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AL-AMWAL

## **Risk Management for the Distribution of Zakat, Infaq, and Shadaqah (ZIS) Funds on the Mentari Scholarship Program at Zakat Center LAZISMU Gresik**

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### **Abstract**

*This study aims to analyze the risks and risk management in the distribution of ZIS funds in the Mentari scholarship program at LAZISMU Gresik. The Mentari Scholarship Program is LAZISMU Gresik's flagship program in the education pillar. This research uses descriptive qualitative methods with data collection techniques through triangulation, which includes observation, semi-structured interviews, and documentation. The results showed the existence of risks in the distribution of Zakat, Infaq, and Sadaqah (ZIS) funds in the mentari scholarship program, including the risk of uneven allocation, the risk of lack of coordination between Zakat Management Organisations (OPZ), the risk of administrative delays, and the risk of lack of coordination & communication. The application of risk management in the distribution of Zakat, Infaq, and Sadaqah (ZIS) funds through the Mentari Scholarship Program at the Zakat Center LAZISMU Gresik is carried out with the phases of the risk management model in zakat institutions in the BAZNAS and Bank Indonesia books which include the stages of context formation, risk identification, and its impact, risk measurement, risk evaluation, and risk treatment. In addition, risk management is applied in the distribution of Mentari scholarship ZIS funds using the principles of priority scale and transparency. The distribution of ZIS funds must be guided by the standard operating procedures for implementing pentasyarufan / utilization activities listed in the policy book and the LAZISMU Gresik Regency management strategic plan in 2022.*

**Keywords:** Risk Management, Distribution Of Zakat, Infaq, and Shadaqah (ZIS) Funds, Mentari Scholarship Program.

## Abstrak

Penelitian ini bertujuan untuk menganalisis risiko dan manajemen risiko dalam penyaluran dana ZIS pada program beasiswa mentari di LAZISMU Gresik. Program Beasiswa Mentari merupakan program unggulan LAZISMU Gresik di pilar pendidikan. Penelitian ini menggunakan metode deskriptif kualitatif dengan teknik pengumpulan data melalui triangulasi, yang mencakup observasi, wawancara semi-terstruktur, dan dokumentasi. Hasil penelitian menunjukkan adanya risiko dalam penyaluran dana Zakat, Infaq, dan Shadaqah (ZIS) pada program beasiswa mentari, di antaranya Risiko alokasi tidak merata, Risiko kurangnya koordinasi antar Organisasi Pengelola Zakat (OPZ), Risiko keterlambatan administrasi, dan risiko kurangnya koordinasi & komunikasi. Penerapan manajemen risiko pada penyaluran dana Zakat, Infak dan Shadaqah (ZIS) melalui Program Beasiswa Mentari di zakat Center LAZISMU Gresik dilakukan dengan fase model manajemen risiko pada institusi zakat di buku BAZNAS dan bank Indonesia yang mencakup fase pembentukan konteks, identifikasi risiko, dan dampaknya, pengukuran risiko, evaluasi risiko, dan perlakuan terhadap risiko. selain itu, Penerapan manajemen risiko pada penyaluran dana ZIS beasiswa mentari ini menggunakan prinsip skala prioritas dan transparansi. Penyaluran dana ZIS harus berpedoman pada standar operasional prosedur pelaksanaan kegiatan pentasyarufan/pendayagunaan yang tercantum dalam buku kebijakan dan rencana strategis manajemen LAZISMU Kabupaten Gresik tahun 2022.

**Kata kunci:** *Manajemen Risiko, Distribusi Dana Zakat, Infak, dan Shadaqah (ZIS) Program Beasiswa Mentari*

## INTRODUCTION

Zakat, infaq, and shadaqah (ZIS) are part of the generosity of the muslim community. Zakat is one of the pillars of Islam and the central pillar that must be fulfilled by every Muslim who is able and whose wealth has reached the *nisab*. Meanwhile, infaq and shadaqah reflect a Muslim's gratitude for the blessings of Allah SWT. Where a person voluntarily donates part of the property owned for religious purposes namely helping others and supporting the spread of Islamic propaganda (Utami et al. 2023). In Indonesia, ZIS is supported by the fatwa of scholars and regulated by laws and regulations that facilitate the collection and distribution of ZIS to support the economic development of Muslims. Islamic principles emphasize the importance of zakat to avoid the unproductive hoarding of wealth and to ensure that the wealth given by Allah SWT can provide blessings for its people (Alfiani and Nasrulloh 2022).

