an "accountability ceiling," the boundary between what a program can be held accountable for and the broader impacts that occur due to many other factors.
2. Indicators
   Every outcome (and preconditional outcome) in a Theory of Change needs to be observable in some way. Indicators, which refer to measurable and observable phenomena, provide the evidence of achievement. An indicator may be quantitative (eg, number of new jobs created) or qualitative (a description such as new characteristics of a community).
3. Interventions
   Interventions are the work undertaken within an initiative or program undertaken that leads to the desired outcomes. In a Theory of Change, the term "intervention" may refer to single activities or whole programs, depending on how specific the group wants to be and how they want to use the theory with respect to a strategic plan or theory of action. Mapping interventions to the outcomes pathway has the effect of revealing strategy: it shows the theoretical linkages between actions and results all along the way.
4. Rationale
   Rationales explain the positioning of outcomes within a theory of change: ie, the reasons why a given outcome is dependent on one or more other outcomes, or "preconditions".
5. Assumptions
   One of the many important and valuable aspects of Theory of Change is in challenging stakeholders to make explicit the assumptions (and risks) inherent in an initiative. Assumptions come in at least three forms: 1). The causal framework in Theory of Change is based on assumptions that determine the sequence of preconditions and activities leading to long-term outcomes and impacts. 2). The relationships between outcomes depend on assumptions that explain the logic of their interrelationships, which should be made explicit as rationales. 3) Assumptions about the external context should be identified as preconditions, because inappropriate environmental factors can hinder the achievement of goals.
6. Narrative
   The narrative is a summary of the theory that explains the overall logic, highlights major assumptions, and presents a compelling case as to how and why the initiative is expected to work.

Methods

This research employs a mixed methods approach, integrating both quantitative and qualitative methodologies to obtain a comprehensive understanding of the program's impact. The primary analytical framework applied is the Social Return on Investment (SROI) method, which in this study utilizes a forecast approach. The forecast approach, as outlined by Nicholls et al. (2008), seeks to prospectively estimate the value of the social benefits expected to be generated if the planned program activities are implemented

as intended and successfully achieve their projected outcomes. The foundation of the SROI framework is based on the theory of change model, emphasizing a systematic process of identifying, assessing, and monetizing program outcomes (Scelles et al., 2024).

The SROI analysis conducted in this study adheres to a set of core principles, including: engaging stakeholders, understanding the nature of changes that occur, assigning value to outcomes that matter, including only what is material, avoiding over-claiming, ensuring transparency, verifying the results, and demonstrating responsiveness (SVA Consulting in Abdussalam & Gunawan, 2024; SVI, 2022). The implementation of the SROI framework follows a structured series of stages: determining the scope and identifying stakeholders; mapping outcomes and impacts; evidencing and valuing outcomes; establishing the impact; calculating the SROI ratio; and, finally, reporting the findings in a clear and comprehensive manner (Purwohedi et al., 2023).

Primary data for this research were collected directly from informants through in-depth interviews. A total of eight key informants participated, including one individual who serves as both a manager of the Joint Business Group (Kelompok Usaha Bersama/KUB) and a skipper; one informant who is both a manager and crew member; three skippers; two crew members; and one community member who has directly benefited from the assistance. In addition to interviews, direct observation was conducted to capture the real environmental context associated with the distribution of fishing equipment aid. Informants represented a range of stakeholders involved in or affected by the intervention, including three KUB managers, eight KUB members (comprising both skippers and crew), and four members of the local community.

Results

KUB Mina Sahabat is located in Tegalkamulyan Village, South Cilacap District, Cilacap Regency. Established in June 2022, the group obtained its legal status from the Tegalkamulyan Village authority and the Cilacap Regency Fisheries Service. In April 2024, the group received assistance through Rumah Zakat in the form of four outboard engines, fourteen 2-stroke generators, and two boxes of 500-watt halogen lamps.

The Mina Sahabat Group comprises ten members, including a Chairperson, a Secretary, a Treasurer, and seven additional members. Of these, four serve as skippers—one of whom also acts as the group leader—while another four work as crew members. The remaining two members, although not from a fishing background, are involved in the administrative management of the group.

