

AGRI INSANI FOUNDATION

IEA EVALUATION

REPORT

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List of Acronyms

AIF	Agri Insani Foundation
GDP	Gross Domestic Product
IEA	Impact Evaluation Analytics
IPB	Institut Pertanian Bogor (Bogor Agricultural University)
KKN	Kuliah Kerja Nyata (Student community service program)
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
OVI	Objectively Verifiable Indicator
RBM	Results-Based Management
R&D	Research and Development
ToT	Trajectory of Trust
UBC	University of British Columbia

Definitions (Bahasa & English)

“Waqf” (وقف): an Arabic word that means "to stop," "hold," or "preserve." In Islamic context, it refers to a charitable endowment — usually land, buildings, or other assets — donated permanently for religious or public welfare purposes, and the asset itself cannot be sold or inherited. In simple terms: A waqf is like donating a property for a good cause forever, and any benefit from it (like rent or crops) goes to support things like mosques, schools, hospitals, or helping the poor.

“Zakat”: meaning “obligatory almsgiving,” is one of the Five Pillars of Islam. Practicing Muslims are required to donate 2.5% of their qualifying wealth annually. This charity supports people in need and must meet specific Islamic criteria. It can be given in cash or in-kind, and in agricultural settings, may be used to help poor farmers, pay wages, or provide food assistance.

“Infak”: meaning “voluntary charity,” is an act of giving for any good cause, without obligation or fixed percentage. Unlike zakat, infak can be given freely in any amount, at any time, to meet everyday needs such as seeds, tools, labor, or transportation. It plays a complementary role to zakat by offering more flexibility in charitable support.

“Desa Urug”: “Desa” means “village,” So “Desa Urug” simply means “Urug Village” — it's a rural area in Sukajaya sub-district, part of Bogor Regency in West Java. Desa Urug is one of AIF's Agricultural Waqf project sites. It follows the same naming convention as **Desa Ciluar** and **Desa Cibeber**, which are also AIF project sites mentioned in the report.

“Pahala” refers to: Spiritual reward or merit granted by God for doing good deeds in this life, which continues to benefit the soul — especially in the afterlife. When a Muslim performs a charitable or righteous act, they earn *pahala*.

“Eid al-Fitr”: meaning “Festival of Breaking the Fast,” is one of the two major Islamic holidays (the other being Eid al-Adha). It marks the end of Ramadan, the Islamic holy month of fasting.

“Eid al-Adha”: sacrifice season, A major Islamic holiday that commemorates Prophet Ibrahim's willingness to sacrifice his son as an act of obedience to God.

“Qurban”: a religious sacrifice in Islam, usually done during the festival called Eid al-Adha. When Pak Hana, Pak Komar, and Pak Konik mention that AIF donates goats during the sacrifice season, they mean during Eid al-Adha. Muslims who can afford it will buy an animal—like a goat, sheep, or cow—and have it slaughtered to honor Prophet Ibrahim's willingness to sacrifice his son for God. The meat is then shared: some for the family, some for friends, and some for people in need.

Some acts — especially “ongoing charity” (*sadaqah jariyah*) — bring continuous *pahala*, even after death.

Examples of *sadaqah jariyah* include:

- Donating land or a well
- Planting a tree that feeds others
- Funding a school or mosque

In terms of project, when someone *waqf*-s (donates) their land, and it’s continuously used to grow food and help others, they are believed to receive *pahala* for as long as that land is used — even after they pass away. This belief is a strong spiritual motivation for donors in AIF’s model.

“**Tengkulak**” refers to: traditional agricultural middlemen in Indonesia who act as intermediaries between farmers and the market. They typically purchase crops directly from farmers—often at the farm gate—and then resell them at local markets or to larger distributors. While tengkulak provide quick cash and convenience (especially in rural areas with limited access to formal markets), they are often criticized for offering low prices and creating dependency, as many farmers lack alternatives. In some cases, tengkulak also lend money or provide inputs to farmers in advance, which can lead to debt cycles or informal obligations.

“**Pesantren Gontor**” refers to: a well-known Islamic boarding school (pesantren) in Indonesia, officially called Pondok Modern Darussalam Gontor, located in Ponorogo, East Java. It is famous not only for its religious education but also for its self-sustaining model. When Ibu Titiek says the Pesantren Gontor model is the end goal, she means the foundation hopes to:

1. Build a self-sustaining boarding school
2. Use revenue from tourism or agricultural activities to fund its operations
3. Empower the local community through education and economic participation

“**Tridharma**” refers to Indonesia’s Three Duties of Higher Education. Universities, such as IPB University, follow these duties by their own principles and methods, and incorporate these pillars into their own operations and activities. These three duties are:

1. Education: Contributing to offering learning environments to students
2. Research: Contributing to new knowledge generation
3. Community Service: Contributing to society’s welfare

Executive Summary

Evaluation Purpose

The purpose of this qualitative evaluation is to evaluate the impact of AIF's Agricultural Waqf project on farmer empowerment, long-term agricultural sustainability, and productivity. This evaluation was completed in May 2025 over three weeks by undergraduate students from The University of British Columbia, Canada and IPB University, Indonesia, under the guidance of Professor Sean Holowaychuk and Professor Christopher Bennett.

This evaluation analyzes three interconnected, key issue areas emerging from interview data:

1. **Communication** (mechanisms and channels of internal and external communication)
2. **Partnerships** (capacity for partnerships, reliance on institutional support)
3. **Sustainability** (long-term plans for projected sustainability and success)

Project Background

The AIF Agricultural Waqf project is situated in Bogor, West Java, Indonesia, where rural development relies heavily on the economic sustenance provided by the agricultural sector. 25% of national vegetable output is produced in West Java, yet challenges hinder sector growth for rural development, such as insufficient access to subsidized fertilizers, technical training support, and access to crops beyond cassava. Though common, cassava farming does not provide high income returns. Moreover, loss of fertile farmland due to urbanization is a key issue threatening farmers' livelihoods. This conversion of farmland further poses limitations to youth entering the sector and inheriting land.

AIF has developed a productive *waqf* model to empower farmers, address land loss from urbanization, and low youth engagement in agriculture. *Waqf* is an Islamic charitable endowment of land, usually used for graveyards or religious purposes. AIF uses the *waqf* model as a mechanism to protect agricultural land from urbanization, and for productive agricultural use, such as hiring farmers, planting diverse high-yielding crops, distributing free seedlings, and empowering farmer and community welfare.

Evaluation Design and Methodology

The evaluation focused on understanding the operational outcomes and potential scalability of AIF's seedling distribution and agricultural *waqf* sites at Desa Urug and Desa Ciluar in Bogor Regency, Indonesia. Evaluation methods involved:

- Literature review process of a previous evaluation report and facility handouts
- Stakeholder mapping exercises to understand project implementation dynamics

- 21 semi-structured in-person and online interviews with 15 stakeholders, including AIF farmers, managers, donors, and neighbouring villagers
- Direct site observations of AIF's waqf sites and a boarding school tissue culture lab

The evaluation's methodology was guided by core inquiries, including questions such as:

- What factors influence farmer participation and retention in AIF's Agricultural Waqf program?
- How do site-level differences (e.g., proximity to management, local leadership, infrastructure) affect program delivery and youth engagement?
- What lessons can be drawn from other successful models (e.g., boarding school seedling labs) that may benefit the AIF initiative?
- What are the perceived barriers and enablers to scaling up AIF's agricultural impact?

Risks and Assumptions

Evaluating AIF's program success requires understanding several critical assumptions made by the project, including the assumptions of:

- Effective communication and shared vision among AIF stakeholders,
- Adequate internal monitoring and feedback systems,
- Youth availability and motivation to engage in agriculture,
- Institutional willingness and capacity to partner, and
- Continued stakeholder support and farmer engagement.

Limitations and Challenges

The evaluation encountered some limitations and challenges, including:

- **Time Constraints:** The evaluation spanned only three weeks, limiting long-term impact tracking or quantitative outcome validation.
- **Inherent Personal Biases and Translation Inaccuracies:** Since the Monitoring and Evaluation (M&E) team is primarily based in Canada, inherent personal biases and knowledge limitations may have skewed understanding of translated responses from stakeholders and therefore impacted the analysis conducted by the team.
- **Lack of Counterpart Perspectives:** The absence of counterpart stakeholders—such as local government officials or community-based collaborators—limited the evaluation's ability to assess whether AIF's efforts are coordinated, scalable, or at risk of redundancy and inefficiency.
- **Key Stakeholders Unavailable:** Several high-relevance individuals either declined or were unavailable for interviews, limiting the evaluation's understanding of internal program strategy, financial decision-making, and oversight mechanisms from leadership.

Project Overview

An overview of the project and development of a logical framework required conducting a needs assessment, then developing an ultimate outcome to meet the needs assessment. Finally, the evaluation team determined the project inputs and outputs, immediate outcomes, and intermediate outcomes required to achieve the ultimate outcome.

Needs Assessment

A needs assessment was conducted to understand the market failure and necessity for project intervention, and found that AIF managers identified two needs for an intervention:

- 1) Farmers prefer growing low-yielding crops (cassava) due to yield stability, low fertilizer/pesticide requirements, and low labour demand. However, the oversaturation of cassava markets limits farmers' bargaining power for higher profits, resulting in low and unstable income, thereby harming overall welfare.
- 2) A lack of essential resources (education, seeds, and land) to support farmers in growing high-yielding and diverse crops. Crops with higher yield potential tend to have expensive seeds. With limited financial capital to access and maintain high-yielding seeds, farmers are unable to shift from cassava to high-yielding crops.

Ultimate Outcome of Project Intervention

An ultimate outcome indicates the changes in welfare resulting from a project intervention. AIF's Agricultural Waqf program aims to increase farmer and community welfare in the 3 AIF waqf sites through increased income, greater agricultural knowledge, and youth engagement, thereby ultimately positively impacting long-term social and economic sustainability in rural areas.

Inputs and Outputs of Project Intervention

To develop a project intervention that could logically achieve the ultimate outcome, AIF required project inputs and outputs, such as:

Inputs	Outputs
Money or land donations	Free and accessible <i>waqf</i> farmland
High quality seedlings	Improved crop varieties for community use
Agricultural supporting materials (fertilizer, pesticide, tools) to <i>waqf</i> sites	
Support staff for AIF and field training	Context-specific agricultural training sessions

Exhibit A. Inputs and Outputs of Project Intervention

Immediate Outcomes of Project Intervention

The immediate outcome – a change in capacity linked to project outputs – is to increase farmers' access to free seedlings, enhancing agricultural knowledge, and improving farmers' physical health. For instance, having at least 3 new crop varieties being tested or adopted by farmers within 1 year.

Intermediate Outcomes of Project Intervention

The intermediate outcome – a change in key stakeholders' behaviour by the end of the project – is for farmers to have an increased tendency to cultivate and carefully manage their own farmland. For instance, having over 50% of trained farmers applying one improved production practice, such as composting, within 6 months of training.

Findings

Communication

Findings from interview data led to 7 findings, sorted as external or internal communication.

- **External: Poor Seedling Performance and Oversupply:**
 - Certain seedlings with poor growth and agroclimatic suitability have been oversupplied due to lack of AIF's consultation with farmers prior to seedling orders.
- **External: Unawareness of Seedlings Availability:**
 - Local farmers and villagers are largely unaware of AIF's free seedling and agricultural waqf initiatives.
- **External: Lack of Regulations and Monitoring Systems:**
 - Lack of process record-keeping poses difficulties in tracking seedling performance and planning goals.
- **Internal: Misalignment of Internal Goals:**
 - Desa Urug managers encourage farming a single type of high-yielding crop for ease and efficiency of farm management, while AIF managers push for crop diversity.
- **Internal: Power Dynamics:**
 - Minimal channels of communication exist for farmers to provide feedback and request specific support from AIF.
- **Internal: Lack of Feedback Channels from Donors:**
 - Similarly, no formal feedback channels exist between AIF and donors.
- **Internal: Limited Man Power:**
 - All key AIF members work voluntarily, while working a full- or part-time job outside of AIF, thereby reducing time and capacity for internal coordination.

Partnerships

6 findings revolved around AIF's capacity and opportunities for partnerships.

- **Value of Independence as an Organization:**
 - AIF maintains self-sufficiency by declining donations of large cash sums or land donations that are far from existing *waqf* project sites.
- **History of Student Volunteership in Desa Urug:**
 - IPB students have volunteered with local rice farmers previously, which was well received by local farmers and villagers.
- **Heterogeneity Across Youth Interest in Agriculture:**
 - Youth pursuing agricultural education tend to be more interested in pursuing related work, while local youth require immediate, promising sources of income and tend to pursue other employment.
- **Enthusiasm from Farmers for Future Youth Collaboration:**
 - Farmers expressed the potential for youth to support AIF's Agricultural Waqf program and cited previous student volunteership as a pathway for further collaboration.
- **Desire from Farmers for IPB Institutional Support:**
 - Farmers noted financial constraints within AIF, therefore expressing a desire for education and resources (guidebooks, fertilizers) from IPB.
- **Mismanagement of Past IPB Donations:**
 - In the past, a donation from IPB was mismanaged by AIF's Desa Urug site, resulting in no more formal support from IPB since the incident.

Sustainability

6 findings emerged from interviews, relating to AIF's plans for projected sustainability.

- **Limited Farmer Initiative Due to Perceived Land Ownership:**
 - Unclear contracts and limited decision-making participation causes farmers to be perceived as temporary labourers than stewards of the land.
- **Limited Farmer Autonomy Undermines Resilience:**
 - Centralized crop planning and input sourcing limit farmers' ability to adapt to local conditions, stifling innovation and local problem-solving—both essential for resilience in sustainable agriculture.
- **Dependency on External Support Limits Local Resilience:**
 - AIF relies heavily on external faith-based funding for project sustainability.
- **Low Youth Participation Weakens Long-Term Viability:**
 - No strategies exist within AIF to recruit youth into the program, with AIF managers citing minimal participation of local youth in agriculture.
- **Monitoring Gaps Impacting Sustainability:**

- The lack of structured monitoring systems continues to hinder the program's ability to measure and communicate progress. The project documentation is often incomplete or unavailable, making it difficult to demonstrate success, replicate effective strategies, or adaptively manage for long-term sustainability.
- **Limited Soil Health Investment**
 - Current operations lack soil health maintenance practices, such as composting or organic fertilizers, which endangers long-term land productivity.

Conclusions

Conclusions were drawn by linking multiple findings and adding context towards a recommendation.

Communication

Resource Limitations Impede Communication and Project Effectiveness:

- Resource limitations — such as insufficient manpower, excessive workloads per person, and financial constraints — lead to project ineffectiveness and lack of communication — such as unsuccessful spreading of free seedling information, and ordering oversupply of seedlings that are not in demand or suitable with farmers' needs.
- Some limitations are inherent in AIF's faith-based model, since donation amounts fluctuate seasonally with religious festivals, like Eid-UI-Fitr, thereby impeding the ability to hire more workers and long-term financial planning.

Hierarchical Culture and Religious Norms Shape Communication:

- AIF's top-down communication approach limits farmers' opportunities to fully understand operational decisions and voice concerns. Such hesitation to speak up may be associated with Islamic mannerisms, where conflict is generally avoided and resolved privately.
- This culture of obedience has led to professional weaknesses, such as unclear foundation goals and unidirectional communications.

Partnerships

Education Encourages Youth Involvement in Agriculture:

- A local boarding school highlighted how early engagement of youth in agriculture prompted their students to pursue modern agricultural jobs, highlighting a shift in youth's perceptions of farming. AIF is open to collaborations, given that the party aligns with AIF's goals, and acknowledges that shifting field methods may be necessary for recruiting and retaining youth in the *waqf* sites. Literature further validates that agricultural education and on-site training/internships allow youth to advance their careers while contributing to food security and positive community welfare.

Barriers to Youth Pursuing Careers in Agriculture:

- Barriers include a perceived instability of income and career growth, a lack of education on sustainable agricultural development, lack of opportunities for hands-on field work, and lack of access to independent farming opportunities, such as land or economic capital. Given Indonesia's high youth population and agricultural economic opportunities, cultural shifts are necessary to sustain Indonesian agriculture, such as AIF's Agricultural Waqf project.

Potential of AIF-IPB Volunteering Partnership:

- Since all IPB students must volunteer with a village community for 40 days, and Desa Urug has been an eligible village, there is potential for a long-term, mutually beneficial partnership to be established. Both institution's goals align in rural empowerment. This volunteerism can alleviate AIF's human and educational resource constraints while providing field experience to students.

Weakened Trust Between IPB's Institutional Donations and Desa Urug:

- Past mismanagement of IPB's donation to AIF poses a risk to future AIF partnerships, as it poorly represents AIF's donor relations management mechanisms. Open, honest, and constructive conversation is required if IPB and AIF look to build trust and partner again.

Sustainability**Limited Land Ownership Clarity and Lack of Farmer Autonomy Hinder Long-Term Sustainability:**

- Without empowering and enabling farmers to act as co-managers, AIF risks falling into a cycle of externally-driven cultivation that requires constant oversight.

While Islamic Giving Models Provide a Steady Funding Base, the Lack of Local Ownership, Youth Engagement, and Institutional Planning Weakens Long-Term Sustainability:

- Long-term project resilience is hindered by a dependence on external support/funding and limited youth participation. While *zakat* is obligatory charity and a relatively stable financial base, *waqf* and *infak* are not mandatory. Limited transparency in organizational planning further constrains understanding of leadership succession.

Weak Monitoring Systems and Insufficient Soil Health Practices Undermine Sustainable Outcomes and Adaptive Capacity:

- Long-term project sustainability is compromised by the lack of monitoring systems and insufficient investment in soil health. Farmers lack access to crucial soil-building

practices. Strengthening MEL systems and soil health is imperative to building donor trust and long-term program viability.

Recommendations

Recommendations were developed by combining multiple findings, conclusions, and research.

Communication

Building Safe and Effective Feedback Systems:

- AIF should address the current lack of stakeholder feedback through a monthly collection of anonymous feedback and opinions from field staff, farmers, and donors through a third party. Through in-person, one-on-one interviews, the third party can collect non-identifiable, constructive information to deliver to AIF's decision making operations.

Ensuring Equal Access to Information:

- Given that most potential beneficiaries are unaware of AIF's free seedling distribution, but are aware of AIF's religious educational work, AIF should leverage the existing network to promote agricultural opportunities. During religious events, staff can announce opportunities directly to attendees, place posters in market areas, and use motorbike loudspeakers.

Improving Communication Consistency:

- Given the misalignment in internal goals and lack of open communication, AIF should meet at least monthly to review monthly stakeholder feedback, construct action plans, and discuss future goals. These meetings can reduce conflicting initiatives and ensure efficient usage of resources through organizational adaptability.

Partnerships

Establishing an AIF-IPB Partnership for KKN:

- Since AIF currently lacks initiatives for youth participation in the program and shares goals with IPB, AIF should work towards a partnership with IPB, and/or other institutions, to create recurring volunteership opportunities for students. This volunteership satisfies student volunteering requirements under KKN, while providing both sides with benefits such as increased social media presence/marketing skills, experimental and experiential learning or agricultural practices, intergenerational knowledge exchange, and guidebook resource creation.

Sustainability

Strengthening Co-Ownership Models and Decentralize Decision-Making:

- Given that farmers express greater willingness to farm when given more say in daily management, AIF should establish clear, long-term land-use agreements of 5-10 years with farmers. Additionally, introducing a co-management framework where farmers share decision-making authority over crop planning, pest management, and resource allocation can further strengthen productivity.

Diversifying Funding Streams and Creating Youth Engagement Pathways:

- Since *zakat*, *infak*, and *waqf* do not offer enough financial stability to ensure program sustainability, AIF should complement faith-based funding with income-generating activities, cooperative marketing, and targeted local youth apprenticeship programs. This can include establishing farmer co-ops to market high-value crops, pursuing government grants, and opening mentorship opportunities for local youth to engage in modern farming techniques.

Establishing a Site-Level MEL Framework Centered on Soil Health Monitoring:

- AIF should address current gaps in monitoring and soil health investment by developing a site-level MEL framework to integrate baseline data, regular impact tracking, and adaptive management, including soil health improvement as a metric.

Impact Analysis

An impact analysis was completed to understand the interconnected impact of AIF's Agricultural Waqf project across 6 relevant forms of capital assets. Impact links project outputs with long-term sustainability, reflecting how intended or unintended effects may impact a community's well-being through these 6 assets.