Effective and efficient ZIS management is needed to ensure the collected funds can be distributed and utilized optimally (Dewi et al., 2023). ZIS management includes coordinating and integrating the functions of planning, organizing, leading, and controlling in amil zakat institutions such as BAZIS/LAZIS. ZIS management includes coordinating and integrating the functions of planning, organizing, leading, and controlling in amil zakat institutions such as BAZIS/LAZIS (Cahyani and Nasrulloh 2023). This process covers all ZIS fund management stages from collection and distribution to utilization. The goal is to ensure that the collected funds can be distributed and utilized optimally to achieve the greatest benefit for *Mustahik*. Excellent zakat management is governed by Islamic law and the principles of good governance, such as trustworthiness, benefit, justice, legal certainty, integration, and accountability. Thus, the quality of services to *Mustahik* can be improved (Sholihah and Ghulam 2022). Based on the data on the collection and distribution of ZIS funds listed in the report on the collection and distribution of ZIS funds belonging to LAZISMU (consolidated) in the East Java region, it can be seen that:

Table 1. Acquisition of ZIS funds Revenue LAZISMU East Java

<b>Acceptance (in rupiah)</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
Zakat	11.833.879.173	8.772.554.397	7.057.820.254
Infak/Shadaqah	37.752.886.638	53.778.391.084	21.004.486.993
Total	49.586.765.811	62.550.945.481	28.062.307.247

Table 2. Acquisition of Distribution of IS funds LAZISMU East Java

<b>Distribution (in rupiah)</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
Zakat	14.403.537.739	7.608.310.748	6.190.062.395
Infak/Shadaqah	38.968.287.334	53.778.391.084	21.004.486.993
Total	53.371.825.073	55.137.713.779	25.972.141.559

Source: LAZISMU East Java audited financial statements 2020-2022

Based on Tabel 1. and Table 2. showed significant fluctuations in the receipt and distribution of LAZISMU East Java ZIS funds in the last two years. In 2021, revenue was rapidly increased by 123% (IDR 34,488,638,234) compared to the previous year. However, in 2022, there was a decrease of 20.7% (IDR 12,964,179,670). The same thing also happened to the distribution of funds, where in 2021, there was an increase of 112.3% (IDR 29,165,572,220), and in 2022, there was a decrease of 3.2% (IDR 1,765,888,706). Fluctuations in the decline in revenue in 2022 were influenced by several factors, including economic recovery after the prolonged COVID-19 pandemic, the rise and fall of public awareness of the importance of donating, and the challenge of maintaining regular donors. This will cause a decrease in distribution in 2022 due to the limited ZIS funds obtained.

Therefore, competent institutions must manage, collect, and distribute zakat funds. One of the professional and trustworthy institutions in the management of zakat is Lembaga Amil Zakat Infaq and Shadaqah Muhammadiyah (LAZISMU). LAZISMU is an institution engaged in the collection, management, and utilization of zakat funds nationally. LAZISMU has a noble task in alleviating poverty through zakat, infaq, shadaqah, and waqf empowerment programs, as well as conducting counseling on the importance of zakat for Muslims. LAZISMU's vision is to become a trusted amil zakat institution aiming to optimize trustworthy, professional, and transparent ZIS management, creative, innovative, and productive Zakat, infaq, and shadaqah (ZIS) utilization, and optimal donor services (LAZISMU Pimpinan Pusat Muhammadiyah 2021). To realize the vision and mission, LAZISMU runs various work programs including the Mentari scholarship program. This program provides tuition assistance to *Mustahik* and is part of LAZISMU's education pillar. The Mentari scholarship program focuses on assisting students who need tuition assistance and come from low-income families to continue their education. This program includes merit scholarships, orphans, orphanages, and people experiencing poverty, with forms of assistance such as *per semester* tuition fees.

The distribution of ZIS funds in the Mentari scholarship program is not free from various risks. Business risks cannot be avoided entirely in Islamic principles, but prevention and risk mitigation efforts can be made to minimize their negative impact

(Ardyansyah 2024): Risks that are not managed properly can not only hinder the achievement of institutional goals but can also threaten the continuity of its existence (Ardyansyah 2022; Wartoyo, 2010). Risk management is crucial in the operations of *Amil Zakat* institutions. According to the Zakat Core Principles (ZCP), risk management must be systematically organized. In 2018, BAZNAS and Bank Indonesia collaboratively published a book that explicitly reviews risk management in the management of zakat institutions. The author uses the book as a reference to identify one of the risks in the operational risk category, namely the risk of distributing zakat funds (Dyarini 2017). One way to manage risk is by strengthening social and economic support for Zakat institutions. Thus, productive risk management is needed to ensure that the distribution of ZIS funds through the Mentari Scholarship Program runs according to procedures and produces the expected output (Hayati, Budianto, and Putri 2019).