For fishermen, engines represent a vital component of their livelihood. The demanding conditions at sea and the specific techniques required often necessitate engine modifications to ensure their functionality aligns with operational needs. On average, engines are prone to breakdowns at least once a month. When a fisherman relies solely on a single engine, they are unable to go to sea during repair periods, which typically last about one day. This downtime directly impacts their ability to catch fish, consequently affecting their income. Therefore, the provision of additional engines to the group significantly contributes to optimizing the time available for fishing activities and enhances operational efficiency.

> *"I have a new machine that is 2 years old. The harvest season was busy but the machine broke down. It turned out that the repairs were not completed in 2 days. Automatically I did not go to sea for 2 days. And the repair costs Rp3,000,000. With this new machine, this Rp3,000,000 cost can be avoided because the machine is still good, and I can use the 2 days to go to sea." (Excerpt from an interview with the chairman of KUB also as skipper)*

Prior to the implementation of the program, KUB Mina Sahabat experienced suboptimal organizational management. In anticipation of the planned distribution of fishing-related assistance, changes were initiated in the group's management structure. These changes aimed to enhance the effectiveness of the program, improve organizational governance, ensure transparency in the management of resources, and maximize the benefits received by KUB Mina Sahabat members in supporting more effective and sustainable fishing activities.

Following a mutual agreement among members, a new financial mechanism was introduced wherein 50% of the proceeds from fish sales are contributed to the KUB as collective funds. These funds are allocated for various

purposes, including vessel maintenance and the establishment of an emergency reserve to address financial shortfalls during lean fishing seasons. In addition, members benefit from an annual holiday allowance (THR), which is distributed from the accumulated cash reserves. Operational costs related to KUB management are also financed through this pool of funds. Moreover, a portion of the funds is designated for social initiatives within the local community, such as providing support to orphans.

The equipment provided through the program, including engines, is also made available for use by other fishermen residing in Tegalkamulyan Village, even if they are not official members of KUB Mina Sahabat. The borrowing of these machines is permitted with an unspecified usage fee, demonstrating the group's inclusive approach to supporting the broader fishing community.

The initial phase of this research involves defining the scope of the analysis. The Social Return on Investment (SROI) assessment of the Fishing Facilities Assistance program aims to calculate the ratio between the value of social, economic, and environmental outcomes and the total amount of aid distributed by Rumah Zakat to KUB Mina Sahabat. This study focuses specifically on the intervention of the Fishing Facilities Assistance program targeted at the Joint Mina Sahabat Business Group in Tegalkamulyan Village.

Following the scope definition, stakeholder identification is conducted to determine the actors who will be involved in the SROI analysis. This process helps to assess which stakeholders will be included or excluded from the analysis based on their respective roles and the impact they experience from the program. The results of this stakeholder identification process are presented in Table 1 and Table 2.

Table 1 outlines the stakeholders involved in the program, along with their perceived levels of influence and impact. The management of Mina Sahabat KUB occupies a favorable position due to the direct benefits derived from the program's implementation. Their influence is substantial, as they oversee KUB operations and the distribution of assistance. The perceived impact is also significant, as the management benefits from KUB-generated income and gains access to collective savings.

Similarly, skippers hold a positive stance, given their direct gains from the program.

Stakeholders	Position in the Program			Influence			Impact		
	Positive	Negative	Neutral	High	Medium	Low	High	Medium	Low
Mina Sahabat KUB Management	v			v			v		
Member of KUB Mina Sahabat (Skipper)	v			v			v		
Member of KUB Mina Sahabat (Crew members)	v				v		v		
Tegalkamulyan Village Community			v			v		v	