Form of Capital Asset + Overall Impact	Observed Impacts
Financial Capital Impact on financial capital is constrained by structural weaknesses in its funding model and limited crop productivity that disincentivize farmer investment. Economic benefit is primarily through subsistence farming which remains underutilized due to limited farmer participation. Ultimately, the financial system remains unstable and unreliable.	Funding Model and Sustainability Gaps Impact: Negative Farmer Income and Subsistence Benefits Impact: Mixed Crop Yield and Input Limitations Impact: Negative
Social Capital	Land Tenure Insecurity and Contract Management Impact: Negative

The project's influence on social capital has a strong foundation of trust built through cultural and religious connections in AIF; however, insufficient communication between stakeholders, lack of transparency, and decision-making processes hinder farmer participation and weaken the project's social capital.	Power Dynamics and Top-Down Decision-Making Impact: Negative Trajectory of Trust Built Through Religious and Cultural Connection Impact: Positive Communication Gaps and Uneven Awareness Impact: Negative
Human Capital Human capital reflects the development of individual skills, knowledge, and confidence through hands-on participation. AIF holds strong potential to build human capital through farmer empowerment, knowledge, and strengthening skills in agriculture; however, is limited by inconsistent engagement, lack of incentives, unpaid management, and the absence of structured training programs. While some farmers demonstrate improved independence when contracts are active, halted agreements and reduced participation have caused these gains to diminish over time, leaving skills underutilized.	Farmer Motivation and Incentive Structures Impact: Negative Unpaid Management and Limited Support Capacity Impact: Negative Training and Knowledge Transfer Gaps Impact: Negative Youth Engagement and Generational Knowledge Retention Impact: Negative
Physical Capital The project's impact on physical capital is limited by underproductive land conditions, lack of infrastructure, and overcrowded planting, which restrict agricultural output and scalability. The <i>waqf</i> site in Ciluar has seen improvements through the cultivation of high-yielding crops however, these gains are not replicated across all project areas due to resource gaps and inconsistent land management practices.	Land Productivity and Infrastructure Limitations Impact: Negative Overcrowding and Crop Management Challenges Impact: Negative
Environmental Capital	Soil and Land Protection Efforts Impact: Positive

The project has made progress in transforming unused land into productive agricultural fields; however, the lack of consistent on-site support prevents this land from reaching its full potential. While initiatives such as planting palm sugar trees and introducing high-yield crops have improved certain areas, inconsistent crop selection and limited distribution of resources have reduced the potential long-term environmental benefits.	Agricultural Land Transformation Impact: Mixed
<i>Institutional Capital</i> AIF's Agricultural Waqf project exhibits both strengths and gaps in institutional capacity. Though benefitting from cultural legitimacy and committed leadership, AIF's governance structure remains informal and inconsistently applied across sites. Decision-making often lacks transparency, participation, and accountability. Farmers are rarely included in contract discussions, planning processes, or performance reviews, leading to disengagement and weakened institutional credibility.	Project Governance and Strategic Alignment Impact: Negative

Exhibit B. Summary of Capital Assets and Observed Impacts

Project Sustainability

Building on Impact Analysis, the impacts were examined through the three pillars of sustainability to understand if project outcomes were likely to be lasting, scalable, and resilient.

Economic Sustainability

- Waqf certification of land creates a reliable space for AIF, and offering land and seedlings has potential to increase income and yields.
- However, economic benefits are currently constrained by a limited number of active farmers and contract freezes.
- Therefore, expanding participation is essential for strengthening the project's economic viability and extending welfare improvements to more potential beneficiaries.

Social Sustainability

- Community involvement in decision-making and land ownership can create a space for AIF to maintain project outcomes through a sense of responsibility and empowerment across stakeholders and beneficiaries.

- However, social benefits are currently constrained by internal and external communication issues with AIF.
- Therefore, improving governance and engagement processes is essential for sustaining community participation and commitment.

Environmental Sustainability

- Factors such as field staff capacity, soil health, and crop diversification create fertile ground for AIF to maintain available *waqf* land at optimal productivity.
- However, environmental sustainability is currently constrained by capacity in Desa Urug, due to one manager managing the site during contract freezes.
- Therefore, expanding capacity for farmer participation, prioritizing contract reactivation, acquiring and maintaining high-value seedlings are all essential to sustaining welfare improvements through environmental sustainability.

Future Evaluations

Due to limitations and challenges, some questions remain unanswered during this evaluation, and are encouraged to be addressed in future evaluations, including:

- What type of training formats best improve farmer capacity and knowledge retention?
- How can crop selection and environmental management be better adapted to local conditions?
- What strategies could successfully re-engage youth in agriculture?
- What is the most effective model for achieving financial sustainability in AIF's operations?

This evaluation also unveiled lessons learned by AIF throughout the course of project implementation, such as:

- Long-term land protection requires diversified and self-sustaining income models. While AIF initially aimed to resist urbanization through traditional farming use, they now are looking towards agro-tourism ventures.
- Offering free, high-yielding seedlings at project outset cannot solely attract farmer interest. To achieve sustained social buy-in, developing a clear, accountable distribution system with strong communication is required.
- Showcasing successful crops in demonstration areas can increase farmers' adoption of unfamiliar, high-yielding seedlings.
- Becoming more open to partnerships and collaborations to sustain program growth.

Finally, this evaluation has developed recommendations for future evaluations, based on the evaluation team's experiences. These recommendations include:

- Understanding that formal protocols alone do not establish trust within communities, as trust is often maintained through cultural understanding and shared values, and takes time to develop.
- Approaching the evaluation beyond technical indicators, with attention to certain social, spiritual, and religious dimensions.

Project Background and Context

Agriculture in Indonesia

The agricultural sector in Indonesia provides economic sustenance and employment for a large share of the population offering a promise for rural development. However, despite its crucial role, residents in West Java have identified several challenges that limit sector growth. Farmers have reported insufficient access to subsidized fertilizers and pesticides despite programs intended to support workers. Technical training opportunities are limited, and most knowledge transfer occurs informally between farmers. Knowledge gaps influence crop selection, with many choosing short-term, low-input crops such as cassava because they are familiar, reliable, and less risky to grow, even if they offer lower returns. This approach limits crop diversification and return on investments. Additionally, youth participation in agriculture across West Java is decreasing due to cultural shifts. Community members often view farming as financially unstable compared to urban or informal employment, contributing to a decline in generational knowledge transfer and threatening the long-term sustainability of the sector.

Agriculture and Farming in West Java

West Java is Indonesia's most important province for vegetable production, accounting for approximately 25% of the nation's output (Kashyap et al., 2023). West Java benefits from three dam reservoirs; Saguling, Cirata, and Jatiluhur on the Citarum River, which support irrigation systems that sustain high agricultural productivity in the northern lowlands of the province. Java Island is the most agriculturally productive region of Indonesia, accounting for approximately 60% of the nation's total rice production (USDA, 2012). This evaluation is focused on the land in Desa Urug, Ciluar and Cibeber, where farmers identified decreasing land availability as a growing issue. Some reported that farmland in their communities has been sold or converted for non-agricultural purposes, often linked to nearby urban growth. This trend has led to smaller, fragmented holdings, making farming less economically viable and reducing opportunities for new farmers, especially youth, to enter the sector. Farmers also expressed strong interest in cultivating high-value crops such as jackfruit, avocado, spinach, durian, and rice seedlings. However, the high cost of quality planting materials, inconsistent access to farming support, and poor communication among foundations offering seedlings are barriers to diversification.

The Role of Waqf in Agricultural Development

Waqf is an Islamic charitable endowment that provides a mechanism to protect agricultural land from urbanization and convert it to agricultural productive land while supporting local farmers and communities. In West Java, as of 2025, there are 1.6 hectares of *waqf*-certified land located on the lands of Desa Urug, Ciluar and Cibeber. Waqf-certified land ensures the

land is protected for its intended purpose. This provides strong protection against conversion to non-agricultural purposes but may result in underutilization if the original designation no longer meets community needs. However, it effectively protects farmland in areas at risk of urban expansion.

The Agri Insani Foundation (AIF) has created their Agricultural Waqf project by using a productive *waqf* model to address land loss, limited input access, and low youth engagement in agriculture. Donated land is made available free of charge to local farmers and seedlings are also offered to promote crop diversification.

Summary of Market Failures

Before AIF's intervention, farmers in the region faced a complex web of market failures that limited their productivity, income stability, and long-term agricultural sustainability. These failures provided the context and justification for the waqf land initiative.

One of the most pressing issues was limited access to essential inputs like fertilizers and pesticides. While Indonesia has a national subsidy program, many farmers were unaware of it or unable to navigate its requirements due to poor outreach and bureaucratic barriers. As Dr. Yeti Lis Purnamadewi's research shows, the program's misallocation, pricing inconsistencies, and unreliable distribution networks have excluded many smallholders—undermining its potential to empower rural farmers (Sembiring et al., 2020). For example, farmer Pak Uca has gone three years without a full harvest, partly due to these systemic access issues. Although the foundation later provided some support, this came after years of underproduction that had already constrained his options and confidence.

Beyond input access, financial constraints further shaped farmer behavior. In Desa Ciluar, farmers consistently chose low-cost, short-cycle crops like cassava over higher-value alternatives. This wasn't due to a lack of ambition, but a rational response to income volatility, capital scarcity, and uncertain returns. These same conditions limited their willingness to take on new techniques or seeds—especially when guidance and technical assistance were lacking.

Another critical market failure was labor succession. Both Pak Komar and Pak Ismatullah described how youth increasingly abandoned farming for informal work in cities or extractive industries. With agriculture perceived as outdated, low-status, and high-risk, few incentives existed for generational renewal. This deepened the vulnerability of the sector and threatened the long-term viability of land-based livelihoods.

Together, these failures—ineffective input systems, weak extension services, constrained financial access, and declining youth engagement—created a fragile rural economy. This is the context into which the waqf land program emerged, aiming to restore land stewardship, provide inputs, and diversify income opportunities for farming communities.

For additional context on how the intervention addresses challenges such as limited input access, low youth participation, and shrinking farmland, please refer to the logical framework in [Appendix B](#), which outlines the project's objectives, activities, and expected outcomes.

Summary of Project Intervention

Conceptual Integrity

AIF's intervention of the Agricultural Waqf aims to improve farmer and community welfare—through increased income, enhanced farming knowledge, and youth engagement—thereby contributing to long-term social and economic sustainability in rural areas. This objective guides a series of interconnected actions that reflect strong conceptual integrity across the intervention design. At its core, the project leverages *waqf* land to support sustainable agriculture. AIF acquires land through charitable donations and dedicates it to agricultural purposes, preventing its conversion for non-agricultural use. This conserved land serves as the foundation for further programming, including providing high-value seedlings to local farmers, promoting collective farming models, and offering technical guidance to improve productivity.

Each element of the project reinforces the next. Access to land enables stable cultivation, the seedlings help shift toward higher-value crops, and technical assistance supports farmers' capacity to adapt. Together, these interventions aim to generate improved yields and more stable livelihoods over time.

Although AIF currently lacks formal tracking systems such as donor records or seedling distribution logs, the conceptual integrity remains evident in how the interventions logically progress toward their intended impact. The project's outcomes—such as increased income, enhanced farming practices, and reduced land abandonment—can be linked to Objectively Verifiable Indicators (OVIs) such as yield increases, community participation, and observed farming retention. These indicators are reflected in community testimonies and field observations gathered through this MEL.

Relevance

The intervention is well-suited to the economic and social conditions of Bogor's peri-urban villages, where pressures from urbanization, aging farmers, and youth outmigration threaten the long-term sustainability of local agriculture. Based on the investigation team's fieldwork, the most urgent local challenges include weak market linkages, unpredictable input access, and limited youth interest in agriculture.

In Desa Ciluar, most farmers cultivate small plots of land that they own, although these holdings are often fragmented and limited in size. This structure influences decisions around crop selection—leading many to focus on short-term, low-input crops due to constraints in labor, capital, and market access. This pattern reflects a broader national trend: smallholder farmers across Indonesia face challenges from land fragmentation, which reduces

productivity and increases operational costs (Nugraha & Hirota, 2022). The AIF intervention does not aim to restructure land access but instead focuses on improving how land is used. For example, by distributing seedlings and offering planting direction from experts like IPB professor Pak Heru, the project seeks to enhance land productivity within the existing ownership structure.

Furthermore, the project's emphasis on improving farmer confidence and technical capacity aligns well with community needs. On-site demonstrations led by agricultural experts Pak Heru offer farmers practical knowledge on crop production methods, tailored to local conditions. While the intervention does not directly target youth, these activities contribute to improving the overall professionalism and visibility of farming as a livelihood. Addressing broader disinterest among younger generations—who often seek faster income through urban jobs or mining—remains a challenge, and may require more targeted engagement in future programming.

This alignment between community needs and the project's design demonstrates strong project relevance, as defined in the IEA framework. The intervention addresses persistent issues such as limited land size, inconsistent access to inputs, and low farmer confidence by offering practical, context-specific solutions. Though not explicitly designed for youth, the project's emphasis on experiential learning and crop improvement supports broader agricultural resilience. These efforts contribute to IEA indicators such as stakeholder engagement, contextual fit, and the trajectory of trust.

For more information on the underlying development theory supporting this intervention, see the Development Theory in [Appendix A](#).

Risks and Assumptions

The success of the AIF's Agricultural Waqf program is built on several critical assumptions, each of which carries potential risks that could affect project outcomes if not addressed.

1. Assumption of Effective Communication and Shared Vision

The program assumes smooth communication and shared goals among AIF staff, farmers, and stakeholders. In reality, communication gaps have been observed both externally and internally. For example, some farmers and villagers interviewed in Desa Urug were unaware of the availability of free banana seedlings, and decisions around seedling distribution were often made without consulting farmer preferences. Internally, misalignments among AIF staff were also evident—some staff advocated for crop diversity to support farmer resilience, while others promoted uniform crop cultivation for efficiency. These differing visions have caused confusion and inconsistent implementation across sites.

2. Assumption of Adequate Monitoring and Feedback Systems

It is also assumed that the project has systems in place to track seedling distribution, assess field performance, and incorporate feedback from stakeholders. In practice, however, there is limited monitoring. For example, AIF does not keep formal records of how many seedlings were received or used by each farmer. Some farmers reported that unused seedlings were stored for over a year or sent elsewhere. Additionally, one long-time donor, Pak Sudari, expressed that while he supports the project, he has no structured way to offer feedback. Without formal mechanisms for tracking, learning, and adjustment, the project risks repeating inefficiencies and missing opportunities for improvement.

3. Assumption of Youth Availability and Motivation to Engage in Agriculture

The project assumes that young people, particularly students from agricultural institutions like IPB, will remain interested and available to support the AIF's Agricultural Waqf program. However, motivations among youth differ significantly. While students from agricultural schools such as Pesantren Pertanian Darul Fallah may be inspired by academic innovation and sustainability goals, many local youth and their families prioritize quicker income sources like gold mining or ride-hailing work. Additionally, not all students may see agricultural volunteering as a viable path due to limited career incentives or unclear long-term benefits. Without targeted outreach, practical incentives, or career-linked pathways, youth involvement may decline, jeopardizing long-term human resource sustainability.

4. Assumption of Institutional Willingness and Capacity to Partner

AIF's future success depends in part on its ability to form and maintain partnerships with institutions like IPB. The project assumes that past relationships can be reactivated and scaled. However, past incidents—such as the mismanagement of IPB's donations in Desa Urug—have led to a lasting erosion of trust. While individual IPB instructors involved with AIF have expressed openness to collaboration, this has not yet translated into renewed institutional commitment. Without addressing historical grievances and clearly defining roles and responsibilities, future partnerships may stall or remain informal, limiting the foundation's access to technical support, youth volunteers, and knowledge-sharing opportunities.

5. Assumption of Continued Stakeholder Support

The intervention depends on sustained commitment from AIF leadership, local site managers, and external donors. However, power dynamics within the foundation may restrict open dialogue. Several farmers mentioned hesitating to share concerns or suggestions due to perceived hierarchies or fear of jeopardizing their relationship with AIF. This may limit innovation or early warning of on-the-ground issues. Moreover, if donors feel excluded from decision-making, long-term financial support may wane.

6. Assumption of Consistent Farmer Engagement

The intervention assumes that local farmers will remain consistently engaged in cultivating and managing the waqf plots. However, AIF currently relies on short-term working agreements, which may discourage long-term planning or emotional investment. It also assumes that farmers will develop a sense of ownership and shared responsibility over the land. Yet without secure tenure or longer-term contracts, their involvement may remain passive and heavily dependent on AIF's direct management. This could lead some participants to perceive their role as a temporary job rather than as part of a collaborative development initiative—ultimately reducing motivation to invest in soil health, infrastructure, or higher-value crops that require longer-term commitment.

IEA Methodology

Overview of Methodology

Over a three-week period, the evaluation team conducted a qualitative evaluation of the AIF Agricultural Waqf program, with a focus on their two main operational sites: Desa Ciluar and Desa Urug in West Java, Indonesia. The goal was to understand the implementation dynamics, operational outcomes, and potential scalability of AIF's seedling distribution. This evaluation involved direct site observations, stakeholder mapping, and semi-structured interviews with farmers, managers, and donors. The evaluation team also conducted a site visit to a boarding school tissue culture facility in Bogor. The visit provided comparative insights into youth training methods and seedling production models that could inform AIF's program development.

Literature Review Process

The evaluation team began by reviewing the AIF handout (see [Appendix F](#) for a copy), IEA project background materials through provided lectures and readings, and existing literature – including an MEL report conducted on this project in May 2024. This literature review formulated a foundation for the evaluators' understanding of the purpose and scope of *waqf*-based agricultural development and past evaluation approaches. Key insights from these materials guided the formation of interview questions and analysis framing for this evaluation.

Stakeholders Interview Process

The evaluation team conducted 15 in-person and online interviews across a range of stakeholders involved in AIF's Agricultural Waqf program. More specifically, interviewees included 5 AIF farmers (including both past and current seedling recipients), 5 program managers (e.g. Ibu Titiek, Pak Komar, Pak Ismatullah), 4 village residents, and 1 donor representative. These interviews were aimed at gathering insights on land access, seedling distribution, youth engagement, site-level governance, and training impacts. Interviews were conducted in Bahasa Indonesia with real-time interpretation provided by a dedicated translator accompanying the team. Stakeholders represented a range of perspectives:

- **Full-Time Farmer**
 - Pak Kadir – Cultivates *waqf* land at the Desa Ciluar site as his primary livelihood; shared practical farming challenges and support needs.
- **Part-Time Farmers & Beneficiaries**
 - Pak Uca and Pak Ahmad – Working part-time for AIF in Desa Ciluar and managing their own plots; discussed training access, youth involvement, and farming incentives.

- **Past AIF Farmers**
 - Pak Hana and Pak Konik – Former farmers at the Desa Urug site; expressed strong interest in returning, emphasized the importance of access to seedling and fertilizer packages, and shared frustrations with the halted contract system and lack of IPB engagement.
- **AIF Management Group**
 - Ibu Titiek – Secretary of AIF and Manager at Desa Ciluar site; oversees operations and farmer relations.
 - Pak Iman – AIF founder and mosque leader; explained the foundation’s mission and operational goals.
 - Pak Komar – Site manager of the Desa Urug site; supports AIF implementation and youth outreach at the village level.
- **Institutional Partner**
 - Pak Muhammed – Head of R&D at Pesantren Pertanian Darul Fallah, a local Islamic boarding school with a tissue culture lab; discussed technical collaboration with AIF (see [Appendix E](#) for lab process information).
- **Religious Leader**
 - Pak Ismatullah – Desa Urug’s religious head; offered views on *waqf* land’s spiritual role and local acceptance.
- **Donor**
 - Pak Sudari – IPB alumnus and donor of Desa Ciluar site; discussed motivations and long-term hopes for community benefit.
- **Desa Urug Village Residents**
 - Ibu Yati and Ibu Esih – Both were not familiar with AIF or AIF’s Agricultural Waqf program. They had not received seedlings and were unaware that AIF distributed free seedlings. They shared limited but valuable observations on general farming practices and expressed skepticism about youth involvement.
 - Pak Jaja – He expressed interest in learning how to process fertilizers, showing potential as a learner or participant if AIF provides practical support.

- Pak Midi – A part-time farmer living near Desa Urug who was unaware of the AIF program, likely due to geographic and administrative differences (his village is in Sukajaya, not Urug). Despite not receiving seedlings or information from AIF, he expressed strong interest in participating if the Agricultural Waqf program were offered in his village, indicating the potential demand for expansion and the need for improved outreach.

Guiding Research Questions

Our methodology was guided by the following core questions:

- What factors influence farmer participation and retention in AIF’s Agricultural Waqf program?
- How do site-level differences (e.g., proximity to management, local leadership, infrastructure) affect program delivery and youth engagement?
- What lessons can be drawn from other successful models (e.g., boarding school seedling labs) that may benefit the AIF initiative?
- What are the perceived barriers and enablers to scaling up AIF’s agricultural impact?

For more information on AIF stakeholder contacts and detailed interview questions, see the *AIF Impact Evaluation Analysis – Stakeholder List and Key Interview Inquiries* in [Appendix D](#).

Limitations and Challenges

- **Inherent Personal Biases:** As the entire Monitoring and Evaluation (M&E) team is based in Canada, there are inherent personal biases and limitations in understanding foreign perspectives. During translation, this may have skewed evaluators’ understanding of stakeholder responses, and therefore impacted the analysis conducted by the team. Moreover, data from interviewees may have been impacted by recall bias.
- **Access Limitations:** The evaluation team did not visit the third site (Desa Cibeber), and detailed information on its operations remains unclear.
- **Data Inconsistency:** Interview data and accuracy of interviewee responses varied in depth depending on interviewee availability and translation accuracy.