Table 1. Identification of Stakeholders
Source: Author's Data Processing, 2024

Stakeholders	Categories of Stakeholders	Role in the Program	Impact Had
Mina Sahabat KUB Management	Local communities	Beneficiary of the assistance, KUB Manager Mina Sahabat	Additional income and having group savings
Member of KUB Mina Sahabat (Skipper)	Local communities	Beneficiary of the assistance	Increased income, minimized machine maintenance costs, and had a savings group
Member of KUB Mina Sahabat (Crew members)	Local communities	Beneficiary of the assistance	Increased income and have group savings
Tegalkamulyan Village Community	Local communities	Beneficiary of the assistance	Earn additional income, access KUB assets, and receive compensation

Table 2. General Stakeholder Map
Source: Author's Data Processing, 2024

Their influence is considerable, as their boats are essential for KUB members to secure catches. The impact on skippers is pronounced, particularly due to the provision of engines and fishing equipment, which address critical operational needs.

Crew members also benefit from the program, placing them in a positive position. However, their influence is moderate, as their participation is contingent upon the skipper's decisions. The impact on crew members is substantial, as the availability of engines directly affects their ability to join fishing expeditions.

The Tegalkamulyan Village Community assumes a neutral position, as the program's effects on them are incidental rather than intentional. Their influence is minimal, given their indirect involvement in program implementation. The perceived impact is moderate, as non-KUB members within the community can still access the engines, albeit without formal membership benefits.

Table 2 categorizes stakeholders, their roles in the program, and the specific impacts experienced. All stakeholders are local community members who function as program beneficiaries. The Mina Sahabat KUB Management additionally serves as the administrative body overseeing KUB operations. The program's impacts on this group include supplemental income and the establishment of group savings.

Skippers experience increased earnings, reduced maintenance costs for engines, and participation in savings collectives. Crew members benefit from heightened income opportunities and access to communal savings. Meanwhile, the Tegalkamulyan Village Community gains ancillary advantages, including supplementary income, access to KUB assets, and compensatory benefits.

Next, an assessment is carried out on each stakeholder. Based on Table 3, the stakeholders included in this research are KUB administrators, KUB members (skipper), KUB members (crew member), and the community. These four parties received an direct impact from the outcome of the distribution of fishing facilities to KUB Mina Sahabat.

The second stage of this research involves mapping the outcomes of the program activities

No.	Stakeholders and how they influence or are affected by the program	What we think happened to them, positive and negative	Included/ Excluded	Engagement Methods	How many
1	KUB Management (give influence: financial managers and KUB management)	Positive (Earning additional income and having savings)	Included	Direct	3 people
2	KUB member (Skipper) (give influence and receive influence: beneficiaries and as ship skipper who determines the size of the catch)	Positive (Increases income, minimizes machine maintenance costs, and has savings)	Included	Direct	4 people
3	KUB members (crew) (receive influence: program beneficiaries and income results according to the results of the skipper)	Positive (Income increases and has savings)	Included	Direct	4 people
4	Community (receive influence: can access KUB assets from group networks, orphans receive compensation from KUB cash)	Positive (Obtaining additional income and compensation)	Included	Direct	4 people

Table 3. Stakeholder Assessment
Source: Author's Data Processing, 2024

Program	Activity/ Program Elements	Output	Outcome
Distribution of Assistance for Fishing Facilities for Business Groups with Mina Sahabat	Distribution of facilities in the form of 4 outboard engines, 14 2-stroke generators, and 2 boxes of 500watt Helogen lamps	Increase KUB assets	Increased income from group savings Increased income from using new machines Minimize machine maintenance costs Social assistance to people in need

Table 4. Outcome Mapping
Source: Author's Data Processing, 2024

that have been implemented. The distribution of fishing facilities under the KUB Mina Sahabat program involved the provision of four outboard engines, fourteen 2-stroke generators, and two boxes of 500-watt halogen lamps. This intervention resulted in the addition of new assets to the KUB's resources. The key outcomes generated by these activities include increased income from group savings, enhanced earnings from the use of new equipment, reduced machine maintenance costs, and the facilitation of social assistance to the local community.

The provision of assistance, particularly the outboard engines, directly impacts the frequency with which fishermen are able to go to sea. With new, fully functional engines, the need for frequent repairs is minimized, thus reducing the time typically spent on maintenance (which would usually take 1-2 days per month). This additional time, previously dedicated to repairs, can now be used for fishing activities, leading to an increase in the volume of the catch. As a result, the income of fishermen also rises. The distribution of the catch is determined by the roles and ownership of assets within the fishing process, with the skipper—who owns the vessel—receiving a larger share of the catch compared to the crew members, who are responsible for catching the fish.

According to the agreement among KUB members, 50% of the proceeds from the catch are deposited into KUB as savings. The greater the catch, the larger the contribution to group savings, which subsequently increases the amount of money available for distribution. This results in a higher holiday allowance (THR) for members. Furthermore, with the new engines, the funds that would otherwise be spent on repairs can now be redirected towards capital for additional fishing trips, thereby optimizing the group's fishing activities.

Additionally, the engines are available for use by local fishermen who are not members of KUB, with rental fees set at an unspecified rate. The increase in income from both KUB members' activities and the broader community's access to the equipment also leads to an increase in KUB's available cash. This, in turn, expands the group's capacity to engage in social activities, such as providing assistance to orphans in the community.

The next stage is to determine indicators, outcome values and impacts as in Table 5 below.

Table 5 shows the indicators, outcome values, and impacts that emerge from each stakeholder. The type of data used in this calculation is primary data from interviews and observations. The outcome felt by the KUB management is an increase in income from group savings with the outcome indicator used, namely the distribution of group savings which is calculated from the distribution of lean money and the distribution of THR. The outcome value of the impact felt by the KUB management in the first year is IDR 12,000,000. This figure comes from the nominal distribution of Group Savings and THR in a year. For 6 months, 3 times group money has been distributed with a nominal of IDR 250,000 per person during the lean season. The THR money is IDR 1,000,000. So the total impact that emerged from the KUB management consisting of 3 people was IDR 12,000,000.

> *"Last Eid we received THR of IDR 1,000,000 from savings. When the fish season was not good, the money was also distributed in the amount of IDR 250,000. It has been distributed 3 times." (Information from an interview with the treasurer)*

The increase in income generated from group savings was also experienced by the members of the KUB Skipper and Crew. This outcome is calculated by dividing the total group savings derived from lean season funds and holiday bonuses (THR). For the KUB Skippers, consisting of four individuals, the increase in income during the first year was recorded at IDR 16,000,000.

Furthermore, income growth attributed to the utilization of new machinery was measured using an indicator based on the difference in monthly income, particularly during periods that would typically be allocated for engine repairs. KUB Mina Sahabat comprises four skippers, each with distinct income levels depending on their fishing techniques and methods. Among them, one skipper experienced a monthly income increase of IDR 2,000,000. Two others reported an income rise of IDR 8,000,000 during the harvest season. Another skipper benefited from a catch of 1,800 kg sold at IDR 1,200 per kg, which was made possible through the time saved from engine repairs. One individual saw an income difference of IDR 200,000 from taking on a crew role when no engine was available. Additionally, there was an increase in net assets