- **Time Constraints:** The evaluation spanned only three weeks, limiting long-term impact tracking or quantitative outcome validation.
- **Youth Data Gaps:** While youth engagement emerged as a critical theme, few young stakeholders were available for direct interviews, limiting the evaluation's perspective.
- **Lack of Counterpart Perspectives:** The absence of counterpart stakeholders—such as local government officials, extension agents, or community-based collaborators—limited the evaluation's ability to assess external alignment and ecosystem integration. This lack of external validation hinders the evaluation's understanding of whether AIF's efforts are coordinated, scalable, or at risk of redundancy and inefficiency.
- **Key Stakeholders Unavailable:** Several high-relevance individuals either declined or were unavailable for interviews, including Ibu Nuzul (AIF Sales & Marketing), Eris Duru (AIF Treasurer), and Pak Heru (Board of Trustees member and IPB Professor). Their absence limited the evaluation's understanding of internal program strategy, financial decision-making, and oversight mechanisms from leadership, which are crucial for evaluating organizational capacity and long-term sustainability.

Overview of the Project

Needs Assessment

1) The founders identified farmer's preference for low-yielding crops, which led to low profitability and unstable income among traditional farmers, and undermined their wellbeing.

Many traditional farmers prefer growing cassava over other crops due to its low fertilizers and pesticides requirements, low labor demand and stable yield. However, cassava farming has low financial return which is difficult for traditional farmers to sustain a stable livelihood. Raw cassava is sold at low market prices, and only during the harvest season which occurs only once a year. It is almost impossible for farmers who have limited bargaining power to negotiate for higher prices. The profit gain must then be shared with the land-owners, leading to insufficient and unstable incomes. The founders also noticed that the farmland lacks crop diversity due to the traditional practice of growing low-yielding crops. The roots of crops like cassavas and taros occupied a large area of soil, limiting the space available for cultivating other high yielding crops. Overall, traditional farmers who have a preference in growing low-yielding crops bear low and unstable income, which harms their overall welfare.

2) The founders identified the lack of essential resources, such as education, seedling and land, that could support farmers in growing high yielding crops.

Traditional farmers have limited access to agricultural education. Many farmers reported that they primarily learn how to farm through trial and observation. Without formal training or guidance, farmers lack knowledge and skills to correctly and efficiently grow crops, leading to crop failures. Additionally, farmers have limited financial resources to access high-yielding seedlings. The higher the yield potential of a crop, the more expensive its seeds tend to be. Farmers are therefore hard to shift from growing low-yielding varieties to the high yielding ones. The founders also noticed that some villagers are interested in farming, but have no access to farmland, restricting their ability to engage in farming activities.

Ultimate Outcome

The project's ultimate outcome of AIF is to foster positive changes in community welfare in Desa Ciluar, Urug, and Cibeber, through improvement in the agricultural sector.

Narrative Summary:

1.	Improve farmer and community welfare through increased income, enhanced farming knowledge, and youth engagement, contributing to long-term social and economic sustainability in rural areas.
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OVI:

1.	Increase in average household income by X% or X rupiah within one year of participating in AIF-supported agricultural activities.
2.	At least 75% of farmers engaged in AIF programs report enhanced farming knowledge and techniques within 6 months of completing training
3.	X number of local youth enroll in agriculture-related education or training within 2 years, with at least Y% reporting improved perception of agriculture as a viable livelihood and reduced interest in migrating to urban areas.

Inputs

In order to achieve the ultimate goals, AIF drew on a combination of resources mobilized to support the activities on their Agricultural Waqf project sites, including staffing, training materials, transportation, seedlings, and coordination with IPB University and local partners, as well as donations in the form of land and financial support.

Narrative Summary:

1.	Donations in the form of money and land.
2.	Cloned seedlings from the Islamic boarding school.
3.	Transportation for seedlings, staff and supporting materials (such as fertilizers, farming tools, and irrigation supplies) to <i>waqf</i> sites.
4.	Staff working with AIF, including farmers, field staff and the manager group.
5.	Occasional training for field staff and farmers.

OVI:

1A.	At least one land donation to AIF is recorded within a 12-month period.
1B.	AIF receives regular money donations that, within six months, are sufficient to cover 100% of its monthly operational expenses.
2.	Minimum X number of seedlings procured and distributed to farmers within the first quarter of implementation.
3.	Minimum X field staff and volunteers mobilized and trained in project facilitation within 2 months of project start.
4.	At least 2 coordination meetings held with IPB University and key partners per quarter,

	with meeting notes recorded.
5.	At least 3 agricultural training sessions conducted per site within the first 6 months, using approved materials and facilitators.

Outputs

The project outputs are the direct products, activities and services delivered to beneficiaries.

Narrative Summary:

1.	Delivery of context-specific agricultural training sessions.
2.	Provision of improved crop varieties to community members through waqf land initiatives
3.	Free and accessible farmland in Desa Ciluar and Desa Urug.

OVI:

1.	At least X training sessions on sustainable agriculture and crop diversification delivered within 6 months, tailored to local agroecological conditions.
2.	500+ improved seedlings (e.g., banana, guava) distributed to at least X farmers within the first year of implementation
3.	More than 80% of villagers in Desa Ciluar and Desa Urug are aware of the availability of free and accessible farmland within the first 6 months of program rollout.

Immediate Outcomes

The immediate outcomes refer to changes in capacity that are brought by, or closely linked to the project outputs. These outcomes often involve changes in knowledge, awareness, skills, abilities or access to resources. Such changes in capacity enable stakeholders to perform or behave in a different manner. In this case, the *waqf* land increases farmer's access to free seedlings, enhances farming-related knowledge and improves farmer's physical health.

Narrative Summary:

1.	Community members gain increased access to agriculture-related knowledge and resources.
2.	Develop greater awareness of the value and potential of <i>waqf</i> land.
3.	Farmers improve their decision-making capacity through increased understanding of

	crop characteristics, market demand, and agroecological suitability following AIF-led training.
4.	Participating farmers experience reduced workload and improved working conditions under AIF-supported farming models compared to previous farming arrangements.
5.	Landless villagers expand their farming capacity by gaining access to <i>waqf</i> land, quality inputs (e.g., seedlings), and hands-on farming experience through AIF programs.

OVI:

1.	At least 3 new crop varieties (e.g., banana, guava) tested or adopted by farmers within 12 months.
2.	60% of participating farmers report increased understanding of crop-market alignment after training sessions (pre/post survey).
3.	At least 80% of participating farmers report increased understanding of crop characteristics, market demand, and agroecological suitability after attending AIF-led training.
4.	At least 50% of farmers report that their current workload with AIF is more manageable compared to previous farming arrangements (e.g., cassava contracts).
5.	At least 75% of landless villagers who expressed interest in farming have received access to <i>waqf</i> farmland and seedlings, and have engaged in farming practices for more than three consecutive months.

Intermediate Outcomes

The intermediate outcomes refers to changes in behaviour, practice or performance that key stakeholders are expected to experience by the end of the project. Under AIF's Agricultural Waqf program, it is expected that farmers will have an increased tendency to cultivate and carefully manage their farmland.

Narrative Summary:

1.	Farmers and landowners adopt alternative, higher-value or ecologically suitable crops (e.g., banana, guava) and are more likely to actively cultivate land with diversified production, rather than leaving it idle or using it for low-value crops (e.g., cassava or rice).
2.	Farmers apply improved production practices promoted through AIF training (e.g., compost).
3.	Partner organizations establish and maintain a regular system of agriculture-related engagements, such as scheduled training sessions, field visits, and input delivery, as part

	of their ongoing programming.
4.	Youth and villagers actively take part in agriculture-related programs and fieldwork activities (e.g., seedling distribution, composting, on-farm training, or community workshops), demonstrating increased engagement in local agricultural initiatives.

OVI:

1.	At least 60% of participating farmers and landowners adopt at least one alternative, higher-value, or ecologically suitable crop (e.g., banana, guava) within 12 months.
2.	Over 50% of trained farmers apply at least one improved production practice (e.g., composting) within 6 months of training.
3.	At least 2 agriculture-related engagement activities per quarter are implemented as part of a recurring system established by each partner organization.
4.	At least a 15% year-over-year increase in the number of youth and villagers who attend a minimum of two agriculture-related programs or fieldwork sessions (e.g., seedling distribution, composting, on-farm training) annually.

Findings

1. Communication Findings

Lack of Communication between AIF and the Beneficiaries

1.1. Poor Seedling Performance and Oversupply

Firstly, during interviews with farmers and AIF leaders, it was quickly found that AIF generally does not consult farmers about their preferences or needs before seedling distribution. This has caused some poor growth outcomes and oversupply of certain seedlings. In most cases, AIF provided whichever seedlings supplied by the boarding school, Pesantren Pertanian Darul Fallah, without prior consultation with farmers. Farmers who are interested in planting these seedlings and find them accessible can take them. If farmers require a specific seedling type, they can request for it, but provision is not guaranteed. One example of misalignment between AIF's provision and community needs was the banana seedlings shipment that occurred in 2022. Pesantren Pertanian Darul Fallah, the boarding school who is in partnership with AIF and cultivates the seedlings, received a self-managed project, known as the Swakelola project, from Indonesia's Ministry of Agriculture. The boarding school needed to produce 200,000 clonal banana seedlings and distribute them to farmers – one of these recipients being AIF's network. This is one of the largest projects where the banana seedlings were distributed to farmer groups across West Java. The Desa Urug site received 2000 clonal banana seedlings. However, the planted banana seedlings did not perform well. Most of them show poor growth due to several reasons, including:

- Unfavorable growing conditions, where banana seedlings were distributed during the dry season,
- Unsuitable variety, which the small branches of bananas had made it more vulnerable to damage, and
- Pest infection, where 30% of the banana trees resulted in being infected with pests.

Not all the banana seedlings distributed were used, the unused seedlings were returned or sent to other sites after a year of storage. Based on interviews with AIF farmers, most of them want high-yielding and early-yielding seedlings, such as jackfruit, avocado, spinach, and durian seeds. Farmers in Desa Urug showed specific interest in receiving rice seedlings, based on local agroclimate and economy.

1.2. Unawareness of Seedlings Availability

Secondly, it is noticed that many farmers and villagers are unaware of the availability of free seedlings. During the interviews with local farmers and villagers in Desa Urug, they mentioned that they have never heard about AIF and their Agricultural Waqf project, as well as the distribution of free seedlings. They claimed that if banana seedlings are offered for free, they are interested in receiving them. Pak Komar confirmed that the information of seedlings

arrival and distribution is spread informally through word of mouth, through a first-come, first-served basis. Therefore, this method of communication and outreach has been found to not be as successful or efficient as required for the seedlings to be appropriately and proactively distributed.

1.3. Lack of Regulations and Monitoring Systems

Thirdly, the lack of regulating and monitoring during the process undermines project effectiveness. There are no specific quotas allocated to each farmer or family for receiving the free seedlings, allowing some individuals to take more seedlings than they actually need or are able to plant. The foundation did not keep records of the number and type of seedlings distributed to farmers, as well as who had received free seedlings. There is no monitoring system in place to track the performance of seedlings after distribution. The lack of monitoring systems has made it difficult to track seedlings performance and offer follow-up support to farmers.

Lack of Communication within AIF

1.4. Misalignment of Internal Goals

For the internal members, there is a misalignment of goals that they want AIF to achieve. According to interview responses, Pak Komar aims to encourage farmers to focus on cultivating a single type of high-yielding crops, such as tomatoes or cucumbers. Pak Ismatullah, who is a co-manager with Pak Komar, also mentioned that the crops planted are too diverse, which make it harder for farmers to manage the farm in bulk and operate efficiently, resulting in a lack of economy of scale. However, Ibu Titiek has mentioned that the Waqf projects aim to diversify the commodities in order to empower farmers. Misaligned goals among key members may lead to conflicting actions.

1.5. Power Dynamics

Between AIF farmers and management, there are minimal channels of communication for farmers to provide feedback or voice concerns in a safe or anonymous way. Based on interviews with AIF staff and farmers working for AIF, it is found that the power imbalance has limited the room for some stakeholders to express disagreement or contribute ideas. Site managers said that they simply accept mandates from the foundation and do not feel comfortable voicing disagreement with the foundation. In Desa Urug, the farmers are experiencing a freeze of contract for the past 6 months without receiving any explanation from AIF. They are now no longer allowed to farm on AIF's land. The site managers were not consulted on this foundation decision and received no directions on how to let farmers resume their work. As for farmers working for AIF, they mentioned that they are not brave enough to express their opinions during meetings and tend to follow the foundations' directions. However, the farmers voiced that they have a strong need for receiving a written guidebook for farming the land, as they often forgot about the verbal farming instructions

given by Pak Heru during his occasional visits. They also mentioned that they have insufficient capital to purchase fertilizers and spray pesticides on the land, which they hope that AIF could offer some help with, through external donations. The power dynamics have made it difficult for farmers to voice their needs to the foundation, thereby hindering farming success.

1.6. Lack of Feedback Channels From Donors

One of the donors, Pak Sudari, has supported AIF for more than 5 years. He always visited Desa Ciluar due to proximity to his home, and is not familiar with the other two sites. A WhatsApp group chat with AIF managers and donors is used to send occasional updates and pictures of yield, but there is no formal or consistent communication. He noted receiving occasional updates from AIF, around once or twice a year. Pak Sudari expressed interest in seeing AIF grow in the educational sector and develop into a boarding school. He also wants AIF to develop ecotourism and become a self-sustaining model. However, there is no formal way for him to provide feedback, and he, alongside other donors, have never been formally invited to the farm to share their thoughts or recommendations.

1.7. Limited Man Power

Under the current system, all key members work voluntarily. Many of them have to take on another full time or part time job outside of AIF to support their living, or to contribute additional resources to the foundation. During interviews with Ibu Titiek, there were several times that she had to proceed the in-person interview with her earphone on, as she was simultaneously attending meetings for her other job. The foundation consists of 1.6 hectare *waqf* land and is supported by 200 donors. However, according to the foundation's brochure, the foundation is only managed by 10 key members spread across three boards: the Board of Trustees, Board of Management and Supervisory Board. Limited manpower reduces the time and energy available for internal coordination, potentially leading to further issues.

2. Partnership Findings

2.1. Value of Independence as an Organization

During interviews with AIF managers such as Ibu Titiek and Pak Iman, it became evident that although AIF is a non-profit, maintaining independence and a certain level of self-sufficiency is important to the organization. This was made clear when Ibu Titiek explained that AIF sometimes declines donations if the cash sum is too large or if the land is not located near an existing *waqf* site (Desa Urug, Desa Cibeber, or Desa Ciluar). This ensures that large cash sums do not influence their reliance or partiality towards a certain donor. It also ensures that AIF only takes on more land in the areas they already operate, so as to not further overburden their current capacity, operations, and labour.

2.2. History of Student Volunteership in Desa Urug

During an interview with previous farmer Pak Hana, it was discovered that students from IPB volunteered with local rice farmers in Desa Urug (not affiliated with AIF's Agricultural Waqf site) for 40 days in 2022. This volunteership took place as part of KKN (Kuliah Kerja Nyata) – roughly translating to Student Community Service, which is a mandatory community service program for students, hosted by several Indonesian universities including IPB. During this time, students worked in nearby rice fields in Desa Urug and taught some skills to the farmers while learning traditional farming methods. Pak Hana noted that a group of students from another university came to Desa Urug in April 2025 for their KKN term, which suggests that Desa Urug's agricultural sites generally present an eligible opportunity for students to complete their KKN term. This visit was well-received by farmers and villagers in Desa Urug.

2.3. Heterogeneity Across Youth Interest In Agriculture

It is found that youth in agriculture-related academic settings tended to be more interested in working in agriculture and recognized that value of pursuing practical and academic education towards it. As mentioned previously, according to AIF stakeholders, local youth and their parents generally tend to gravitate towards quicker sources of income, such as gold mining or being a driver for Gojek, as their parents didn't see the value in their children working as a farmer. On the other hand, youth in academic settings (such as current IPB and Pesantren Pertanian Darul Fallah students) understood the necessity for innovation and resilience in agriculture, and were able to discover their agricultural interests beyond traditional farming, by means of exploring modern agriculture such as hydroponics and micropropagation. It is evident that, generally, both groups of youth have drastically different views of what a job in agriculture looks like, and both groups have varying economic capital to invest in a career – while students have the privilege of investing money into an education for a modern agriculture job, local youth require immediate and promising sources of income with minimal risk. Despite these differences, it is still true that some young people – such as students in agriculture programs or those who have volunteered in Desa Urug through KKN – are interested in pursuing agriculture work that could benefit AIF and the Agricultural Waqf program.

2.4. Enthusiasm from Farmers for Future Youth Collaboration

Farmers, such as Pak Uca and Pak Hana, are very willing to learn and be educated on better ways to plant and maintain crops using fertilizers and pesticides. Specifically, Pak Hana said that if he were offered to work again on AIF's Agricultural Waqf site, he would be happy to apply the theoretical knowledge that IPB students learn, and try out new seeds provided by IPB. He expressed enthusiasm for sending photos to the students with updates on the seed performance. Moreover, when Pak Uca was invited to this evaluation's presentation on May 28, 2025, he asked if a guidebook consisting of farming techniques and instructions would be made available to the farmers at the presentation. This shows that farmers recognize the

benefits and support that youth could provide at the *waqf* sites, such as creating an informational guidebook, and are enthusiastic to receive both physical and intellectual support from students and youth. Furthermore, it was unknown to the evaluation team that youth had ever been involved near AIF's *waqf* sites throughout the stakeholder interviewing process, until Pak Hana, a previous AIF farmer, spoke highly about it in his interviews. This further reveals that farmers appreciate the benefits that youth could provide at the *waqf* sites, and value it enough to bring it up when discussing future improvements for the project. This potential for youth collaborations was not mentioned from AIF managers during similar questions regarding future improvements, which points to varying levels of recognition across AIF stakeholders for the potential of positive youth collaborations in sustaining and supporting the *waqf* project.

2.5. Desire from Farmers for IPB Institutional Support

Farmers in Desa Urug have expressed interest in receiving support from IPB, particularly in the form of resources and financial assistance. Adding onto Finding 2.4., farmers also noted that, beyond the prospect of youth involvement on *waqf* sites, the foundation could better support farmers by providing pesticides, fertilizers, easy-to-read guidebooks, and the proper use of such aids. When asked how AIF could better support farmers, Pak Hana specifically suggested that when/if IPB students come to volunteer in Desa Urug in the future, it would be helpful to bring a package of new seeds for high-yielding fruit that they'd like to experiment with, along with fertilizer and pesticides. This suggestion of receiving additional support from institutions/external parties like IPB points to a recurring theme of farmers hesitating to ask for support from AIF and managers. One reason for such hesitation was found to be inherent power dynamics, as noted previously in [Finding 1.5. Power Dynamics](#). Upon further discussion with another farmer, it was discovered that farmers hesitated asking for help from AIF because they do not want to financially burden the foundation. They've noticed signs of financial constraints, such as drastically reduced working hours for employed farmers at Desa Ciluar, and therefore don't want to burden these constraints further. Farmers generally expressed great desire for additional support such as fertilizers, pesticides, and guidebooks, but also made it clear that these resources would be best as donations that are supplemented with knowledge on proper use from institutions such as IPB.

2.6. Mismanagement of Past IPB Donations

Around 10 years ago, IPB provided funding to AIF's Agricultural Waqf program site in Desa Urug, which was mismanaged by the previous site manager and leadership. This included the disappearance of a goat purchased with IPB funds and poor management of donated papaya and ginger plants. Since then, no other donations or formal support has been given from IPB as an institution to AIF for the Agricultural Waqf program.

3. Sustainability Findings

3.1. Limited Farmer Initiative Due to Perceived Land Ownership

Although many farmers cultivate *waqf* land through AIF's Agricultural Waqf program, they often perceive themselves as temporary laborers rather than stewards of the land. This stems from unclear or short-term agreements and limited participation in decision-making. As a result, most farmers wait for AIF's planting instructions rather than initiating plans independently. Without stronger mechanisms for shared ownership or co-management, long-term sustainability remains at risk—especially when cultivation practices depend on ongoing external supervision.

3.2. Limited Farmer Autonomy Hinders Adaptive Capacity

Current centralized crop planning and input sourcing reduce opportunities for farmers to adapt practices to local conditions. While this ensures uniformity, it also stifles innovation and local problem-solving—critical for resilience in sustainable agriculture.

3.3. Dependency on External Support Limits Local Resilience

AIF's interventions rely heavily on external funding, expert guidance from individuals in AIF with IPB affiliations (e.g., Pak Heru and Pak Iman), and centralized decision-making. Funding is sourced primarily through Islamic giving models—*zakat*, *infak*, and *waqf*—but there is no clear diversification strategy, reinvestment plan, or leadership succession framework. Several key financial and strategic decision-makers were unavailable for interviews, limiting transparency. Additionally, several key stakeholders, including AIF's Sales & Marketing lead, Treasurer, and a key member of the Board of Trustees, were unavailable or declined to be interviewed, limiting transparency.