Stakeholders	Outcome	Indicator	Data Collection	Data Type	Benefit Value (Monetization Results) IDR
The KUB management consists of 3 people	Increased income from group savings	Sharing group savings	Distribution of group savings and THR IDR 12,000,000 a year. For 6 months, 3x group money has been distributed with a nominal of IDR 250,000 per person during the lean season. The THR money is IDR 1,000,000.	Primer	12,000,000
	Increased income from group savings	Sharing group savings	Distribution of group savings and THR IDR 16,000,000 a year. For 6 months, 3x group money has been distributed with a nominal of IDR 250,000 per person during the lean season. The THR money is IDR 1,000,000	Primer	16,000,000
KUB members (4 skipper)	Increased income from the use of new machines	The difference in monthly income from the time usually spent on machine repairs	1) The total increase in income for 2 skipper from optimizing repair times during normal times and from the harvest period is IDR 63,720,000 per year 2) Total increase in income as a crew member IDR 1,200,000 per year 3) Fishing potential with additional assets in the form of fishing nets IDR 62,300,000 per year 4) The fishing potential from the plan to make new nets in the 2nd year is IDR 12,000,000	Primer	127,220,000
	Minimizing machine repair costs	Machine repair prices	The money used for engine repairs is IDR 1,000,000 per month for a total of 4 ships	Primer	48,000,000
	Increased income from group savings	Sharing group savings	Distribution of group savings and THR IDR 12,000,000 a year. For 6 months, 3x group money has been distributed with a nominal of IDR250,000 per person during the lean season. The THR money is IDR1,000,000	Primer	16,000,000
KUB members (4 crew members)	Increased income from the use of new machines	The difference in income from lending the machine to the skipper	1 person gets more share when lending the KUB machine to the skipper with a difference of IDR 500,000 per month	Primer	13,500,000
		The increase results from increased frequency out to sea	1 person goes to sea more often after the assistance, previously 2x a week, then 7x a week during the harvest period, 1x catch can be 200kg per boat at a price of IDR 5,000/kg	Primer	
Community	Increased income from the use of new machines	The difference in income is for the skipper and crew using the new KUB machine	1 person uses a KUB machine for 1 year, as long as he is a skipper the average income per month is IDR 2,000,000, if he becomes a crew member the income is 25% of the skipper, within 1 year it is estimated that he will be able to buy a new machine	Primer	18,000,000
	Social Assistance to people in need	The amount of compensation given each year	A total of 3 orphans received compensation of IDR 175,000 per child, an increase in the number helped by 2 people every year	Primer	525,000

Table 5. Determination of indicators, outcome values, and impacts
Source: Author's Data Processing, 2024

resulting from enhanced income due to engine use, yielding a potential catch value of IDR 6,230,000. Collectively, the total value of income gains from the implementation of new machines amounted to IDR 127,220,000.

In terms of cost reduction, the outcome of minimizing engine repair expenses was determined using the machine repair cost indicator. This aspect yielded an outcome value of IDR 48,000,000. Each engine repair costs approximately IDR 1,000,000, and with four skippers in the Mina Sahabat group, the accumulated savings are substantial.

Crew members within the KUB group also benefited from increased income due to group savings, with an outcome value of IDR 16,000,000 in the first year. The rise in income from the use of new machines was assessed through two indicators: the difference in income from renting the machine to skippers, amounting to IDR 500,000 per month, and the increased income from more frequent sea expeditions, totaling IDR 625,000 per month. These combined factors contributed to an overall income increase of IDR 13,500,000 during the first year.

At the community level, the adoption of new machinery also brought about a positive economic impact. The key indicator used here was the difference in income between skippers and crew members, which resulted in an additional IDR 1,500,000 per month, or IDR 18,000,000 annually.

The outcome of the distribution of KUB Mina Sahabat money are predicted to increase by 30% in the second year, thus affecting the resulting outcome value to IDR 14,700,000. In the 3rd year, KUB Mina Sahabat plans to form a CV so that the famine money that can be distributed can increase by IDR 1,300,000 per person. The outcome value that appears in the 3rd year is IDR 18,600,000. The World Bank predicts that Indonesia's economic growth will be 5% per year which will affect CV's income, so that the outcome in the 4th year will be IDR 20,100,000 and in the 5th year it will be IDR 21,600,000.

The outcome of increasing income from group savings felt by KUB skipper and crew members are predicted to increas in the 2nd-5th year. The increase in outcome factors is also influenced by the predicted increase in famine