3.4. Low Youth Participation Weakens Long-Term Viability

Youth participation in farming activities is minimal. Interviews indicated younger generations view agriculture as financially insecure, physically demanding, and less attractive than urban or informal employment. No targeted strategies exist to recruit or retain youth in the program.

3.5. Monitoring Gaps Impacting Sustainability

While [Finding 1.3](#) has identified documentation gaps related to seedling distribution and farmer communication, this section highlights how the absence of structured monitoring systems also poses critical challenges to sustainability. Currently, there is no formal mechanism within AIF to track key indicators such as seedling survival, yield performance, income changes, or soil health. This data is essential for evaluating long-term impact, allocating resources effectively, and developing adaptive strategies. Without it, the

foundation risks making decisions based on assumptions rather than evidence—undermining the long-term environmental and economic sustainability of its waqf project.

3.6. Limited Soil Health Investment

Few farmers across the project sites reported any training or resources dedicated to improving soil fertility or managing pests organically. While some guidance was provided through verbal instruction by IPB-affiliated experts like Pak Heru, most farmers lacked access to compost, mulch, or affordable fertilizers. Moreover, as noted previously in [Finding 1.5. Power Dynamics](#), farmers often forgot the verbal instructions due to lack of written references and resources. Long-term sustainability requires practices like composting, cover cropping, or crop rotation—none of which were mentioned in interviews as current practices. Without systematic soil-building measures and resources for sustained knowledge, land productivity may decline over time.

Conclusions

1. Communication Conclusions

Conclusion 1.1. Resource Limitations Impede Communication and Project Effectiveness

It is proposed that one key reason for the lack of communication between AIF and its beneficiaries is the insufficient manpower. Given the large scale of the foundation's operations and the combined workload from both the voluntary AIF duties and other full-time or part-time jobs required to sustain its activities, the internal team might be overstretched and overwhelmed by the enormous workload. Limited time and energy of internal teams could significantly harm project success. The excessive workloads might negatively affect staff health, reducing their physical capital, and may lower their motivation to remain committed to the foundation. In some cases, there may be no staff available to consult beneficiaries' preferences before seed distribution. The team may also lack capacity to carefully monitor the distribution process and post-distribution outcomes, as discussed in [Finding 1.7. Limited Man Power](#).

Alternatively, it is also challenging for AIF to hire more workers due to financial constraints. AIF relies entirely on donations, which comes in the form of *waqf* land, the obligatory donation of *zakat*, or the voluntary donation of *infak*. The amount of these funds fluctuates greatly over time. People tend to donate more of the *infak* during special festivals, such as during Ramadan (*Eid-UI-Fitr*), which is a time of giving. Even for *zakat*, the exact due date of the fund differs from person to person, depending on when their wealth first surpasses the *nisab*, which is the minimum threshold of taxable wealth. Although AIF strongly believes that funds will always come naturally whenever needed due to its faith-based context, the funds available for the foundation to use are unstable and unreliable from a financial planning perspective. This uncertainty hinders future imagination and impedes planning for AIF's long term goals. When financial gaps arise, the staff often have to contribute their resources to fill the gap. As stated previously in [Finding 2.5. Desire from Farmers for IPB Institutional Support](#), farmers working with AIF also reported witnessing a worsening financial condition, as seen in the declining number of full time farmers over time. As a result, no additional workforce is available to strengthen the pre- and post-distribution systems for high yielding seedlings.

A lack of effective systems for spreading information about seedlings distribution is observed in the village, as noted in [Finding 1.2. Unawareness of Seedlings Availability](#). When information can not be spread equally to all the potential beneficiaries, or only a small group is aware of the foundation, it limits the reach of the project. This reduces the overall impact of the project and might create an exclusion among the community members. As a result, fewer potential beneficiaries, especially those most in need, are reached and benefitted, ultimately hindering project success. Moreover, the lack of communication regarding farmer's need and seeds

preference can lead to an oversupply of seeds that are not in demand, as discussed in [Finding 1.1 Poor Seedling Performance and Oversupply](#). The absence of effective monitoring and supporting systems may also result in wasted resources and failed plantations. The reason behind some noted inefficiencies in AIF's operation may be associated with principles of Islamic work culture. It is found that Islamic work ethics prioritize the concept of intention, rather than being results-oriented (Faizah et al., 2024). Islamic work ethics aim to serve as a moral principle to distinguish right and wrong behavior, and to encourage employee empowerment by changing worker's attitude and behaviors (Faizah et al., 2024). When they focus more on maintaining good intentions and inducing positive social impacts, rather than on maximizing profits, operational efficiency may not be fully optimized.

Undoubtedly, it is important to uphold the foundation's core belief, which is to prioritize intentions over other kinds of success, especially since AIF's Agricultural Waqf program's roots are inherently faith-based, whether in donations or operations. However, to enhance project success and ensure foundation's continuity, it is crucial for AIF to develop a system that enables self-sustaining operations, rather than fully and passively relying on donations. In this case, AIF could have more human and financial resources to establish a balanced workload, and systems that help improve project effectiveness.

Conclusion 1.2. Hierarchical Culture and Religious Norms Shape Communication

The foundation appears to have a top-down communication culture, where leaders make decisions without consulting lower-level workers, communication is mostly unidirectional and transparency is limited. As a result, lower-level workers have very limited opportunity to fully understand operational decisions, express their preferences and voice concerns. This form of power hierarchy and social dynamics, in which lower-level workers are hesitant to speak up, might be closely tied to the foundation's Islamic background. In many Muslim countries, conflict is generally avoided, as their teaching emphasizes harmony and cohesiveness (Ali & Weir, 2005). In most cases, conflicts are rare because standards in Islamic work environment are well managed, and when conflict does arise, it is resolved away from the clients (Toumi & Su, 2022). Since conflict itself and conflict-oriented individuals are viewed negatively, voicing concerns can sometimes be interpreted as personal issues, rather than professional matters (Ali & Weir, 2005). Self-censorship is hence a religiously sanctioned norm, which is used to maintain obedience and control (Ali & Weir, 2005). Individuals avoid disclosing the wrongdoings of others to preserve harmony (Ali & Weir, 2005). They believe that even when no one is present, one must act righteously because God observes all actions (Toumi & Su, 2022). When a person chooses to talk about other's wrongdoings, his surrounding groups would automatically censor him, collectively exercising and reinforcing self-censorship (Ali & Weir, 2005). Consequently, employees in Islamic environment tend to choose silence due to religious teaching and social pressure. Moreover, Islamic countries often display a high degree of centralized authority and tendency towards autocratic leadership (Ali & Weir, 2005). Such

autocracy is often exercised in the context of a family figure, where the executive is the protector and problem solver (Ali & Weir, 2005), or within a community perceived as brothers and sisters, helping one another to do good (Toumi & Su, 2022). Embedded in personal care and emotional bonds, the autocracy and centralized power are less likely to be challenged (Ali & Weir, 2005). Individuals who are socialized under traditional Muslim societies are more tolerant to the concentration of power in a few hands and are more reliant on authority, leading to a culture of subordination and obedience (Ali & Weir, 2005).

The lack of transparent management is evident in the uninformed foundation decisions, unclear foundation goals and unidirectional communications, as previously noted in [Finding 1.4. Misalignment of Internal Goals](#). Due to insufficient open and regular discussions that allows stakeholders to communicate challenges, goals and expectations, decision makers might remain unaware of stakeholders' perspectives. For instance, decision makers believe that diversifying crop types is beneficial, but it leads to ineffective cultivation in practice. The absence of structured feedback mechanisms limits the foundation's ability to improve operational effectiveness. Conflicting goals may confuse workers which hinder project success. Donor's eagerness in supporting the foundation may reduce when they find that their opinions are not being heard or the foundation is moving towards a direction that does not match with their expectation.

Therefore, there is an urgent need for the foundation to develop a safe and inclusive feedback system, allowing lower-level workers and donors to freely express their opinions and contribute constructive ideas for improvement. Increasing the frequency of internal meetings is also essential to ensure the alignment of leadership decisions, foundation goals and future directions.

2. Partnerships Conclusions

Conclusion 2.1. Education Encourages Youth Involvement in Agriculture

Throughout the interviewing process, several stakeholders from AIF voiced that they believed local youth are not interested in traditional farming work, and would not be interested in working on AIF's Agricultural Waqf sites. Furthermore, when understanding their perspectives on youth involvement in agriculture, they explained that they would prefer even their own children to be farmers rather than labourers. However, they later noted that they would welcome students from universities such as IPB to come to the *waqf* sites and teach them about proper planting, fertilizing, and farming procedures. As discussed in [Finding 2.3. Heterogeneity Across Youth Interest in Agriculture](#), there is a heterogeneity across youth perspectives in agriculture, and social factors such as education, class, age, community, and wealth play a role in such varying perceptions.

At an Islamic boarding school near IPB Dramaga, Pesantren Pertanian Darul Fallah, the Head of R&D Muhammad Adil explained that while agriculture was once perceived as dirty and undesirable work, this perception is slowly changing through the promotion of opportunities showing that working in the agricultural sector can be professional. He explained that his goal is to encourage students to pursue careers in agriculture, and accomplishes this by teaching an agricultural class weekly and involving students in the lab development of tissue-based seedlings from parent plants. This goal has been successful – Pak Muhammed mentioned that students have thoroughly enjoyed being involved in the seedling process during their boarding school education, and have even pursued hydroponics and other modern streams of agriculture after graduation. A large quantity of AIF's banana seedlings were developed from this tissue culture technology, and are shown to be resilient crops when nurtured correctly.

While the managers and some farmers at AIF expressed that they believe local youth are generally not interested in traditional farming work, staff at the Pesantren Pertanian Darul Fallah school expressed that there is a perception shift amongst youth after being involved in their seedling program. Both of these perspectives lack validation from direct youth interviews, but show the duality of perspective when gauging the interests of the younger generation in sustaining AIF's agricultural waqf projects. Through this, AIF understands that barriers exist in getting youth involved with the project due to pre-conceived notions and educational factors. They recognize that partnership with educational institutions such as Pesantren Pertanian Darul Fallah and IPB can help overcome these barriers and showcase the wide range of more stable, desirable opportunities in professional agriculture to young people. Additionally, [Finding 2.2. History of Student Volunteership in Desa Urug](#) and [Finding 2.4. Enthusiasm from Farmers for Future Youth Collaboration](#) revealed that some farmers recognized the value that students could bring to AIF's Agricultural Waqf project, while managers at AIF were not quite as enthusiastic or eager about this potential until discussions after this evaluation's presentation. The discussions revealed that AIF is open to collaborations, as long as the collaborating party aligns with AIF's goals. Moreover, they recognize that a shift in agricultural methods used on-site may be necessary to ensure younger generations will sustain this project.

Figure 1 below further illustrates the impact of youth involvement in agriculture – specifically through inputs such as academic study and internships – on objectives such as improved food security, building greater capacity, reducing poverty, and greater inclusivity across value chains. This logic map was created for the context of ACIAR (The Australian Centre for International Agricultural Research), which aims to reduce poverty and improve welfare of communities through agricultural fellowships across the Indo-Pacific region, including Indonesia (Webb, 2021). This logic map further highlights the relations between education, higher qualifications and opportunities for agricultural professionals, and overall positive

welfare changes and impact in communities. This logic is crucial in shaping this evaluation's recommendations.

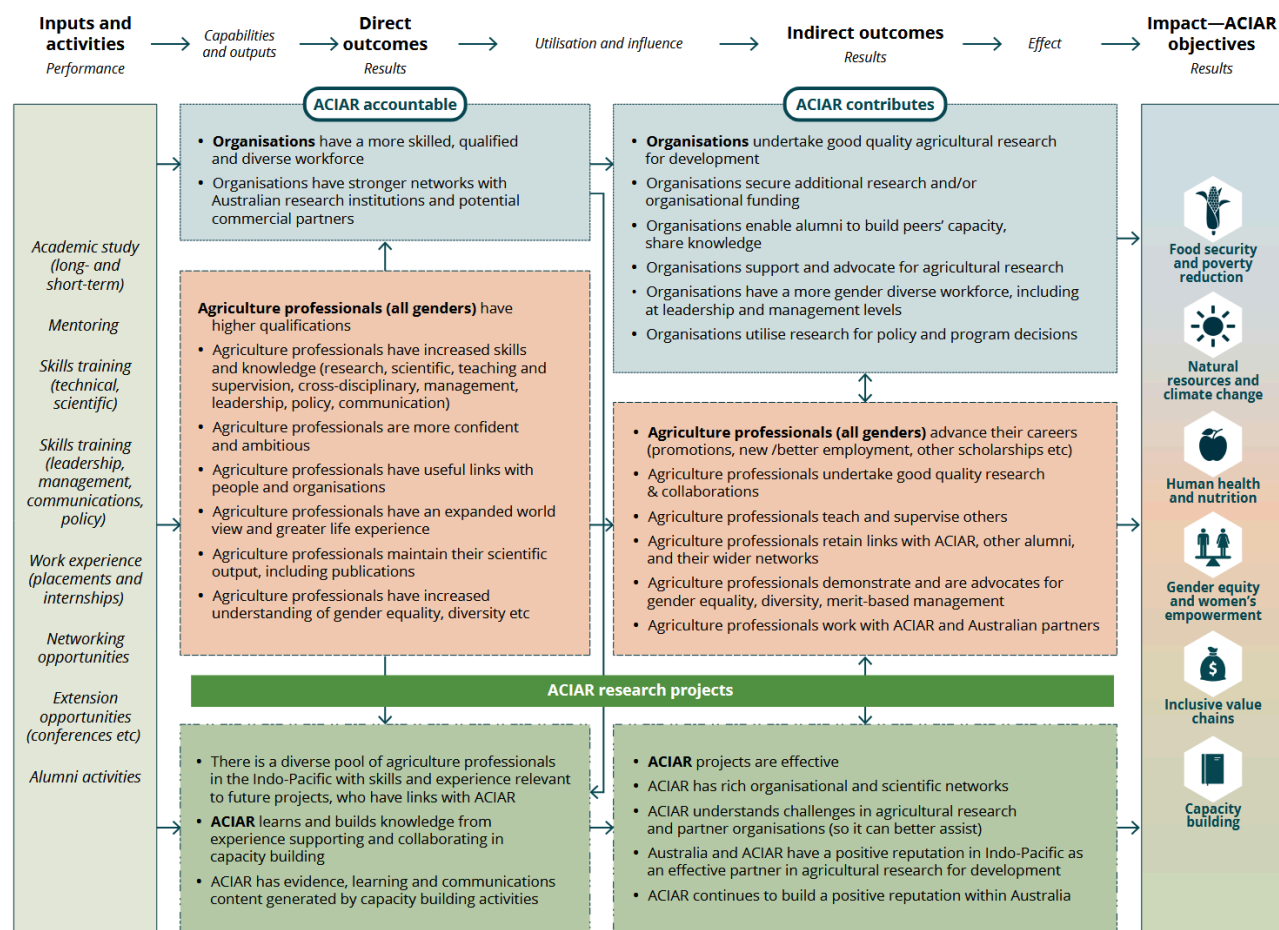


Figure 1. ACIAR Agricultural Involvement and Welfare Change Logic Map

Conclusion 2.2. Barriers to Youth Pursuing Careers in Agriculture

In a North American context, immersive and hands-on agricultural internships positively correlate with greater numbers of graduating students pursuing careers in the agricultural sector. This is due to building a greater sense of purpose, agency, and confidence in their goals, all of which empower their career commitment (Henderson, Stevenson, & Stewart, 2023). While some of this translates to this report's context of West Java, there are certain barriers limiting youth from pursuing a career in agriculture. These barriers include, but are not limited to:

- **A perceived instability of income and career growth in the agricultural sector.** While the sector is the third largest GDP contributor for West Java, regionally, and Indonesia, nationally, the growth has decreased between 2017 to 2022 (Hadianto, Harianto, Sinaga, & Sartono, 2022). This decrease may be attributed to weak linkages between West Java regions providing upstream and downstream sectors to agriculture,

therefore leading to a push for stronger links across provinces in agricultural infrastructure (Hadianto et al., 2022).

- **A lack of education and opportunities for engaging with sustainable agricultural development, specifically in IPB's context.** IPB's implementation of Indonesia's Three Duties of Higher Education "*tridharma*" is guided by the principle of "*pola ilmiah pokok*," roughly translating to the Core Scientific Model. IPB's Core Scientific Model is a sustainable agricultural system, since IPB was initially established as "Bogor Agricultural University" and holds strong roots in agricultural education. However, a study by Murtilaksono & Hidayat (2022) analyzing education on sustainable agricultural development at IPB found that IPB needs to provide more courses, internships, and opportunities for students to confidently understand and apply sustainability in field-based, real-world agricultural systems.

Out of 23,000 undergraduate projects in a 10-year range, almost all discussed sustainability in the sole aspect of economic feasibility, social acceptance, or eco-friendliness. No projects focused on sustainable agriculture. Out of 8,375 thesis titles, only 5 focused on research in sustainable agriculture. Similarly, out of 1,287 PhD dissertations, only 28 comprehensively analyzed sustainable agriculture. Moreover, educational staff at IPB are also less well-researched in sustainable agriculture, with the majority of research being conducted for animal husbandry and fisheries/marine science (Murtilaksono & Hidayat, 2022). The study points to a greater issue of a lack of funding and approved proposals from competitive funding agencies on topics surrounding sustainable agriculture. Therefore, even if students are interested in learning the greater sustainability strategies around agriculture, the opportunities are limited at institutions and funding grants. More opportunities, such as volunteerships and internships, have to be provided.

- **A perceived low-prestige in agriculture and lack of access to independent farming opportunities.** Media and social attitudes link farming and rural lifestyles with lower social prestige, wealth, and isolation from modern lifestyle, causing farming to not seem as an attractive path for youth, generally. Moreover, a 2014 study found that in some Indonesian regions, 50% of rice farmers did not wish for their children to become farmers, and 63% of rice farmers' children did not wish to become farmers (Wiyono, Sangadji, Ahsan, & Abdullah, 2015). Similarly, 73% of horticulture farmers did not wish for their children to become farmers, and 54% of their children also stated that they did not wish to become farmers. However, the study also found that today's youth migrate to other cities or other career paths because they have no prospect of inheriting or receiving part of their smallholder farming family's land while they're still young (Wiyono et al., 2015). These are not permanent decisions, however. With little

access to land or economic capital, they migrate, and return to their village in their 30s or 40s to farm when land is available – this cycle holds true for today's older farmers who've returned home after migrating for other work while they were young (Ambarwati, Chazali, Sadoko, & White, 2023). This highlights the need for local youth to receive opportunities for land ownership or fair work on agricultural land in order to make a livelihood on agriculture in their local community.

Indonesia is one of the most populous countries in the world, with agriculture as the third largest contributor to national GDP and with 24% of the population aged 16 to 30 (United Nations Development Programme [UNDP], 2024). Therefore, ensuring sustainability in agriculture relies heavily on a large-scale, secure, intentional transition of agricultural methods and knowledge, along with income stability and job security in the sector. Promoting this transition on social media can not only drive greater donor support, but can also promote positive experiences for youth in agriculture. This can ripple into attitude and cultural shifts in the perception of farming. In the context of AIF's Agricultural Waqf project, this transition is just as meaningful and necessary on a smaller scale, if community welfare is to be fully realized in the long run.

Conclusion 2.3: Potential of AIF-IPB Volunteering Partnership

As noted in [Finding 2.2. History or Student Volunteering in Desa Urug](#), IPB students have volunteered in a neighbouring rice farm in Desa Urug in the past, and there is positive feedback from the community on the experience. There is a noted potential of an AIF-IPB partnership around setting up a KKN opportunity for students at AIF's agricultural waqf sites.

All IPB students must complete 40 days of KKN, where they must live with a village community, observe, learn, and instill their knowledge from IPB in the community. This program follows Indonesia's principles of tridharma (education, research, and community service). The KKN period is around June and December of each year, and students participate during their sixth semester. In June 2025, IPB sent 3,400 students to 408 villages, both in Indonesia and abroad to Malaysia and Thailand (IPB University, 2025). The goal of this is to support socio-economic resilience in rural communities while highlighting collaboration and innovation across disciplines when resolving issues.

Specifically, IPB Professor Arif Satria shared that, from his perspective, the true school for students is in the rice fields, rivers, and market stalls, while the true field knowledge and wisdom are held by farmers and fishermen (IPB University, 2025). He highlights the importance of students adding value with their presence in a community and learning from the heart over the mind in such environments, to ensure strong relationships are created through genuine, mutual learning.

Seeing as Desa Urug has already hosted two groups of university students in the past, it is evident that the village is an eligible area for KKN, and AIF's agricultural waqf site also presents an eligible opportunity for students to exchange valuable knowledge. There is an evident potential for KKN to be established for IPB students to volunteer annually with AIF. Moreover, Ibu Titiek indicated that AIF is open to collaborations and partnerships with other institutions, as long as their work aligns with the foundation's goals. Since IPB's KKN program aims to support socio-economic resilience in village communities, this goal aligns with AIF's goal of empowering farmers beyond traditional cassava farming.

Through this partnership, there is further potential for students to learn traditional agricultural practices and real-life operations. Moreover, it provides an excellent opportunity for students to bring fresh practices, such as new seed varieties, fertilizers, digital record-keeping, social media marketing, resource creation, and plant disease identification.

Conclusion 2.4: Weakened Trust Between IPB's Institutional Donations and Desa Urug

As outlined in [Finding 2.6. Mismanagement of Past IPB Donations](#), the previous mismanagement of IPB's plant and goat donation has created a lasting trust issue. This is a key risk in any discussions around future partnerships, whether the partnership is with IPB or another institution, as this speaks to AIF's donor relations management mechanisms. Since that time roughly 10 years ago, IPB has not provided donations or other formal support to AIF, as this mismanagement of previous IPB donations had tainted IPB's trust in AIF. While some AIF managers – Pak Heru and Pak Iman – are also IPB instructors and hold dual affiliation, it is evident that this affiliation alone is not enough to make amends for further IPB donations to AIF. It is not certain if discussions between IPB and AIF have occurred on this subject. This now acts as a barrier to future funding or deeper engagement from IPB. Furthermore, should future partnerships between IPB and AIF occur, there will need to be open, honest, and constructive dialogues about past events before reconciling and moving forward.

3. Sustainability Conclusions

Conclusion 3.1: Limited Land Ownership Clarity and Lack of Farmer Autonomy Hinder Long-Term Sustainability.

Drawing from [Findings 3.1](#) and [3.2](#), the evaluation team concludes that farmers' limited sense of ownership over waqf land, coupled with restricted autonomy in agricultural decisions, significantly weakens sustainability. The absence of formalized long-term agreements and shared planning processes reinforces dependency, discourages innovation, and limits adaptive capacity in the face of climate or market shifts.

Moreover, the centralized model of crop planning and input selection further discourages farmer initiative. Field visits and interviews revealed a pattern of dependency, with multiple

farmers describing how they “wait for AIF’s planting instructions” instead of taking proactive steps. This dynamic limits opportunities for experimentation, adaptive learning, and localized innovation—critical components of sustainable agriculture in a changing climate. Without empowering farmers to act as co-managers, AIF risks locking its model into a cycle of externally driven cultivation that cannot endure without constant oversight.

Conclusion 3.2: While Islamic Giving Models Provide a Steady Funding Base, the Lack of Local Ownership, Youth Engagement, and Institutional Planning Weakens Long-Term Sustainability.

[Findings 3.3](#) and [3.4](#) indicate that the long-term resilience of AIF’s Agricultural Waqf program is undermined by two critical challenges: heavy dependence on external support and limited youth participation.

As shown in Table 1 below, culturally rooted giving ensures a relatively stable financial base, but without diversified income streams, formal succession planning, or youth engagement strategies, the program risks stagnation or collapse when donor priorities shift or leadership changes.

Type	Meaning	Mandatory?	What Is Donated	How It's Used in AIF Project
Waqf	Permanent endowment for public benefit	✗ No	Land, buildings, productive assets	AIF uses donated land to grow crops and support farm employment. Land cannot be sold or inherited.
Zakat	Obligatory charity (2.5% of wealth/year for Muslims)	✓ Yes	Cash or in-kind, from eligible Muslims	Funds used to support farmers, pay wages, or distribute food — as long as it fits Islamic criteria.
Infak	Voluntary charity for any good cause	✗ No	Any amount of money or resources	Used flexibly for day-to-day needs (e.g., seeds, tools, wages, transport). Complements zakat.

Table 1. Sources of Funding: Islamic Giving Models

AIF has never applied for government grants, does not reinvest revenue from production, and lacks cooperative or leadership succession strategies. The absence of pathways for

generational transition compounds this risk. Youth are not engaged in farming activities, and no initiatives are in place to attract the next generation. This lack of youth engagement poses a significant threat to the long-term continuity of AIF's Agricultural Waqf program, as no clear strategies for intergenerational transition or youth leadership development were identified during fieldwork.

Compounding this concern is the limited transparency in organizational planning. Several key figures—including the AIF Treasurer, Sales & Marketing lead, and a board member—were unavailable for interviews, which constrained the evaluation's understanding of how financial stability, reinvestment pathways, or leadership succession are envisioned internally. Although AIF benefits from Islamic giving mechanisms like *zakat* and *waqf*—which reduce reliance on traditional donors—the absence of formal resilience strategies or diversified revenue streams may hinder the program's ability to sustain itself across economic or leadership shifts.

Conclusion 3.3: Weak Monitoring Systems and Insufficient Soil Health Practices Undermine Sustainable Outcomes and Adaptive Capacity

[Findings 3.5](#) and [3.6](#) demonstrate that the long-term sustainability of the AIF program is significantly compromised by two interlinked issues: the absence of a structured monitoring system and insufficient investment in soil health. Currently, there are no systematic records of seedling distribution, recipient tracking, crop yield, or income change across sites. This gap limits AIF's ability to measure impact, adapt to emerging challenges, or transparently report to stakeholders.

Moreover, most farmers lack access to essential soil-building practices—such as composting, mulching, crop rotation, and affordable organic inputs—due to limited training, resources, and institutional support. Without baseline data and routine progress tracking, it becomes impossible to establish adaptive feedback loops or assess whether interventions are achieving their intended outcomes. As a result, early gains risk being lost to “impact decay,” and land productivity may gradually decline, threatening both ecological resilience and food security. Strengthening MEL systems and prioritizing soil health is therefore not only a technical necessity but a strategic imperative to ensure accountability, donor trust, and long-term program viability.

Recommendations

1. Communication Recommendations

Recommendation 1.1: Building Safe and Effective Feedback Systems

Under the current operation, feedback from stakeholders often fails to reach key decision makers. The absence of open and safe communication channels make it challenging for decision makers to collect genuine feedback, while making it fearful for low-level staff to voice concerns directly to their leader.

These unheard opinions, especially from field staff and donors, are valuable for project success and can provide insight for future improvements.

Given the rural village context, minimizing involvement of technology in opinion collection fosters equal engagement among stakeholders. An independent third party should collect opinions through in person, one-on-one interviews, without recording personal information. Feedback should be reported as representing stakeholder groups or the broader community to protect privacy. The third party must be truly independent, with no conflict of interest, perceived bias and anonymity concerns related to AIF, as these could undermine privacy and the truthfulness of responses. Additionally, suggestion boxes could be placed in accessible locations away from AIF buildings. During opinion collection, only generalized and non-identifiable information should be gathered to categorize respondent's roles and positions in relation to AIF. Submissions should be collected monthly and discussed at open meetings.

It is assumed that the third party can access different stakeholders without having to go through AIF for contact information. It is also assumed that the villagers interviewed are representative of the whole community, with interviewees selected randomly. For the suggestion box, it is assumed that respondents are sufficiently literate to express their concerns. Finally, it is assumed that AIF will act on the feedback received.

These strategies aim to ensure that feedback reaches leadership and contributes to improving the project in a way that is realistically beneficial to beneficiaries and adaptable to current conditions.

Recommendation 1.2: Ensuring Equal Access to Information

Most potential beneficiaries in the village remain unaware of AIF's provision of free high-yielding seedlings and Agricultural Waqf program, as noted in [Conclusion 1.1](#). This reflects insufficient promotion of AIF's agricultural work. Broader and more equitable outreach could expand AIF's project scale and improve overall success.

While most of the villagers interviewed are unaware of AIF's agricultural activities, some know of its religious educational work. AIF could leverage this existing network to promote its agricultural work. For example, during educational sessions, staff could proactively share project details, as well as encourage participants to inform their families and friends. Beyond peer-to-peer outreach, they should also put simple posters with minimal text in high-traffic areas, such as market areas and community halls to reach people during their daily routines. AIF could also use motorbike loudspeakers to announce the availability of free seedlings and farmland. This method is commonly used in rural Indonesia to draw the attention of larger crowds.

It is assumed that the announcement will reach all stakeholders equally. A risk remains that outreach may skew towards a specific group of villagers, such as those who frequently visit the market. It is also assumed that AIF can meet the potential increase in demand. If the requests for seedlings and farmland exceeds capacity, AIF might face severe financial and social pressure that could strain operations and accelerate its breakdown.

Recommendation 1.3: Improving Communication Consistency

Internal goals and directions among AIF's key decision makers are not perfectly aligned, due to the lack of regular meetings and open communication, as noted in [Conclusion 2.2](#). Without consistent opportunities to share insights and discuss their goal, leaders risk working toward different priorities. Aligning internal goals is essential to ensure coordinated efforts, efficient use of resources and progress toward a unified vision.

The 10 key decision makers should meet at least once a month to review feedback from stakeholders, collected through discussion box or the third parties. They should discuss and agree on improvements based on these constructive feedback. Moreover, they should discuss on future focus, such as whether to focus on expanding scale, (e.g. acquiring more land, developing new pillars like ecotourism, or forming new collaborations), or maintaining the current scale while strengthening monitoring of seedling outcomes, minimizing waste and improving seedling suitability for community needs.

It is assumed that all key decision makers, as well as the third party, are willing and available to attend monthly meetings. Moreover, sufficient resources are available to support these monthly meetings, for example, access to meeting tools (e.g. online meeting applications), appropriate meeting space for in person gatherings, and facilitators who lead discussion and ensure all voices are heard.

This could improve internal goal alignment, reduce conflicting initiatives and the waste of resources. It also strengthens organization cohesions by encouraging open discussion and

collaboration. Organizational adaptability is enhanced through regular review of stakeholder feedback.

2. Partnerships Recommendations

Recommendation 2.1: Establishing an AIF-IPB Partnership for KKN

To ensure that youth and academics are involved with supporting and achieving AIF's goals, it is recommended to establish a long-term partnership between Agri Insani Foundation and IPB for KKN volunteering terms. This would be a relationship and volunteership based on trust, respect, and shared values for accelerating youth and local welfare in agriculture.

Benefits of this partnership can include, but are not limited to:

- **Increased Social Media Presence for AIF:** Students can film content during their volunteer term and can train the organization on how to manage social media in the long term. This equips AIF with some baseline content to post and the skills to manage their own social media marketing in the long-run, ensuring sustainability in social media marketing. This also ensures students get experience in applying social media marketing strategies in a real-life setting.
- **Experimental and Experiential Learning:** These terms give students the space and autonomy to experiment and apply classroom knowledge in a practical agricultural setting. It also gives AIF the opportunity to experiment with seeds with reduced barriers to access, since students act as a direct mechanism for attaining experimental seeds or methods from their universities. Furthermore, this provides farmers with the new opportunity to understand novel skills and developments in agriculture.
- **Knowledge Exchange:** Students get to learn traditional farming methods and real-world limitations, constraints, and challenges. Farmers get to learn new agricultural practices and curiosities. This intergenerational knowledge exchange is difficult to find in formal agricultural settings, but is crucial to ensuring the sustainability of knowledge with transitions in labour in agriculture.
- **Guidebook and Resource Creation:** Students can co-create guidebooks with farmers that are simple and visual for farmers to reference during daily farming tasks. These guidebooks, a resource high in demand from farmers, will concisely explain proper procedures and tips for seed planting, general crop maintenance, key signs of fungus/disease, pesticide usage, and fertilizer usage. Co-creating these guidebooks ensures that the resource encompasses all the kinds of information that farmers would like, while also teaching students about the principles and skills of working together

with a stakeholder, similar to a consulting situation, to develop a resource that benefits the stakeholder's practical needs.

First, this partnership will require willingness from IPB and AIF, and must begin with a foundation of open, honest, and constructive dialogues from both parties on how this partnership can be mutually beneficial and sustainable. As noted in [Finding 2.2. History of Student Volunteership in Desa Urug](#) and [Finding 2.4. Enthusiasm from Farmers for Future Youth Collaboration](#), AIF farmers are eager to receive youth volunteers and knowledge from IPB. Moreover, as noted in [Conclusion 2.3. Potential of AIF-IPB Volunteering Partnership](#), Ibu Titiek is open to collaborations as long as both parties share the same goals. However, a key missing perspective is IPB's willingness to collaborate with AIF. Under the scope of KKN, at least, a discussion can be started on whether AIF's agricultural waqf sites in Desa Urug and Desa Cibeber offer an eligible opportunity for IPB's KKN program. From thereon, efforts must be put towards formalizing this opportunity for students to volunteer with AIF and ensuring that the volunteership is mutually beneficial. Once a KKN volunteer term is finalized with a group of students, AIF should work with farmers, managers, and students to create a term plan that is mutually beneficial and exciting to all 3 parties. After each term, AIF should provide students with safe and honest feedback channels, and apply student feedback towards the development of future terms. By engaging with all stakeholders openly, honestly, and consistently, this partnership can be sustained in a meaningful and rewarding way for IPB staff, AIF stakeholders, and students.

This recommendation assumes that AIF and IPB are willing to establish a formal partnership, despite the misunderstandings and mismanagement of IPB's donation 10 years ago, as outlined in [Conclusion 2.4. Weakened Trust Between IPB's Institutional Donations and Desa Urug](#). In case IPB decides to not agree to this partnership, this recommendation of partnership can be applied with other local universities, thereby overcoming this risk/issue. There is also a risk that such a partnership may not be well-sustained from prospective KKN students placed in an AIF site. For example, most volunteer or internship programs generally take a few iterations to establish a well-defined, organized, and intentional student experience term. Therefore, the first couple of volunteer terms may not be realized to its maximum potential or benefit, due to inherent weaknesses from a new program and required improvements. This experience for students may cause general student disinterest in the program. To mitigate this risk, AIF can work towards continually applying student feedback and working with students to ensure that AIF's commitment to program growth is visible and appreciated. This growth can be realized from student feedback after each term, and may ensure students return each year to complete their KKN term at AIF's waqf sites.

As discussed in [Conclusion 2.1. Education Encourages Youth Involvement in Agriculture](#) and [Conclusion 2.2. Barriers to Youth Pursuing Careers in Agriculture](#), agriculture is experiencing a

shift in labour, technology, and climate challenges. At the forefront of this, the sustainability of agriculture relies on younger generations to understand both the evolving trends and traditional, practical knowledge in their agricultural field. However, the involvement of younger generations in ensuring agricultural sustainability, such as AIF's agricultural waqf projects, heavily relies on the job security of these fields. This recommendation can boost community welfare by equipping students – the next generation of agricultural professionals – with the opportunity to learn real-world, practical skills through hands-on farming, intergenerational knowledge exchange, resource building, and establishing new community networks. These volunteer terms also support AIF's labour needs and ensure support towards any projects or initiatives that AIF would like more support with. Moreover, this opportunity increases the skills and knowledge of AIF farmers, which can be amplified through teaching other farmers and youth. Additionally, this relationship and partnership can spark cultural shifts – both in how society views youth's willingness to farm and how youth view agricultural opportunities on both a local and global level.

3. Sustainability Recommendations

Recommendation 3.1: Strengthening Co-Ownership Models and Decentralize Decision-Making

Establish clear, long-term land-use agreements (e.g., 5–10 years) with farmers and introduce a co-management framework in which farmers share decision-making authority on crop planning, pest management, and resource allocation.

Evidence from evaluation team field interviews ([Findings 3.1](#), [3.2](#)) shows that where farmers had more say in day-to-day management – even informally – they expressed higher satisfaction, and greater willingness to invest in their plots. In contrast, sites with more centralized decision-making faced delays in problem-solving and lower adoption of new practices. This aligns with established development literature indicating that farmer participation in governance fosters better stewardship, innovation, and adaptive capacity. In IEAnalytics, the causal chain between farmer decision-making power and sustained land stewardship is weak; strengthening this link increases the probability of achieving the intended impact.

This can be achieved by initiating regular governance meetings, documenting decisions in a transparent manner, and using OVIs such as “percentage of farmers reporting decision-making influence” at baseline and endline to measure progress. These results can be compared with non-participating communities (informal counterfactual) to assess attribution.

Regarding risks and assumptions, it is assumed that AIF leadership is willing to cede some control and that farmers are motivated to participate in governance. Risk that initial decisions may be suboptimal without adequate training; farmers may initially show enthusiasm but lose

motivation over time due to competing demands (e.g., other income sources or family obligations), leading to irregular participation and weakening the co-management framework; establishing a reliable baseline and endline, as well as a valid informal counterfactual, could be difficult if data collection is not standardized or if non-participating communities differ significantly.

Impacts of this recommendation include: increased farmer agency can foster greater innovation, responsiveness to local conditions, and willingness to adopt sustainable practices – reducing dependency on AIF and improving resilience to market or climate shocks.

Recommendation 3.2: Diversifying Funding Streams and Creating Youth Engagement Pathways

To strengthen the program’s sustainability, *zakat/infak/waqf* funding should be complemented with income-generating activities, cooperative marketing, and targeted youth apprenticeship programs. [Findings 3.3](#) and [3.4](#) reveal that overreliance on Islamic giving and lack of youth participation are major sustainability risks. Heavy dependence on a single funding stream increases the project’s exposure to exogenous shocks, while limited youth engagement undermines the continuity of human capital needed to sustain outcomes.

Diversifying revenue and participant bases strengthens resilience, ensuring activities persist despite changing conditions, thus increasing the likelihood of achieving intended impacts in the IEAnalytics logic model. Strengthening the logframe’s “market linkage” and “value chain development” components can be achieved by establishing farmer cooperatives to process and market high-value crops (e.g., banana, durian) for stable income generation. In parallel, government grants can be pursued to fund infrastructure (e.g., irrigation systems, composting units) and support training in cooperative management and modern farming techniques. A “Young Farmers Internship” program targeted specifically at local youth can also be launched, offering stipends, mentorship, and leadership opportunities in cooperative governance. This local focus ensures the program complements, rather than duplicates, existing university volunteer initiatives such as KKN, while building a pipeline of young community members engaged in sustainable agriculture.

This approach assumes sufficient market demand for high-value crops and access to government grants. Risks include potential cooperative mismanagement, youth disinterest due to cultural perceptions of farming, and delays in securing funding. Nonetheless, financial diversification and youth participation build resilience, sustain labor availability, and enhance intergenerational transfer of skills – ensuring the program’s continuity beyond the current leadership.

Recommendation 3.3: Establishing a Site-Level MEL Framework Centered on Soil Health Monitoring

To enhance and sustain site-level performance, it is recommended to develop and maintain a site-level monitoring, evaluation, and learning (MEL) framework that integrates baseline data, regular impact tracking, and adaptive management, with soil health improvement as a key sustainability metric. [Findings 3.5](#) and [3.6](#) highlight that inadequate monitoring and poor soil management jeopardize long-term productivity. Without systematic impact monitoring, it is challenging to confirm whether outputs lead to outcomes. Lack of timely soil quality data hinders adaptive management, delaying or misdirecting corrective actions. This increases the risk of impact decay, where initial gains fade due to the absence of an evidence-driven feedback loop to sustain or enhance performance.

Baseline data should be collected for each site, including soil fertility tests (e.g., nutrient levels, pH), crop yield records, and farmer income levels to establish a clear starting point. Mobile-based data collection tools should be deployed to track seedling distribution, adoption rates of new practices, and yield outcomes, enabling real-time monitoring. Local farmer groups should be trained to gather and analyze data, integrating their insights into monthly planning meetings to strengthen feedback loops and decision-making. Zakat, infak, and waqf funds should be allocated to soil regeneration initiatives (e.g., composting units, cover cropping, mulching), aligning with the logframe’s “environmental sustainability” objectives. Clear, written technical guides in Bahasa Indonesia should be provided alongside expert-led training to ensure farmers retain and apply soil health practices effectively.

This recommendation assumes farmers have access to mobile tools and are willing to engage in data collection. Risks include inconsistent data quality, limited funding for soil regeneration, and potential resistance to new practices due to cultural or practical barriers. However, strengthened MEL systems can increase transparency and accountability, improve donor confidence, and enable early detection of risks. Prioritizing soil health sustains productivity, reduces input dependency, and improves community food security over the long term.

Impact Analysis

Financial Capital

The project's impact on financial capital is constrained by structural weaknesses in its funding model and limited crop productivity that disincentivize farmer investment. Economic benefit is primarily through subsistence farming which remains underutilized due to limited farmer participation, as noted in [*Conclusion 3.2. While Islamic Giving Models Provide a Steady Funding Base, the Lack of Local Ownership, Youth Engagement, and Institutional Planning Weakens Long-Term Sustainability*](#). Ultimately, the financial system remains unstable and unreliable.

Funding Model and Sustainability Gaps

AIF's operational framework depends heavily on the unpaid labor of its own managers rather than a stable base of recurring donor contributions. Ibu Titiek stated the foundation has over 200 donors, however, donations are not received on a periodic basis. Funds are typically raised only for large-scale projects rather than for ongoing operational needs. This model creates an unstable financial gap leaving daily activities underfunded, with insufficient budget allocation for farmer support such as fertilizers, improved seedlings, and structured farmer training programs.