Stakeholders	Outcome	Benefit Value (Monetization Results)				
		1st Year IDR	2nd Year IDR	3rd Year IDR	4th Year IDR	5th Year IDR
The KUB management consists of 3 people	Increased income from group savings	12,000,000	14,700,000	18,600,000	20,100,000	21,600,000
KUB members (4 Skipper)	Increased income from group savings	16,000,000	19,600,000	24,800,000	26,800,000	28,800,000
	Increased income from the use of new machines	127,220,000	145,581,000	152,860,050	160,503,053	168,528,205
	Minimizing machine repair costs	48,000,000	48,000,000	48,000,000	48,000,000	48,000,000
KUB members (4 crew members)	Increased income from group savings	16,000,000	19,600,000	24,800,000	26,800,000	28,800,000
	Increased income from the use of new machines	13,500,000	14,175,000	14,883,750	15,627,938	16,409,334
Community	Increased income from the use of new machines	18,000,000	18,900,000	19,845,000	20,837,250	21,879,113
	Social Assistance to people in need	525,000	875,000	1,225,000	1,575,000	1,925,000

Table 6. Monetization Results in 5 Years
Source: Author's Data Processing, 2024

money by 30% in the 2nd year, CV development in the 3rd year, and Indonesian economic growth until the 5th year. So the outcome of increasing income for KUB (skipper) members in the 2nd year is IDR 19,600,000, in the 3rd year IDR 24,800,000, in the 4th year IDR 26,800,000, and in the 5th year IDR 28,800,000. In the second year, the outcome value of increasing income from using the new machine increases from the potential for making arad nets. So the outcome values that appear in years 2 to 5 are IDR 145,581,000, IDR 152,860,050, IDR 160,503,053, and IDR 168,528,205. This increase is also influenced by predictions of Indonesia's economic growth which will have an influence on the selling price of fish.

Meanwhile, the value of the increase in income from group savings felt by KUB crew members increased to IDR 19,600,000 in the 2nd year, IDR 24,800,000 in the 3rd year, IDR 26,800,000 in the 4th year, and IDR 28,800,000 in 5th. Meanwhile, the outcome from using the new machine increased to IDR 14,175,000 in the 2nd year, IDR 14,883,750 in the 3rd year, IDR 15,627,938 in the 4th year, and IDR 16,409,334 in the 5th year. The impact value felt by KUB crew members has increased in line with predicted economic growth which affects the selling price of fish.

Furthermore, the impact felt by the community from the use of new machines also continues to increase every year by 5% according to predictions of Indonesia's economic growth. The impact value that appears in the 2nd year is IDR 18,900,000, in the 3rd year IDR 19,845,000, in the 4th year IDR 20,837,250, and in the 5th year IDR 21,879,113. The outcome of social assistance to the community continues to increase by 2 children per year. The resulting outcome is IDR 875,000 in the 2nd year, IDR 1,225,000 in the 3rd year, IDR 1,575,000 in the 4th year, and IDR 1,925,000 in the 5th year.

After the outcome and impact values are calculated, a sensitivity analysis is carried out. This analysis is carried out by taking into account foreign variables that might influence changes. The identified extraneous variables reduce the value of the impact that appears. The following is the calculation of the reduction in impact value.

Table 7 indicates the presence of external variables that diminish the observed impact value, including deadweight. Deadweight functions as an impact-reducing variable, signifying that a portion of the measured impact would have occurred even in the absence of intervention. A deadweight of 25% reduces the projected outcomes over the next five years. According to Hariadi's (2023) research, a deadweight percentage of 25% applies to impact categories where a small portion of the effect would persist independently of the program or activity.

In the case of KUB Mina Sahabat, the distribution of group savings and THR (holiday allowance) funds has only been possible due to assistance from Rumah Zakat. However, even without this intervention, a similar impact—albeit at a reduced scale—would likely still be experienced by KUB group members.

Description	1st Year	2nd Year	3rd Year	4th Year	5th Year
Total Input	164,350,000				
Total Outcome	251,245,000	281,431,000	305,013,800	320,243,240	335,941,652
Deadweight	25%	25%	25%	25%	25%
	188,433,750	211,073,250	228,760,350	240,182,430	251,956,239
Displacement	0%	0%	0%	0%	0%
	188,433,750	211,073,250	228,760,350	240,182,430	251,956,239
Attribution	0%	0%	0%	0%	0%
	188,433,750	211,073,250	228,760,350	240,182,430	251,956,239
Drop Off	0%	0%	25%	25%	25%
	188,433,750	211,073,250	171,570,263	180,136,823	188,967,179
Total Outcome Per Year After Discount	188,433,750	211,073,250	171,570,263	180,136,823	188,967,179
Present value of each year	188,433,750	211,073,250	171,570,263	180,136,823	188,967,179
Total Present Value (PV)					**940,181,264**
SROI					**6**