Impact: Negative. This financial instability threatens the long-term sustainability of the project and limits its ability to respond to seasonal needs, maintain consistent farmer engagement, or scale operations.

Farmer Income and Subsistence Benefits

Active farmers in the Waqf model benefit from reduced food expenditures through subsistence farming, however, there is insufficient yield to be sold for supplementary income. Crop yields remain low due to limited land, poor soil conditions, and inadequate fertilizer access.

Impact: Mixed with limited scope. The financial relief from subsistence farming is minimal and does not translate into a steady stream of income for long-term growth or financial security. Additionally, halted contracts and the exclusion of farmers have reduced opportunities for household income generation.

Crop Yield and Input Limitations

Low crop yield is a persistent challenge. Farmers are often responsible for purchasing their own fertilizers, as AIF does not provide them consistently. Given the dry and overcrowded condition of much of the land, these inputs are essential for land productivity, yet many

farmers cannot afford them. This results in a cycle where limited yield leads to limited income, which in turn prevents reinvestment in productivity-enhancing inputs.

Impact: Negative. This cycle of low-input, low-output agriculture keeps farmers in a state of economic stagnation, preventing the accumulation of capital or the ability to move beyond subsistence-level production.

Social Capital

The project's influence on social capital has a strong foundation of trust built through cultural and religious connections in AIF; however, insufficient communication between stakeholders, lack of transparency, and decision-making processes hinder farmer participation and weaken the project's social capital – as noted in [Conclusion 1.1 Resource Limitations Impede Communication and Project Effectiveness](#) and [Conclusion 1.2. Hierarchical Culture and Religious Norms Shape Communication](#).

Land Tenure Insecurity and Contract Management

In Desa Urug, farmer participation has been directly affected by the instability of land tenure arrangements. Pak Konik, a former farmer who managed the land for two years serves as an example of this. He was an active participant on the land before experiencing contract freezes and sudden reassignment of labor without clear explanation or farmer consultation. This created uncertainty around the availability of land use. Farmers are not included in decision-making processes regarding who works the land, when contracts are renewed, or what conditions apply. This lack of transparency discourages long-term planning and investment in agricultural activities, as farmers perceive their labor to be at risk of being displaced.

Impact: Negative. Contract insecurity hinders *Trajectory of Trust* (ToT), reduces farmers' willingness to invest time and resources in the land, and creates a sense of powerlessness.

Power Dynamics and Top-Down Decision-Making

AIFS top-down flow of decision-making provides little to no opportunity for farmers to express opinions or propose alternatives. Farmers often feel obligated to comply with mandates from AIF leadership, even when these directives conflict with their personal goals or local knowledge. For instance, Pak Komar expressed interest in planting jackfruit, avocado, and durian high and early-yielding fruits favored by IPB but he was never asked directly for his preferences or consulted in the seed selection process. Decisions are made at the institutional level and communicated downward with limited farmer involvement. The limited times when AIF leaders and village leaders meet, there is an absence of follow-ups and check-ins. These

actions reinforce the perception that farmer voices are symbolic rather than influential in shaping project outcomes.

Impact: Negative. The absence of a feedback loop between leadership and farmers prevents innovation, discourages involvement, and limits the integration of local knowledge into agricultural planning.

Trajectory of Trust Built Through Religious and Cultural Connection

Despite operational challenges, AIF builds community trust through religious values and activities. Initiatives such as the Islamic learning center and Qurban meat-sharing events foster and strengthen social capital and build relations among community members. However, it has not consistently translated into agricultural engagement. The goodwill built through religious connection is an underutilized asset that could be leveraged to promote broader community involvement in farming programs.

Impact: Positive but limited in scope. There is untapped potential for more involvement within agricultural practices. While trust cultivated through religious activities is valuable, it has not been systematically integrated with program logic or MEL strategies that would link this goodwill to measurable outcomes—such as increased farming participation or long-term land commitment.

Communication Gaps and Uneven Awareness

A significant communication barrier exists between AIF and the Desa Urug community. Farmers living near the learning center reported being unaware of AIF's agricultural activities and claimed that they had never been offered seedlings. Many expressed that they would have greatly appreciated seedlings if they had been offered. Farmers outside of Desa Urug expressed similar interests and were also unaware of AIF's operations. This lack of outreach largely limits program participation and deepens perceptions of exclusion and selective access to project benefits. Inconsistent or ineffective communication channels contribute to a situation where only certain groups receive timely updates such as donors, while others remain unaware of opportunities.

Impact: Negative. Poor communication reduces the farmer engagement, creates disparities in access to resources, and limits participation in AIF. Farmers and community members who feel excluded or disempowered are less likely to collaborate, share resources, or support collective initiatives.

Human Capital

Human capital reflects the development of individual skills, knowledge, and confidence through hands-on participation. AIF holds strong potential to build human capital through farmer empowerment, knowledge, and strengthening skills in agriculture; however, this is limited by inconsistent engagement, lack of incentives, unpaid management, and the absence of structured training programs. While some farmers demonstrate improved independence when contracts are active, halted agreements and reduced participation have caused these gains to diminish over time, leaving skills underutilized, as noted in [Conclusion 3.1. Limited Land Ownership Clarity and Lack of Farmer Autonomy Hinder Long-Term Sustainability.](#)

Farmer Motivation and Incentive Structures

Farmer motivation is hindered by top-down decision-making that does not align with local needs or preferences. Without opportunities to influence planting plans, crop selection, or land use, farmers have little sense of ownership over project activities. The lack of wages, and limited crop yield prevents income generation and discourages participation. Even capable farmers become disengaged when their efforts do not result in direct benefits or recognition.

Impact: Negative. Misalignment between farmer priorities and project mandates limits skill application and reduces long-term capacity building. These issues were further compounded by institutional governance gaps, such as unclear accountability and weak transparency mechanisms, which discouraged follow-up and deepened farmer disengagement (IEAnalytics, 2024).

Unpaid Management and Limited Support Capacity

Managers Pak Komar and Pak Ismatullah are working unpaid volunteers, which restricts their ability to provide consistent oversight and engagement within AIF. Without compensation, they must divide their time between the foundation and other income-generating activities, reducing their availability to guide farmers to their fullest potential. Leadership misalignment between Pak Iman, who prioritizes community agricultural welfare, and Ibu Titiek, who focuses on land optimization and research infrastructure, adds to operational confusion and disrupts capacity-building efforts.

Impact: Negative. Unpaid leadership and inconsistent strategic direction weaken the continuity and quality of farmer support. Thus, these gaps undermine accountability and sustainability, as weak institutional commitment and fragmented roles limit long-term capacity building and adaptive learning.

Training and Knowledge Transfer Gaps

Training occurs informally, through observation and learning through experience, and there is currently no established training system in place. Farmers have expressed strong interest in

learning skills — such as fertilizer production, crop care, and general farming knowledge — yet these needs have gone unmet.

Impact: Negative. The willingness to learn is present, but without structured training, human capital growth is limited, and knowledge retention is inconsistent.

Youth Engagement and Generational Knowledge Retention

Youth participation remains low, particularly in Desa Urug, where parental discouragement and a cultural shift toward non-agricultural careers have reduced interest in farming. Without early exposure and hands-on learning opportunities, the next generation risks losing valuable agricultural knowledge, weakening the long-term sustainability of farming in the community.

Impact: Negative. Limited youth engagement threatens the transfer of skills between generations, jeopardizing the continuity of agricultural knowledge and practices.

Physical Capital

The project's impact on physical capital is limited by underproductive land conditions, lack of infrastructure, and overcrowded planting, which restrict agricultural output and scalability. The *waqf* site in Ciluar has seen improvements through the cultivation of high-yielding crops however, these gains are not replicated across all project areas due to resource gaps and inconsistent land management practices. This is noted in [Finding 1.1. Poor Seedling Performance and Oversupply](#) and [Conclusion 3.3. Weak Monitoring Systems and Insufficient Soil Health Practices Undermine Sustainable Outcomes and Adaptive Capacity](#).

Land Productivity and Infrastructure Limitations

A significant portion of the land remains dry and underproductive due to the absence of irrigation systems, insufficient fertilizer application, and overcrowded planting with too many tree varieties competing for resources. Without targeted soil improvement strategies or adequate input provision, yields remain low, and the land's agricultural potential is not effective.

Impact: Negative. Poor land conditions and inadequate infrastructure reduce productivity, limit the scale of farming operations, and undermine the foundation's ability to meet its agricultural goals.

Overcrowding and Crop Management Challenges

The mix of multiple tree types in limited spaces creates competition for soil nutrients, water, and sunlight, which further decreases yields. Farmers are unable to optimize crop spacing or rotation without clear management plans or guidance from the foundation. This inefficiency

also increases the labor demands for maintenance without delivering proportional returns in crop productivity.

Impact: Negative. Inefficient crop management practices contribute to labor inefficiency, lower yields, and limited opportunities for expansion.

Environmental Capital

The project has made progress in transforming unused land into productive agricultural fields; however, the lack of consistent on-site support prevents this land from reaching its full potential. While initiatives such as planting palm sugar trees and introducing high-yield crops have improved certain areas, inconsistent crop selection and limited distribution of resources have reduced the potential long-term environmental benefits, as noted in [Conclusion 1.1. Resource Limitations Impede Communication and Project Effectiveness](#).

Soil and Land Protection Efforts

Palm sugar trees were successfully introduced to reduce the risk of landslides and contribute to long-term land stability.

Impact: Positive. Enhances environmental resilience and offers a protective function for the land, though the scale remains unknown.

Agricultural Land Transformation

In the Waqf site at Ciluar, the encouragement to grow high-yielding crops has converted previously unused land into productive farmland, increasing agricultural activity and land utilization. However, in other areas, crop selection has not always matched local soil and climate conditions, and the potential of seedlings has not been fully realized due to gaps in distribution and farmer engagement.

Impact: Mixed. Positive gains are evident in Ciluar, but limited adaptability and inconsistent implementation elsewhere reduce the broader environmental impact.

Institutional Capital

AIF's Agricultural Waqf project exhibits both strengths and gaps in institutional capacity. While it benefits from cultural legitimacy and committed leadership, its governance structure remains informal and inconsistently applied across sites. Decision-making often lacks transparency, participation, and accountability—core principles of good governance outlined in the IEAnalytics framework. Farmers are rarely included in contract discussions, planning processes, or performance reviews, leading to disengagement and weakened institutional

credibility, as described in [*Conclusion 3.2. While Islamic Giving Models Provide a Steady Funding Base, the Lack of Local Ownership, Youth Engagement, and Institutional Planning Weakens Long-Term Sustainability.*](#)

Project Governance and Strategic Alignment

AIF's leadership is divided between stakeholders with varying strategic priorities. While some focus on optimizing land for research and infrastructure, others prioritize community-based agricultural development. This misalignment has led to operational inconsistencies, ad hoc decision-making, and unclear protocols for stakeholder involvement. Additionally, there are no formal MEL systems in place to track project performance, gather stakeholder feedback, or make data-informed adjustments. Without these institutional mechanisms, the foundation struggles to coordinate efforts, scale its programs, or demonstrate accountability to donors and community members.

Impact: Negative. Weak governance structures and the absence of MEL systems limit the project's adaptability, undermine institutional trust, and restrict the ability to sustain or scale successful initiatives across sites.

Sustainability Of Project

Impact acts as the essential link between outputs and long-term sustainability. It reflects how changes brought by the project-intended or unintended-affect the well-being of communities by influencing their capital assets (financial, natural, human, physical, institutional and social). Assessing these shifts allows the evaluation to understand whether a project's benefits are truly lasting.

In line with the Global Affairs Canada RBM framework, the evaluation team further examined these impacts through three lenses — economic, social, and environmental — to gauge whether the outcomes are likely to be lasting, scalable, and resilient.

Economic Sustainability

Waqf certification secures land use for agricultural purposes, creating a reliable space for the foundation to operate within. Offering land and seedlings to farmers have the potential to increase yields and income, while cultivating higher-value crops can help diversify revenue streams. However, the limited number of active farmers and a freeze on contracts constrain the scale of economic benefits. Expanding participation is essential for strengthening the economic viability of the project and ensuring that welfare improvements reach more individuals. This is supported by [*Recommendation 2.1: Establishing an AIF-IPB Partnership for KKN*](#) and [*Recommendation 3.2: Diversifying Funding Streams and Creating Youth Engagement Pathways*](#).

Social Sustainability

Community ownership of the land and involvement in decision-making foster a sense of responsibility and empowerment that can help maintain project outcomes. Yet, communication issues between managers and foundation leadership slow operational decisions and weaken stakeholder trust. The limiting quantity of participating farmers also limits the transfer of agricultural skills and knowledge to future generations. Improving governance and engagement processes will be critical to sustaining community participation and commitment. This is supported by [*Recommendation 1.1: Building Safe and Effective Feedback Systems*](#) and [*Recommendation 1.3: Improving Communication Consistency*](#),

Environmental Sustainability

In Desa Urug, the challenge of environmental sustainability is closely tied to capacity. With only Pak Komar actively managing the agricultural plots during contract freezes, it is difficult to maintain all available land at optimal productivity. Underutilized areas risk becoming overgrown and threatening crop failure, reducing the overall efficiency of the resource. In

contrast, the land in Ciluar that is actively cultivated with a diverse range of crops demonstrates strong environmental sustainability. Crop diversification supports soil health and provides a model that could be expanded to other sites if management capacity increases.

The project has strong foundational elements such as secure land tenure, potential for consistent donor support and high value seedlings that can support sustained welfare improvements. However, current barriers in scale, governance, and coordination limit its ability to deliver these benefits to its fullest potential. Prioritizing contract reactivation, expanding farmer participation, and improving communication systems will help ensure that positive changes in welfare are maintained and expanded. This is supported by [*Recommendation 1.1. Building Safe and Effective Feedback Systems*](#) and [*Recommendation 3.1. Strengthening Co-Ownership Models and Decentralize Decision-Making*](#).

Together, these reflections align with the six capital assets previously analyzed, reinforcing how impact across these areas serves as the basis for evaluating long-term sustainability in the IEAnalytics model.

Unanswered Questions for Future Evaluations

What is the most effective model for achieving financial sustainability in AIF's operations?

AIF currently relies heavily on inactive donors and unpaid management. Acquiring a funding model such as recurring donor programs could provide consistent operational funding to strengthen the foundation's long-term stability.

How can land tenure agreements be structured to improve farmer participation and trust?

Instability in land access such as the contract freezes discourages investment of labor and resources. Exploring more transparent and secure contractual arrangements could increase farmer motivation and engagement.

What type of training formats best improve farmer capacity and knowledge retention?

Farmers have expressed a clear demand for skills training, identifying whether manuals, workshops, demonstration plots, or a combination is most effective could support farmers in providing more confidence to effectively manage their crops and land.

What strategies could successfully re-engage youth in agriculture?

Low youth participation, parental discouragement and a shift away from agriculture is threatening generational knowledge transfer. Future evaluations could explore programs in schools, community agriculture clubs, or mentorship systems to attract young people to farming.

How can crop selection and environmental management be better adapted to local conditions?

Inconsistent crop selection and limited on-site support have reduced agricultural potential in some areas. Understanding which crops align best with specific soil and climate conditions would improve both productivity and environmental resilience.

What outreach methods could be implemented to ensure equitable access to AIF's resources and opportunities?

Many farmers remain unaware of AIF's agricultural programs. Evaluating communication channels and identifying ways to reach individuals would increase participation and turn unused spaces into agriculturally productive land and expand crop yield.

Is there evidence of local youth in Desa Urug being interested in working on AIF's Agricultural Waqf project?

Interviews with Desa Urug managers revealed that succession of leadership to young people feels unpromising, since, in their opinion, local youth view agriculture as outdated, laborious, and financially risky. They tend to work as Gojek ride-sharing drivers or gold mines for quicker income. This information may be biased and requires validation from local youth perspectives to identify if they're aware of AIF's Agricultural Waqf program, and their opinion on being involved with the waqf sites.

Are current students at IPB interested in volunteering through KKN at AIF's Agricultural Waqf sites?

Conversations with IPB students revealed that there is a general interest to be involved in agriculture, however this evaluation was not able to interview students directly and formally regarding their willingness and interest to volunteer specifically with AIF's agricultural waqf sites for their KKN term. This information, along with IPB's institutional perspective on the logistics of forming this volunteership with AIF, is crucial to determining if the recommendation of establishing an AIF-IPB partnership is genuinely, with direct evidence, in demand by students and possible to establish.

Is IPB, as an institution, interested in partnering with AIF for a KKN partnership?

Similar to the previous question, resolving this knowledge gap is key to ensuring that [Recommendation 2.1](#) can be implemented to all parties' satisfaction and benefit. Moreover, it ensures the sustainability of such a partnership.

Lessons Learned

Over the course of implementing the Agricultural Waqf project, the AIF has encountered several unanticipated challenges and insights that have shaped its strategies and operations. These lessons emerged from real-world experiences that challenged the foundation's initial assumptions about farmer engagement, seed distribution and long-term sustainability approaches. Rather than static planning, AIF's development journey reflects continuous adaptation—rooted in field-level observations, stakeholder feedback, and trial-and-error learning.

These reflections help inform not only future project iterations but also offer broader insights for designing similar programs. Each lesson below represents a shift in AIF's thinking—what seemed effective or sufficient at the outset has often required refinement, rethinking, or a complete pivot. As described in the IEAnalytics framework (Impact Evaluation Analytics–Field Notebook, 2024), these reflections invite the guiding question:

“What did AIF think they knew at the start of the project—versus what experience later taught them?”

Vision Evolution: From Land Conservation to Agrotourism for Sustainability

At inception, AIF aimed to curb farmland conversion by expanding land ownership and supporting traditional farming. However, through experience, the foundation recognized the limitations of relying solely on land acquisition and crop diversification to sustain farmer livelihoods and resist urban development.

Over time, this led to a shift in strategy: AIF began developing a vision for agrotourism-based income generation, including the construction of a 3-floor dormitory for IPB students who wish to conduct research or manage *waqf* farmland. This initiative particularly supports students who cannot afford campus housing, aligning educational access with land stewardship. Inspired by models like Pesantren Gontor, the foundation is exploring how community-based tourism can generate sustainable income to fund future goals, such as building a boarding school. This shift reflects a key lesson learned: long-term land protection requires not only conservation strategies, but also diversified, self-sustaining income models that empower both local communities and the foundation to thrive economically, socially, and ecologically.

Community Awareness and Distribution Systems Shape Program Effectiveness

At the outset, AIF assumed that offering free, high-yield seedlings would naturally attract farmer interest and adoption. However, implementation revealed two major misconceptions. First, many farmers were unaware the program even existed—some assumed the seedlings were not free, while others were unclear on how or whether they were eligible. Second, the foundation had no formal system to track who received seedlings, how many, or whether they were successfully cultivated. This lack of documentation not only hindered program evaluation but also made it difficult to ensure fair and effective distribution.

As a result, AIF has learned that strong communication and a clear, accountable distribution system are both essential for achieving the intended outcomes. These lessons challenge early assumptions and should inform future program design and community outreach strategies.

Legitimacy Requires Tangible Results, Not Promises

At the outset, AIF assumed that verbal promotion of high-yield seedlings would be sufficient to encourage adoption. However, implementation revealed that farmers were reluctant to change cropping patterns based on information alone. Many preferred to wait until they could observe the actual success of crops like guava or pineapple on AIF-managed land before requesting seedlings. This practical behavior highlights a misalignment between program design and farmer decision-making processes.

The foundation has since adapted by showcasing successful crops in demonstration areas to visually prove seedling performance. Seeds are now offered under the condition that farmers will cultivate them as part of agricultural development, reinforcing commitment. This experience emphasizes that trust is built not through claims, but through credible, visible results.

Clarifying Concerns About Partnerships And Collaborations

At inception, AIF has historically taken deliberate steps to maintain a high level of independence, such as by declining overly large donations that could lead to external control and compromise the foundation's independence. This reduces the risk of dependence on a single donor, avoids preferential treatment, and ensures that AIF only accepts donations within its existing operational scale. In its early years, collaborations were limited to essential partnerships such as seedlings provision from the Islamic boarding school and the Ministry of Forestry.

Over time, AIF recognized that partnering with other institutions not only helped sustain its operation but also to deliver greater benefits to the broader community, including in areas beyond agriculture. Past examples include working with the Ministry of Law and Human Rights during COVID-19 pandemic to distribute personal protective equipment.

Today, with the intention of expanding the project's scale, AIF safeguards the foundation's goals and independence by assessing potential partners to ensure that they share the same vision and values. At the same time, it has embraced a more outward-looking approach. AIF is open to further partnerships or sponsorship, such as with IPB University or other institutions, to broaden its reach and address wider social needs.

Recommendations for Future Evaluations

Throughout the course of this evaluation, the team encountered moments when their early assumptions no longer aligned with what was observed on the ground. At the outset, the evaluators believed they had a solid grasp of the AIF Waqf Land program's goals, challenges, and long-term sustainability—largely based on background research and initial observations.

They expected the main issues to be gaps that could be addressed through technical interventions—like digital training, clearer communication, or the implementation of a more formalized sustainability plan. But as the team engaged more deeply with farmers, AIF staff, and donors through interviews and the final Q&A session, their understanding began to shift.

It became clear that many of the challenges were not just logistical or operational—they were tied to deeper questions of inclusion, trust, and cultural context. Based on our fieldwork and evolving understanding throughout the evaluation process, several insights were identified that may support future evaluators and program designers working with community-based agricultural development projects.

Beyond Profit

At the beginning of the project, the evaluation team assumed that youth disinterest in agriculture was largely due to the lack of economic incentives—namely, that farming didn't provide enough profit to justify the labor and uncertainty. They believed that improving financial returns, for example through high-value crops or training programs, could motivate youth to participate more actively.

Through interviews and the final Q&A session, the evaluators came to understand that limited youth engagement is not due to apathy or even just low income—but stems from structural exclusion. Ibu Titiek's example of a government sheep fund illustrates this clearly: although many young applicants were interested and eligible, only one—Pak Komar—was successfully awarded the fund. This is not an isolated case but a reflection of broader systemic barriers.

In addition, Indonesia's fertilizer subsidy program—which in theory should support farmers—has proven ineffective for new entrants. According to Kholis and Setiaji (2020), the subsidy system is plagued by misallocation, inconsistent distribution, and administrative inefficiencies that disproportionately affect young or small-scale farmers lacking connections or influence. These structural issues—such as opaque subsidy distribution and limited access to government support—contribute to uneven opportunities in farming. As several farmers reported, even basic inputs like subsidized fertilizer remain out of reach, reinforcing a sense of exclusion and discouragement among those eager to farm, including youth.

Moreover, urbanization and shifting national development priorities have diverted both land and attention away from farming, pushing young people toward more stable, accessible urban jobs. Pak Komar's story reminds the evaluation that youth are not unwilling to farm—they are often eager but unsupported.

Behind the Silence

At the beginning of the evaluation process, the team assumed that communication challenges within the AIF Waqf Land program were primarily technical. Namely, the core communication challenges within the AIF project stemmed from farmers' limited digital access and literacy. Some lacked smartphones altogether; others struggled to use apps like WhatsApp. On the AIF side, the evaluators noticed minimal use of platforms such as TikTok or Instagram, and an absence of clear project communication or promotional content. They also believed internal communication issues – like missing seedling distribution records – were possibly either due to a lack of training in organization software or a lack of incentive or capacity for such organization.

The team initially thought these issues could be resolved through digital skill-building. In response, they proposed a recommendation during the presentation: establishing an AIF–IPB partnership, where university students would train farmers in using communication tools, assist AIF staff in creating digital content, and introduce basic management tools for better recordkeeping. They imagined this would boost social media visibility, enhance information sharing, and result in simple, visual farming guides—mutually benefiting both students and the local agricultural communities.

Through interviews, it became clear that the barriers to communication were not solely technological or skill-based—they were deeply rooted in structural ambiguity and role fragmentation within AIF itself. Farmers were not empowered to ask questions, offer feedback, or influence decisions. They simply followed instructions—whether or not they understood or agreed with them. Namely, the core issue was not technological—it was the absence of participatory mechanisms. Communication within the project functioned as a one-way, top-down flow of instructions, leaving little space for farmer agency or feedback.

More strikingly, communication efforts relied almost entirely on Ibu Titiek herself, signaling an overcentralization of trust and information flow. This over-reliance not only slows feedback loops but also undermines transparency and local empowerment.

For instance:

- Current part-time AIF farmer Pak Uca shared that he “*relied on following instructions without understanding the reasoning,*” and learned “*by doing and watching others, not by explanation.*”

- Previous Waqf farmer Pak Konik explicitly stated, “*The foundation never asks what seeds they want.*” He and others reported planting only what they were told, with no say in seed selection or cultivation practices.
- Regular AIF donor Pak Sudari noted that while he has offered suggestions in the past, they were made informally. He emphasized, “*there is no formal way to provide feedback,*” and that “*the donors have never been invited to the farm and invited to share recommendations.*”

These examples reveal that both farmers and donors weren’t just under-informed—they were systematically excluded from decision-making and communication loops. Even experienced farmers like Pak Uca and Pak Konik followed instructions without context or input, and regular donors like Pak Sudari noted the absence of formal feedback channels. This highlights a broader issue: communication within the project functioned as a one-directional flow, without space for meaningful dialogue or shared decision-making. Without clear delegation, distributed leadership, or participatory feedback mechanisms, even well-meaning projects risk misalignment, confusion, and frustration among those they aim to serve.

Not Just Structures

At first, the evaluation team struggled to understand how AIF’s Agricultural Waqf project—despite its visible limitations such as a volunteer-based management team, unclear internal communication, and a lack of formal feedback mechanisms—continued to retain donor support and farmer appreciation. Coming from academic backgrounds and diverse cultural contexts, the team assumed that sustainable programs required formal structures, professional staffing, and systematic accountability. From that lens, it was difficult to understand why a project with such visible gaps continued to inspire loyalty and respect.

As the evaluators listened more closely during interviews, they began to understand that their assumptions were shaped by external (and often Western) expectations of how development programs “should” operate, which do not always align with the cultural and religious foundations present in Bogor. What may appear as informal or inefficient from one perspective may, in fact, be sustained by deep social cohesion, shared values, and moral commitment.

That said, the continued support for AIF is not rooted in flawless management systems, but in relational trust and shared values. When asked why he continued to give, donor Pak Sudari simply replied, “*You continue after you start.*” It wasn’t about metrics or KPIs—it was about moral consistency, as previously discussed in relation to *pahala*, the spiritual merit associated with *zakat*, *infak*, and *waqf* in Islamic practice, and the enduring sense of responsibility to give back

as part of one's faith and communal obligation in the broader cultural-religious context. Likewise, many farmers expressed gratitude not because of perfect implementation, but because they felt part of something meaningful and rooted in shared purpose.

In summation, these reflections reminded evaluators that trust within communities is not always established through formal protocols alone—it is often maintained through relational continuity, cultural understanding, and shared values. For future student cohorts evaluating AIF or similar projects, the team recommends approaching the work with attention to these social and spiritual dimensions, not just technical indicators. By doing so, future assessments may be more attuned to local realities and more likely to yield recommendations that resonate with stakeholders. This perspective may encourage a more grounded, culturally sensitive, and trust-based evaluation process for those who follow in their steps.

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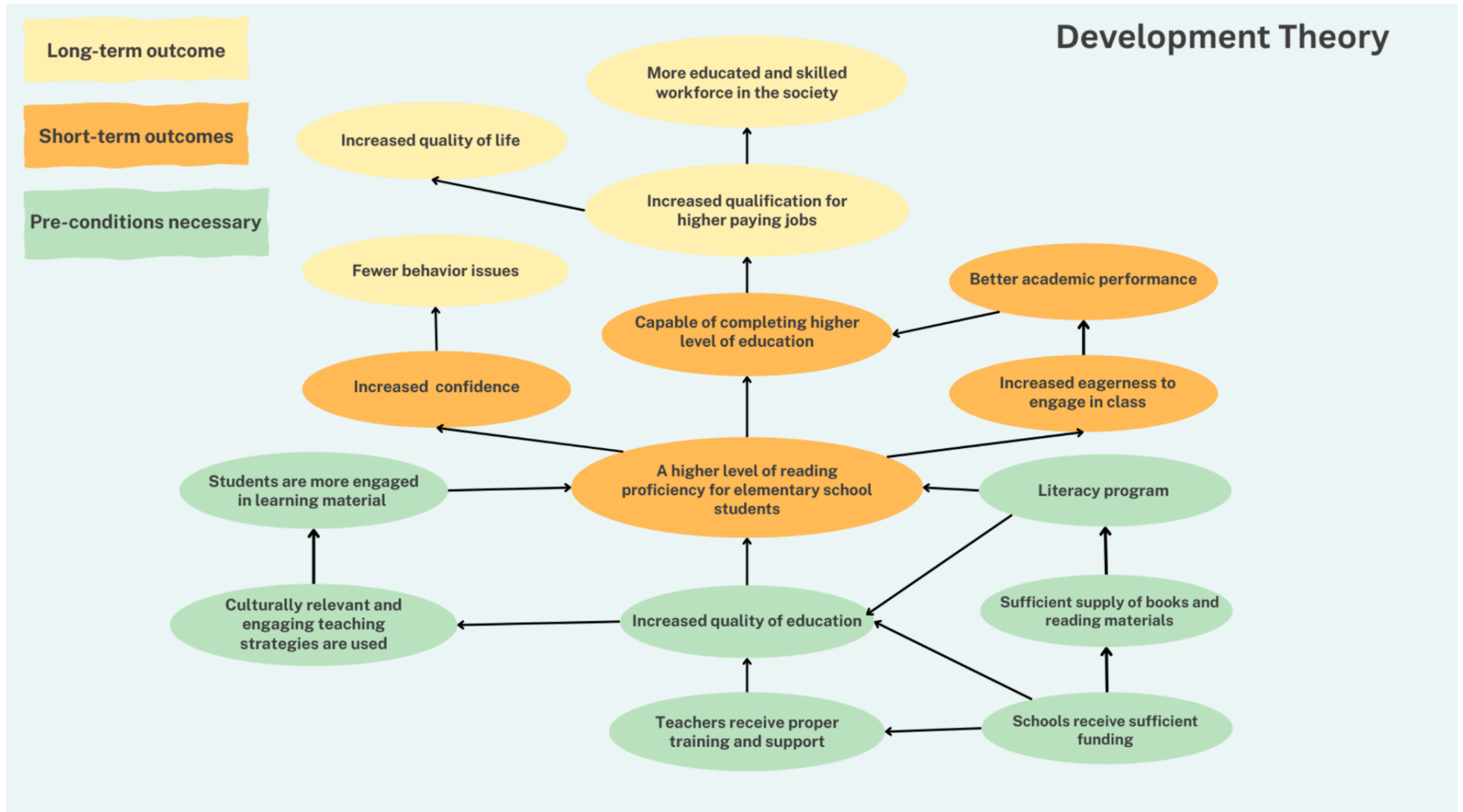
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Appendices

Appendix A: AIF Impact Evaluation Analysis – Development Theory



Appendix B: AIF Impact Evaluation Analysis – Logframe

Logframe (Logical Framework Performance Measurement Framework)							
Narrative Summary	Objectively Verifiable Indicator (OVI)	Means of Verification (MoV)		Assumptions and Risks		Assumptions	Risks
		Source	Method				
Development Hypothesis	Ultimate Outcome (Changes in Welfare)	Improved farmer and community welfare through increased income, enhanced farming knowledge, and youth engagement—contributing to long-term social and economic sustainability in rural areas.	1. Increase in average household income by X% or X rupiah within one year of participating in AIF-supported agricultural activities.	Community testimonies; interview notes.	Transcripts and coded themes from interviews with farmers and community members conducted during field visits.	Farmers are willing and able to adopt AIF-supported practices, and resulting income changes are measurable.	Economic shocks or climate-related events undermine income gains.
			2. At least 75% of farmers engaged in AIF programs report enhanced farming knowledge and techniques within 6 months of completing training.	MEL field reports; photo documentation.	Analysis of field visit records and photographic evidence showing community participation, visible improvements, and training activities.	Training is delivered effectively, and farmers retain and apply new techniques.	Limited post-training follow-up results in poor adoption of techniques.

			3. X number of local youth enroll in agriculture-related education or training within 2 years, with at least Y% reporting improved perception of agriculture as a viable livelihood and reduced interest in migrating to urban areas.	Program registration logs; IPB outreach records; Community survey responses; Interview transcripts.	Enrollment forms, program rosters, or attendance records maintained by IPB or AIF; thematic analysis of interviews and survey comparisons on perception and migration intent.	Youth view agriculture as a viable career path; IPB and AIF maintain outreach capacity, and survey responses on perception and migration intent are reliable.	Declining interest in agriculture due to better urban opportunities or inaccurate survey data.
	Intermediate Outcome (Changes in Behaviour)	1. Farmers and landowners adopt alternative, higher-value or ecologically suitable crops (e.g., banana, guava) and are more likely to actively cultivate land with diversified production, rather than leaving it idle or using it for low-value crops (e.g., cassava or rice).	At least 60% of participating farmers and landowners adopt at least one alternative, higher-value, or ecologically suitable crop (e.g., banana, guava) within 12 months.	Pre- and post-program crop records from AIF field staff, farmer self-reports, and village land use data.	Comparative analysis of crop types grown before and after intervention using survey data and field observation logs.	Farmers and landowners have access to necessary inputs (e.g., seeds, tools) and technical support to adopt new crops.	Extreme weather, pest outbreaks, or market price fluctuations discourage farmers from transitioning to new or high-value crops.

		2. Farmers apply improved production practices promoted through AIF training (e.g., compost).	Over 50% of trained farmers apply at least one improved production practice (e.g., composting) within 6 months of training.	AIF training attendance records, follow-up surveys, and field monitoring reports.	Field staff conduct on-site observation checklists and follow-up interviews to verify adoption of composting or other practices.	Training content is relevant, understandable, and directly applicable to farmers' local conditions.	Farmers face labor shortages, land constraints, or economic pressure that limit their ability to apply improved practices.
		3. Partner organizations establish and maintain a regular system of agriculture-related engagements, such as scheduled training sessions, field visits, and input delivery, as part of their ongoing programming.	At least 2 agriculture-related engagement activities per quarter are implemented as part of a recurring system established by each partner organization.	Partner organization calendars, activity schedules, quarterly implementation reports, and internal M&E logs.	Review quarterly activity logs and compare them against established schedules or work plans to assess whether activities were delivered consistently as planned. Supplement with interviews or brief check-ins with partner staff to confirm whether these engagements are part of a routine system, rather than ad hoc or one-off efforts.	Partner organizations have the capacity, internal support, and sustained commitment to institutionalize regular agricultural programming.	Partner organizations deprioritize agriculture-related activities due to internal restructuring, limited staff capacity, budget constraints, or changing leadership priorities.

		4. Youth and villagers actively take part in agriculture-related programs and fieldwork activities (e.g., seedling distribution, composting, on-farm training, or community workshops), demonstrating increased engagement in local agricultural initiatives.	At least a 15% year-over-year increase in the number of youth and villagers who attend a minimum of two agriculture-related programs or fieldwork sessions (e.g., seedling distribution, composting, on-farm training) annually.	Event participation records, community program logs, and youth focus group transcripts.	Review of attendance sheets to calculate year-over-year change in the number of individuals attending two or more events annually, supplemented by brief post-event interviews to assess motivation and relevance of participation.	Youth and villagers are motivated to participate in agriculture-related programs and perceive them as valuable or relevant to their livelihoods and goals.	Social or cultural norms discourage youth engagement in farming, or competing work opportunities reduce participation.
	Immediate Outcome (Changes in Capacity)	1. Community members gain increased access to agriculture-related knowledge and resources.	At least 3 new crop varieties (e.g., banana, guava) tested or adopted by farmers within 12 months.	Farmer field records; training follow-up reports; observation logs.	On-site field verification and photographic evidence collected during quarterly monitoring visits.	Farmers are willing to trial or adopt new crop varieties if provided with adequate training and seed access.	Traditional crop preference or poor performance of new varieties may limit adoption despite support.
		2. Develop greater awareness of the value and potential of Waqf land.	60% of participating farmers report increased understanding of crop-market alignment after training sessions (pre/post survey).	Pre- and post-training survey responses.	Quantitative comparison of identical questions across pre/post surveys conducted after AIF-led market training.	Market trends and agroecological factors are accurately assessed and clearly communicated through training.	Misalignment between market conditions and training content may reduce farmers' confidence or ability to act.

		3. Farmers improve their decision-making capacity through increased understanding of crop characteristics, market demand, and agroecological suitability following AIF-led training.	At least 80% of participating farmers report increased understanding of crop characteristics, market demand, and agroecological suitability after attending AIF-led training.	Post-training feedback forms; focus group discussion transcripts.	Aggregated analysis of reported knowledge gains and thematic coding of focus group responses.	Training sessions effectively enhance farmers' understanding of crop characteristics, market demand, and suitability.	Inadequate training delivery, limited farmer engagement, or lack of contextual relevance may limit learning outcomes.
		4. Participating farmers experience reduced workload and improved working conditions under AIF-supported farming models compared to previous farming arrangements.	At least 50% of farmers report that their current workload with AIF is more manageable compared to previous farming arrangements (e.g., cassava contracts).	Farmer satisfaction surveys; informal interviews.	Comparative self-assessment surveys asking farmers to reflect on past and present farming workload.	Farmers accurately recall and report on previous farming experiences; AIF interventions are designed to reduce workload and promote healthier, more sustainable farming practices.	Personal bias or influence from AIF presence may affect responses; Perceived improvement may not reflect actual workload changes, or farmers may experience new pressures from program requirements.
		5. Landless villagers expand their farming capacity by gaining access to Waqf land, quality inputs (e.g., seedlings), and hands-on farming experience	At least 75% of landless villagers who expressed interest in farming have received access to Waqf farmland and seedlings, and have engaged in farming	AIF participation logs; farming activity attendance sheets.	Cross-checking registration data with attendance and field activity records.	Sufficient Waqf land and resources (e.g. seedlings) are available for landless villagers to engage in sustained farming activities.	Competing livelihood demands or social barriers may prevent sustained participation.

		through AIF programs.	practices for more than three consecutive months.				
Manageable Interests	Outputs	1. Delivery of context-specific agricultural training sessions.	At least X training sessions on sustainable agriculture and crop diversification delivered within 6 months, tailored to local agroecological conditions.	Training attendance records; pre- and post-training surveys.	Verify number, content, and schedule of training sessions through AIF training attendance logs; compare pre- and post-training survey results to assess knowledge improvements.	Farmers are willing and able to attend trainings and apply knowledge in practice	Possible resistance to changing traditional crop choices due to cultural or economic factors
		2. Provision of improved crop varieties to community members through waqf land initiatives.	500+ improved seedlings (e.g., banana, guava) distributed to at least X farmers within the first year of implementation.	Seedling distribution logs; follow-up interviews and crop planning documentation.	Cross-check seedling distribution logs with farmer names and quantities received; analyze follow-up interview transcripts and crop planning records to confirm seedling use and intended crop changes.	The project team can secure appropriate trainers and high-quality seedlings.	Delays or shortages in seedling supply disrupt distribution schedule and reduce farmer trust.

		3. Free and accessible farmland in Desa Ciluar and Desa Urug.	More than 80% of villagers in Desa Ciluar and Desa Urug are aware of the availability of free and accessible farmland within the first 6 months of program rollout.	Interviews with villagers	Conduct individual interviews with a randomized sample of villagers in Desa Ciluar and Desa Urug to determine awareness of farmland availability.	Local conditions (weather, land tenure, labor availability) support implementation; the sample size and selection of interviewers are sufficient to represent the target population.	Lack of clear communication or social barriers (e.g., land disputes, local gatekeepers) prevent villagers from accessing or knowing about farmland opportunities.
	Inputs	Resources mobilized to support Waqf land activities, including staffing, training materials, transportation, seedlings, and coordination with IPB University and local partners, as well as donations in the form of land and financial support.	1. At least 3 agricultural training sessions conducted per site within the first 6 months, using approved materials and facilitators.	Training agenda & materials used; facilitator contracts or approval lists; session attendance sheets.	Verify training sessions through sign-in sheets, session reports, and facilitator validation; match facilitator names with approved list.	Qualified trainers and facilitators are available and willing to participate in training sessions.	Low attendance or engagement in training sessions due to scheduling conflicts or lack of interest.
			2. Minimum X number of seedlings procured and distributed to farmers within the first quarter of implementation.	Procurement records; seedling distribution logs; seedling receipts.	Verification of seedling receipts and delivery tracking; field visit confirmation.	Seedlings and agricultural materials can be procured on time without significant supply chain disruptions.	Delays or shortages in seedling delivery reduce farmer trust and disrupt the planting schedule.

			3. At least 2 coordination meetings held with IPB University and key partners per quarter, with meeting notes recorded.	Meeting minutes with IPB and partners; attendance logs.	Review signed meeting minutes and verify consistency with scheduling logs.	IPB University and key partners remain actively engaged and responsive in coordination meetings.	Communication breakdown or disengagement from partners limits coordination and slows implementation.
			4. Minimum X field staff and volunteers mobilized and trained in project facilitation within 2 months of project start.	Staff/volunteer onboarding and training rosters; mobilization schedule and field assignment logs.	Verify through HR records and field team deployment updates; Cross-check team activity logs with training records.	Field staff and volunteers are available, motivated, and can be onboarded and trained within the project timeline.	Difficulties in recruiting or retaining qualified field staff and volunteers hinder project rollout.
			5. AIF receives regular money donations that, within six months, are sufficient to cover 100% of its monthly operational expenses.	Annual financial summaries; bank transfer logs; expense reports.	Request access to AIF's donation and expense records, and compare annual donations received to operational budget sheets for the same period.	Donors are informed, motivated, and able to contribute financial resources regularly within the first six months.	Inconsistent or insufficient financial donations affect the project's ability to cover operational costs.