Table 7. Advanced SROI Calculation
Source: Author's Data Processing, 2024

Another variable that attenuates outcomes is *drop-off*, which refers to the diminishing benefit value over time. A drop-off rate of 25% by the third year reduces the observable outcomes. This decline is attributed to the anticipated deterioration or reduced functional efficacy of the distributed fishing facilities. In the first year, fishermen may mitigate such damage, as the machinery remains in optimal condition.

Next, the calculation of Social Return on Investment (SROI) is carried out using the following formula:

$$\text{SROI} = \frac{\text{Net Present Value of Benefits}}{\text{Net Present Value of Investment}}$$

The input value provided by Rumah Zakat is IDR 164,350,000 for assistance with KUB Mina Sahabat fishing facilities. The total present value is IDR 940,181,264. So the SROI value of the KUB Mina Sahabat fishing facilities program in the first year is:

$$\text{SROI} = \frac{\text{Rp 940.181.264}}{\text{Rp164.350.000}} = 6$$

Next, the payback period is calculated. This calculation is used to see the time needed for the investment to pay off. The formula used is as follows:

$$\textit{Payback Period in Month} = \frac{Investment}{Annual\ impact/12}$$

So the Payback Period in Month value of the KUB Mina Sahabat fishing facilities assistance program in the first year is:

$$\textit{Payback Period in Month} = \frac{Rp\ 164.350.000}{Rp188.433.750/12} = 10$$

The SROI forecast calculation produces a ratio of 1:6. This means that every IDR 1 invested in the KUB Mina Sahabat fishing facilities assistance program will produce a social return on investment of IDR 6. From the results of this calculation, it means that the program implemented has succeeded in providing benefits to stakeholders in excess of the value that has been invested because it has an SROI ratio > 1. In addition, the program will produce an impact worth the investment provided over a period of 10 months.

Discussion

The success of the fishing facilities assistance program to KUB Mina Sahabat in Tegalkamulyan Village, South Cilacap, can have a positive impact on the welfare of fishermen. The Social Return on Investment (SROI) ratio of 1:6 shows that every IDR 1 invested produces social benefits of IDR 6. These results not only reflect the effectiveness of the program in creating social value that exceeds the initial investment, but also demonstrate the long-term potential to improve the quality of life of coastal communities that depend on the fisheries sector. Before this program existed, fishermen at KUB Mina Sahabat faced various obstacles, such as limited fishing equipment, high machine maintenance costs, and income that did not include fluctuating catches. Assistance in the form of ship engines, generators and halogen lamps has changed the economic dynamics of this group. With more efficient machines, fishermen are able to increase their fishing frequency and catch, which has direct implications for income.

Based on research findings, the KUB Mina Sahabat fishermen group experienced a significant increase in income due to more optimal operational times and minimized machine maintenance costs. Likewise, ship crew members also get economic benefits through a greater share of the catch, so that fishermen's households can have their living needs met. In line with research findings Hossain et al., (2023) that fishing households utilize assets and opportunities to build livelihood strategies. These findings are a manifestation that this program shows how the management of zakat, infaq and alms funds can provide a sustainable social impact. KUB Mina Sahabat can also have savings. The use of savings is not only beneficial for KUB members, but also allows the distribution of social assistance to the surrounding community, including providing compensation to orphans. This social solidarity creates a sense of collective ownership of the program, which ultimately strengthens social ties within the community.