			6. At least one land donation to AIF is recorded within a 12-month period.	Land title transfer or legal donation agreements; AIF acknowledgment letter.	Review signed land donation documents; confirm with local land authority registration.	AIF's donation records are complete, and genuinely reflect all monetary and land contributions received during the reporting period; landowners are willing to donate land, and legal procedures for land transfer can be completed within 12 months.	Legal or administrative barriers delay or prevent land donation registration and transfer; No donors come forward to contribute land, resulting in failure to secure additional farmland for project expansion and compromising long-term sustainability goals.
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Appendix C: AIF Impact Evaluation Analysis – Presentation Handout

Bahasa Indonesia Handout, External Page

Yayasan Agri Insani



Rekomendasi untuk Keberhasilan

AIF berupaya memberdayakan para petani dan masyarakat.

Saat ini, belum ada sistem yang mendukung pemanfaatan lahan pertanian yang berkelanjutan, produktif dan berarti di Bogor.

Melalui pemanfaatan tanah Wakaf, Yayasan Agri Insani berupaya meningkatkan kesejahteraan dan pengetahuan masyarakat. Tujuan mereka adalah agar para petani dan penduduk sekitar dapat memperoleh manfaat secara sosial dan ekonomi melalui proyek-proyek pertanian yang produktif.

Selama 3 minggu terakhir, sekelompok mahasiswa dari IPB University (Bogor, Indonesia) dan University of British Columbia (Vancouver, Kanada) telah mengevaluasi dampak dari lokasi wakaf pertanian milik AIF di Desa Ciluar dan Desa Urug. Evaluasi dampak ini dilaksanakan sebagai bagian dari mata kuliah LFS 302B Analisis Evaluasi Dampak (Impact Evaluation Analytics), yang diampu oleh Profesor Sean Holowaychuk dan Profesor Christopher Bennett.

TERIMA KASIH

atas kesempatannya!



Dengan harapan terbaik untuk masa depan,

Andi Lisna Suryani

Ching Nga Fion Lau

Julieta Martinez Fabris

Kajal Mishra

Rayyan Syahrani

River Li

Komunikasi

KESESUAIAN

Untuk memastikan bibit yang dibagikan sesuai dengan kondisi lokasi dan kebutuhan petani:

Kaji kondisi sebelum melakukan distribusi.

Konsultasikan preferensi dan kebutuhan petani.

Berikan pelatihan kepada petani mengenai cara menanam varietas baru.

KOMUNIKASI EFEKTIF

Untuk memastikan para pemangku kepentingan memiliki kesempatan yang sama untuk menyampaikan pendapat mereka:

Sediakan saluran umpan balik yang aman, seperti mengumpulkan saran secara anonim atau melalui pihak yang netral.



Kemitraan

HUBUNGAN TIMBAL BALIK

Untuk memastikan pemuda dan kalangan akademisi terlibat dalam pencapaian tujuan-tujuan AIF:

Jalin hubungan jangka panjang dengan IPB yang didasari oleh rasa saling percaya, rasa hormat, dan nilai-nilai bersama untuk mempercepat peningkatan kesejahteraan pemuda dan masyarakat lokal di bidang pertanian.

Pastikan adanya kesempatan bagi mahasiswa IPB dan mahasiswa lainnya untuk menjadi sukarelawan di lokasi-lokasi wakaf AIF setiap tahun melalui program Kuliah Kerja Nyata (KKN).

PERTUKARAN PENGETAHUAN

Untuk memastikan bahwa mahasiswa dan AIF saling memperoleh manfaat dari penempatan KKN tahunan:

Tingkatkan kehadiran AIF di media sosial dengan bekerja sama dengan mahasiswa bisnis/pemasaran untuk membuat konten video dan melatih pihak yayasan dalam hal pemasaran media sosial (seperti situs web, TikTok, WhatsApp, dan Instagram).

Mahasiswa dapat bereksperimen dan menerapkan pengetahuan teori pertanian dan ilmu alam yang diperoleh di kelas ke dalam praktik di dunia nyata. Mahasiswa bersama para petani dapat membuat buku panduan yang sederhana dan relevan secara visual untuk dijadikan referensi dalam kegiatan bertani sehari-hari.

Keberlanjutan

KONTRAK PETANI

Untuk memastikan petani memiliki kepastian masa garap lahan:

Tingkatkan lama kontrak yang saat ini bersifat jangka pendek (6 bulan) menjadi kontrak 2 tahun. Dukung petani secara konsisten di sepanjang masa kontrak mereka melalui penerapan rekomendasi-rekomendasi komunikasi.

KETERLIBATAN PEMUDA

Agar pemuda setempat tertarik untuk berpartisipasi di bidang pertanian:

Adakan program yang berfokus pada kaum muda yang memungkinkan mereka terlibat dalam praktik-praktik pertanian, seperti program pendampingan petani (magang singkat) atau kunjungan lapangan.

PENDANAAN

Untuk memastikan pendanaan stabil:

Hubungi kembali para donatur lama.

Bangun model keuangan yang stabil dan mandiri.

Ajukan permohonan untuk hibah skala kecil.

Lanjutkan perencanaan agrowisata yang bertanggung jawab.



Agri Insani Foundation



Recommendations for Success

AIF aims to empower farmers and communities.

Currently, there is a lack of an enabling system to support sustainable, productive, and **meaningful** use of agricultural land in Bogor.

Through the use of Waqf land, Agri Insani Foundation aims to improve community welfare and knowledge. Their goal is to enable farmers and nearby residents to benefit socially and economically through productive agricultural projects.

Over the past 3 weeks, a group of students from IPB University (Bogor, Indonesia) and the University of British Columbia (Vancouver, Canada) evaluated the impact of AIF's agricultural waqf sites in Desa Ciluar and Desa Urug. This impact evaluation was completed as part of the LFS 302B Impact Evaluation Analytics course, instructed by Professor Sean Holowaychuk and Professor Christopher Bennett.

TERIMA KASIH

for the opportunity!



With best wishes for the future,

Andi Lisna Suryani

Ching Nga Fion Lau

Julieta Martinez Fabris

Kajal Mishra

Rayyan Syahrani

River Li

Communication

SUITABILITY

To ensure seedlings distributed align with site conditions and farmer's need:

Assess conditions before distribution.
Consult farmer's preferences and needs.
Provide farmers with trainings on growing new varieties.

EFFECTIVE COMMUNICATION

To ensure stakeholders have equal opportunity to express their opinion:

Establish safe feedback channels, such as collecting suggestions anonymously or through a neutral party.



Partnerships

RECIPROCAL RELATIONSHIP

To ensure youth and academics are involved in achieving AIF's goals:

Establish a long-term relationship with IPB based on mutual trust, respect, and shared values.
Ensure opportunities for IPB students and other students to volunteer at AIF's Waqf sites annually, through the Kuliah Kerja Nyata (KKN).

KNOWLEDGE EXCHANGE

To ensure that students and AIF mutually benefit from the annual KKN placement:

Increase AIF's social media presence to donors through assigning student volunteers to create content and train the organization in marketing (such as a website, TikTok, WhatsApp, and Instagram).
Allow students to experiment and apply classroom knowledge of agriculture and natural sciences in a real-world setting.
Create the opportunity for students to co-create guidebooks with farmers that are simple and visually-relevant to reference during daily farming.



Sustainability

FARMER CONTRACTS

To ensure farmers have stable land tenure:

Increase the current short-term, 6-month contracts to 2-year contracts.
Consistently support farmers throughout their contract through communication recommendations.

YOUTH INVOLVEMENT

To ensure youth are interested in participating into farming:

Start youth focused programs that enable youth to engage in agricultural practices such as shadowing a farmer and field visits.

FUNDING

To ensure fundings are stable:

Reconnect with past donors.
Build a stable financial model that is self-sustaining.
Apply for small grants.
Continue responsible agro-tourism planning.



Appendix D: AIF Impact Evaluation Analysis – Stakeholder List and Key Interview Inquiries

Name	Position/Role	Interview Dates	Key Interview Inquiries
Ibu Titiek	AIF Board of Directors, Secretary Manager of Desa Ciluar Waqf	May 9, Desa Ciluar May 15, Desa Ciluar May 21, Zoom Call	- What are the goals of AIF's agricultural waqf project? Have they evolved since inception, and do you feel that they are currently being met? - What are some challenges in the waqf project? Have they been resolved, and if yes, how have they been resolved? - If funding or available labour is insufficient, how does AIF ensure that the project continues successfully?
Pak Kadir	Full-time Farmer at Desa Ciluar Waqf	May 12, Desa Ciluar	- How did you learn about the opportunity to farm here? - What kind of training do you wish you had earlier in your farming journey? - What do you enjoy most about your work here?
Pak Uca	Part-time Farmer and Beneficiary at Desa Ciluar Waqf	May 12, Desa Ciluar May 21, Desa Ciluar	- How did you learn about the opportunity to farm here? - What kind of training do you wish you had earlier in your farming journey? - What do you enjoy most about your work here? - Are you satisfied with your crop performance? - In what ways could AIF better support you? - Do you find any differences between your previous job and current job with AIF?
Pak Ahmad	Part-time Farmer and Beneficiary at Desa Ciluar Waqf	May 12, Desa Ciluar May 21, Desa Ciluar	
Pak Muhammed	Research & Development Manager at Pesantren Pertanian Darul Fallah	May 16, Pesantren Pertanian Darul Fallah	- What are the goals of the boarding school with this seedling project? Have they evolved since inception, and do you feel that they are currently met? - How does the seedling development and distribution process work? How are students involved? - What are the challenges you find in the process?

			What would you say has been the greatest impact of this project?
Pak Sudari	Donor of Agri Insani Foundation	May 19, Zoom Call	- What motivated you to start donating to AIF, and to continue donating since then? How frequently do you donate, and what form of donation do you prefer to give? - Do you feel that AIF's core goals are adequately met? - What advice would you give to AIF to attract more donors or grow their project? - How often do you receive updates from AIF? How do you provide feedback to AIF? Does the level of donor engagement feel satisfactory? - What do you most look forward to regarding AIF's future?
Pak Komar	Co-Manager of Desa Urug Waqf Village Head in Desa Urug	May 20, Desa Urug May 24, Desa Urug	- What do your day-to-day tasks look like in managing this waqf land? How many farmers are currently involved or supported by this project? - If funding or available labour is insufficient, how does AIF ensure that the project continues successfully? - Are younger people interested in becoming farmers here? - What does communication look like between you and AIF? How often is this communication? - Do you feel that Desa Urug is adequately supported by AIF, given the different site conditions than Desa Ciluar?
Pak Ismatullah	Co-Manager of Desa Urug Waqf <i>Ustad</i> (Religious Head) of Desa Urug	May 20, Desa Urug May 23, Zoom Call	- What motivated you to start getting involved with the AIF site in Desa Urug? - What do your day-to-day tasks look like in being an Ustad here? How does your work as an Ustad relate to the waqf site? - Are younger people interested in becoming farmers here?

			• Have there been noticeable changes in Desa Urug since AIF's waqf site started? • We heard that some farmers in Bogor have been forced to sell their land to the government. Is this an issue and threat to farmers here?
Pak Iman	AIF Board of Directors, Chairman IPB Alum and Lecturer <i>Ustad</i> (Mosque Leader)	May 22, Zoom Call	• What does AIF consider to be a successful outcome of the agricultural waqf sites? Would you say that these objectives are being met? • What are the different functions and goals of AIF waqf sites across Desa Cibeber, Ciluar, and Urug? • How does AIF ensure financial sustainability? Are there strategies to grow donor engagement over time? • Do you consider climate change as a potential risk to the project? If yes, are there strategies planned to mitigate such risks? • Who is responsible for deciding the quantity and types of seedlings to purchase? How are farmers engaged in such decision-making processes? • How does AIF determine which seedlings are appropriate to varying agroclimates? Do you think these decision-making processes played a role in banana growth failure in Desa Urug? • Are there plans to distribute essential agricultural inputs, such as fertilizers, to farmers? • What are the biggest external factors influencing the success of this project?
Pak Hana	Former Farmer and Beneficiary at Desa Urug Waqf	May 24, Desa Urug	• How did you learn about the opportunity to farm here? What caused the termination of farmer contracts? • What did you plant at this site, and did you feel supported in achieving successful crops? Did you find any issues during your time here?

Pak Konik	Former Farmer and Beneficiary at Desa Urug Waqf	May 24, Desa Urug	• What kind of training do you wish you had earlier in your farming journey? • What kind of plants would you like to try planting? Have you planted cassava? • What could AIF do to better succeed at this project and support farmers? • What do you do for work now? Would you return to AIF if contracts were renewed? • Do you think Desa Urug is a suitable location for eco-tourism? Would you welcome it?
Ibu Yati	Desa Urug Village Resident	May 24, Desa Urug	• What do you enjoy most about Desa Urug, and what is your current job? • Do you currently own land and harvest crops? Do you farm cassava? • Are there any disease threats to these crops? Any support to help harvest? • What is your opinion on agricultural jobs? Do you think youth should be interested in pursuing agriculture, and are they? • What are your thoughts on eco-tourism being developed in Desa Urug? • Are you familiar with AIF's agricultural waqf site here?
Ibu Esih	Desa Urug Village Resident	May 24, Desa Urug	
Pak Jaja	Desa Urug Village Resident Local Farmer in Desa Urug	May 24, Desa Urug	• How does your farm operate, is it for selling or consumption? What do you plant, and do you find threats of plant disease? Do you use fertilizer? • What is your opinion on agricultural jobs, such as being a farmer? What other institutions support your work here? • Is it common for parents in this community to teach their children farming practices? What does farming look like for other local farmers?

			• Have you ever considered selling your land, or know of anyone who sold their land under economic pressure? • What are your thoughts on eco-tourism being developed here? • Do you know of AIF's agricultural waqf site in Desa Urug? Would you be interested in participating in such a program? Do you think it would be useful to local farmers?
Pak Midi	Desa Sukajaya Village Resident Local Farmer near Desa Urug	May 24, Desa Sukajaya	• How does your farm operate? Do you own the land? How many farmers work here, and what do you plant? • What is your opinion on agricultural jobs, such as being a farmer? What other institutions support your work here? • Is it common for parents in this community to teach their children farming practices? • Have you ever considered selling your land, or know of anyone who sold their land under economic pressure? • Do you know of AIF's agricultural waqf site in Desa Urug? Would you be interested in participating in such a program if it were based here? Do you think it would be useful to local farmers?

Appendix E: AIF Impact Evaluation Analysis – Pesantren Darul Falah Handout

 Laboratorium dan Pembibitan
Tanaman Kultur Jaringan



PT DaFa Teknoagro Mandiri
www.dafataman.com

• Komplek PP. Darul Fallah
Jl. Raya Bogor-Ciampea KM12, Kec.
Ciampea, Kab. Bogor, Jawa Barat 16620

• No. Telepon 0251 8425416 • WhatsApp 0813 1090 2681 / 081286402582

Kultur Jaringan Tanaman

Kultur jaringan atau *tissue culture* adalah teknik mengisolasi bagian tanaman, seperti batang, tunas, dan daun yang berasal dari tanaman induk (*mother plant*).

Tanaman induk (*mother plant*) sebagai sumber explant, berasal dari tanaman sehat, unggul dan memiliki asal usul jenis yang jelas.

Dalam prosesnya, kultur jaringan dikerjakan secara aseptik di laboratorium hingga bagian tersebut dapat tumbuh dan berkembang menjadi tanaman lengkap.



Manfaat Kultur Jaringan

Menghasilkan bibit sehat, seragam, tidak membawa penyakit dan tumbuh dengan baik, menghasilkan bibit dalam jumlah banyak, dan dalam waktu cepat

Sarana & Kapasitas Produksi

- Bangunan Laboratorium 800 m²
- 16 Laminar & 9 Autoclave
- 5 ruang inkubasi berkapasitas 360.000 botol
- Green House
- Area nursery 5 Ha
- Kapasitas produksi 2.000.000 bibit per tahun

Produk dan Jasa

Plantlet dan Bibit Tanaman Hortikultura

- Kentang Granola L, Atlantik Malang, Dayang Sumbi dll
- Pisang Kepok Tanjung, Cavendis, Ambon Kuning, Barangan Merah, Mas Kirana, Raja Bulu, Kepok Kuning
- Nanas Mahkota Bogor, Delica Subang, Smooth Cayenne

Plantlet dan Bibit Tanaman Hias

- Aglonema spp., Syngonium spp., Caladium spp., Anthurium spp., dll
- Anggrek, Krisan dll.

Souvenir Tanaman Kultur Jaringan



- Jasa Perbanyak Tanaman Eksklusif
- Paket Pelatihan Kultur Jaringan
- Menyediakan Alat – Alat Dan Bahan – Bahan Laboratorium Kultur Jaringan
- Kunjungan Edukasi Untuk Pelajar, Mahasiswa dan Umum



Sejak 1996 PT. DaFa Teknoagro Mandiri mengembangkan bibit tanaman berkualitas melalui teknologi kultur jaringan

Mulai tahun 2001 DaFa memproduksi bibit kultur jaringan untuk kebutuhan komersial.

Langkah kecil ini semoga turut membantu keberlanjutan produk pertanian berkualitas di Indonesia melalui bibit yang murni, sehat dan berkualitas.



PRODUKTIVITAS ANDA BERAWAL DARI KUALITAS BIBIT

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bit.ly/shopeedafa



Appendix F: AIF Impact Evaluation Analysis – AIF Handout

**SEKILAS
INFO**

AGRI INSANI FOUNDATION



Yayasan Pengembangan Sumberdaya Insani Agrobisnis dan Agroindustri “Agri Insani” (disingkat: **Yayasan Agri Insani**, atau **Agri Insani Foundation, (AIF)** adalah Yayasan yang secara formal dibentuk di Bogor sesuai akte notaris Eva Misdawati, SH., pada tanggal 18 April 2008. Dan pengesahan dari Menteri Hukum dan Hak Azasi Manusia Republik Indonesia No. AHU-2529.AH.01.04 Tanggal 11 Agustus 2009. Walaupun demikian, secara informal kegiatan Yayasan telah dimulai sejak 2005.

MAKSUD DAN TUJUAN

AIF adalah badan hukum yang berfokus pada *pengembangan sumberdaya insani di bidang agrobisnis dan agroindustri*.

KEGIATAN USAHA

Badan usaha AIF sebagaimana maksud dan tujuan di atas, mempunyai cakupan yang luas, termasuk antara lain: pendidikan, ilmu pengetahuan, kesehatan, lingkungan hidup, perlindungan konsumen, hak azasi manusia, kesenian dan olah raga.

AKTIVITAS DAN KERJASAMA YANG DITAWARKAN

Pada saat ini AIF memiliki *lahan abadi pertanian* dengan status tanah wakaf seluas sekitar 1,6 ha, di 3 (tiga) lokasi, yaitu: (1) di daerah Kampung Anyar, Desa Urug, Kecamatan Sukajaya-Kabupaten Bogor; (2) di daerah Kampung Bubulak, Kelurahan Ciluar, Kecamatan Bogor Utara-Kota Bogor; dan (3). Desa Cibeber II, Kecamatan Leuwiliang-Kabupaten Bogor. Lahan ini diperuntukkan bagi **penguatan kapasitas masyarakat** di bidang pertanian dalam arti luas (tanaman pangan, hortikultura, perkebunan, peternakan, kehutanan, serta perikanan dan

kelautan, termasuk juga pengembangan nilai tambah produk melalui pengolahan berbasis sumberdaya lokal serta **pemasarannya**. Lahan pertanian ini akan diperluas secara bertahap, dengan menggunakan dana dari para donatur (swadana).

ORGAN YAYASAN

AIF memiliki organ yang terdiri atas Pembina, Pengurus dan Pengawas. Pada saat ini organ AIF sebagai berikut:

Pembina

Prof. Ir. Hj. Muzaynah Sutikno, M.Sc.
Ir. H. Heru Sumaryanto, M.Si.
Ir. H.M. Faiz Sholeh, MM.

Pengurus

Ketua : Ir. H. Iman Hilman, MM
Sekretaris : Ir. Hj. Dwi Titik Adjarini
Bendahara : Dra. Hj. Eris Nurul Laily
Seksi Usaha : Dra. Daryati, MT
Mulyono Pardi
Seksi Diklat : Drs. Muhammad Bakri Nasir
Prof.Dr.Ir. H. Joko Santoso, M.Si.

Pengawas

Prof. Dr.Ir. H. Pudji Muljono, M.Si.
Dra. Hj. Sri Suyanti, MT

SEKRETARIAT YAYASAN

Tanah Baru Permai Blok D No. 33, Kelurahan Tanah Baru, Kecamatan Bogor Utara, Kota Bogor, Propinsi Jawa Barat, Indonesia. Telp/Fax: (0251) 8652046; e-mail: quarance@yahoo.com (CP. Bu Dwi Titik: HP. 081219327397).