This program also has a significant impact on the social dimension. With group savings, KUB members can allocate part of their catch to help the local community. Providing compensation to orphans, for example, is a real form of social contribution that strengthens solidarity in coastal communities. This creates a more inclusive social ecosystem, where the benefits of the program are felt not only by group members but also by the wider community. Apart from

that, strengthening the role of KUB as a local institution is also an important achievement. As an aid manager, KUB Mina Sahabat has demonstrated the ability to manage funds in a transparent and social impact-oriented manner. This success provides a management model that can be replicated in other communities to maximize the use of zakat, infaq and alms funds in community empowerment efforts.

The SROI value results show that the fishing gear assistance program is considered successful in providing an impact on stakeholders. Factors that support the success of this program include the availability of appropriate fishing gear and management of fishermen's institutions, as well as active participation of fishermen in the management and utilization of assistance. The fishing gear assistance provided is considered to be in accordance with the needs of fishermen. This has an impact on the more optimal use of time and resources for fishing, so that fishermen's income also increases. The administrators and members of KUB Mina Sahabat have the ability and interest in managing and maintaining infrastructure collectively for the common good. Assistance also not only improves the welfare of fishermen but also provides benefits to the surrounding community, such as in the form of group savings or social assistance.

To increase the impact of the program, catch processing training is a very important strategic step. Most fishermen in this area only sell fresh fish directly to collectors, without going through a processing process that can increase the selling value. Processing methods such as himono (fish drying) or simple canning can be a solution to extend the shelf life of fish, open access to a wider market, and increase fishermen's income. Apart from that, improving skills in modern fishing also needs to be considered. Although traditional methods have their own advantages, the introduction of appropriate technology, such as the use of more efficient and environmentally friendly fishing gear, can increase catches and reduce the risk of overfishing.

Despite the positive results, this research notes that there are several challenges in sustaining the program's impact. A deadweight of 25% indicates that some social impacts may still occur even without intervention. Apart from that, the drop-off value or decrease in benefits over time is also a concern, especially because the fishing gear provided will experience a decline in function due to use and age. In the long term, sustainable impact requires routine maintenance, technical support, and good management skills from group members. In line with research results Chen et al., (2024) that efforts to increase fishing efficiency and infrastructure must be carried out in various sectors.

Conclusion

Based on the results of the estimated social impact value calculated using the Social Return on Investment (SROI) forecast analysis method, the fishing equipment distribution program for KUB Mina Sahabat, located in Tegalkamulyan Village, South Cilacap District, Cilacap Regency, Central Java, demonstrates a positive outcome. The analysis indicates an impact value of 1:6, suggesting that for every unit of investment made, six units of social and economic benefit are generated. This result provides empirical evidence that the distribution of fishing equipment to KUB Mina Sahabat has contributed positively to the socio-economic conditions of the stakeholders involved, with benefits significantly exceeding the initial investment.

This study makes a valuable contribution to the academic discourse on the evaluation of social impact, particularly in the context of Islamic philanthropy programs. By employing the SROI approach, the research offers a quantitative framework that accounts not only for tangible financial returns but also for the intangible aspects of social impact, such as lived experiences and stakeholder perceptions. These dimensions, while often challenging to measure through conventional metrics, are integral to understanding the broader implications of philanthropic interventions.

The findings also advance theoretical understandings of the effectiveness of zakat, infaq, and alms as instruments for community-based economic empowerment. The evidence presented in this study challenges the conventional view of Islamic philanthropy as purely consumptive. Instead, it demonstrates that such programs can generate measurable economic outcomes, thereby reinforcing the role of zakat, infaq, and alms as tools for sustainable development. The effectiveness of distributing fishing equipment to KUB Mina Sahabat, as measured through SROI,

serves as a practical illustration of how Islamic philanthropic resources can be strategically utilized to promote economic resilience within communities.

Furthermore, the study offers practical implications for zakat institutions and social organizations by highlighting the importance of evaluating the social impact of funded programs. Through the application of SROI, philanthropic organizations can ensure that each rupiah distributed yields optimal benefit for the intended recipients. This approach not only enhances program effectiveness but also strengthens donor accountability and supports the formulation of data-driven strategies for fund allocation. In doing so, the long-term sustainability of social benefits can be ensured, paving the way for more impactful and responsible philanthropic practices.

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