Research on risk management in distributing zakat, infaq, and alms (ZIS) funds has been widely conducted. An example is Kurniawan's (2023) research on the Sang Surya Scholarship Program at LAZISMU Banyumas, which shows that the distribution of zakat funds is guided by Q.S. At-Taubah: 60, which regulates *mustahik* groups and James Stoner's theory includes effective planning, organizing, directing and controlling. Another study by Putri et al. (2023) examined that BAZNAS Tanah Datar Regency uses the Annual Work Plan and Budget as the main guideline in distributing zakat to ensure good planning and risk mitigation. Meanwhile, Kamila & Utami's (2024) research on LAZISMU Banyumas found that the management of zakat distribution in LAZISMU Banyumas includes planning, organizing, implementing, and controlling risks that include lack of *mustahik* guidance, delay in distribution, lack of innovation, a limited number of *amil*, and inaccurate target of zakat recipients (Kamila and Utami 2024). However, these studies have not explicitly examined risk management in scholarship programs in zakat institutions. Therefore, this study aims to analyze the risks and risk management in the distribution of ZIS funds in the Mentari scholarship program at LAZISMU Gresik, which has yet to be widely studied. By examining more deeply, this research is expected to contribute to LAZISMU Gresik further to optimize the performance of the Mentari Scholarship program, and the benefits obtained by scholarship recipients can be maximized.

## **LITERATURE REVIEW**

### **Risk Management**

Management comes from the verb 'to manage,' which means to control. Management is a process that involves planning, organizing, mobilizing, and supervising activities within an organization to achieve effective and efficient coordination between human resources and natural resources to achieve predetermined goals. Risk is uncertainty that affects the company's negative or positive goals. This uncertainty can have a detrimental or beneficial impact. If the uncertainty has a favorable impact, it is called an opportunity. Conversely, if the impact is adverse, it is referred to as risk (Hasanah and Mahya 2023). So, Risk management is a systematic process for identifying, analyzing, and managing potential threats that can cause losses (Khairudin and Qadariyah 2024; Wartoyo & Haida, 2024).

Some procedures in the risk management process include: 1). Risk Identification: This stage aims to recognize the problem and establish research objectives and concepts. Risk identification is the process of finding, identifying, and describing risks. 2). Risk

Analysis: This activity involves a series of activities to measure the impact and likelihood of the risk occurring. 3). Risk Evaluation: This process determines which risks require further action or need to be included in the 'Risk Treatment' process by comparing the results of risk analysis with established risk criteria (e.g., organizational risk tolerance). 4). Risk Treatment: This is the process of modifying the risk, specifically to reduce the risk exposure (R, Charles. D.S, Vorst. Priyarsono. Budiman 2018). Risk management aims to ensure that the company or organisation can understand, measure, and monitor the various risks that exist and ensure that the policies that have been made can control these risks. (Sipayung and Ardiani 2022; Wartoyo & Haerisma, 2022).

### **Distribution of Zakat, Infaq, and Shadaqah (ZIS) Funds**

Distributing ZIS funds refers to allocating funds to those in need. In the business context, the term 'channeling' means dividing or sending goods or services. Meanwhile, "distribution" is often used to distribute necessities, especially in emergencies. (Batubara and Syahbudi 2022). In Islamic teachings, the distribution of ZIS funds includes worship activities that have social value, such as paying zakat, infaq and shadaqah. This activity aims to channel ZIS funds obtained from donors or *muzakki* so that funds can be distributed quickly and on target to those in need (*mustahik*) (Supardi et al. 2023).

Law Number 23 Year 2011 officially regulates the management of zakat in Indonesia. This law provides a clear definition of zakat and infaq and regulates how ZIS funds should be managed and distributed. Zakat is an asset that must be spent by a Muslim to be given to those entitled to receive it in accordance with Islamic law. Furthermore, Infaq is an asset that is issued voluntarily outside of Zakat for the benefit of the community. Infaq is different from zakat in that it does not recognize a niqab or a legally determined amount of wealth. While Shadaqah is a voluntary gift, its scope is wider than that of infaq. Sadaqah can be in the form of wealth, energy, or time. (Qoyyim and Widuhung 2020). ZIS funds obtained must be distributed to 8 groups of people entitled to receive zakat (*Mustahik*), which are distributed to the *fakir, poor, amil, muallaf, riqab, gharim, fii sabilillah, ibnu sabil*, with the purpose of improving the welfare of the majority of underprivileged people.

### **METHOD**

This research uses a qualitative descriptive method. This method utilizes qualitative data that is described descriptively. It is often used to analyze conditions, phenomena, or social events (Waruwu 2023). Data collection techniques include triangulation, observation, semi-structured interviews, and documentation. Observations were made by visiting the LAZISMU Gresik Zakat Center. Semi-structured interviews are conducted with specially selected informants to obtain information or evidence in oral form. In this case, interviews must be conducted to produce solid comprehensive data accompanied by documentation to collect supporting data relevant to this research topic.

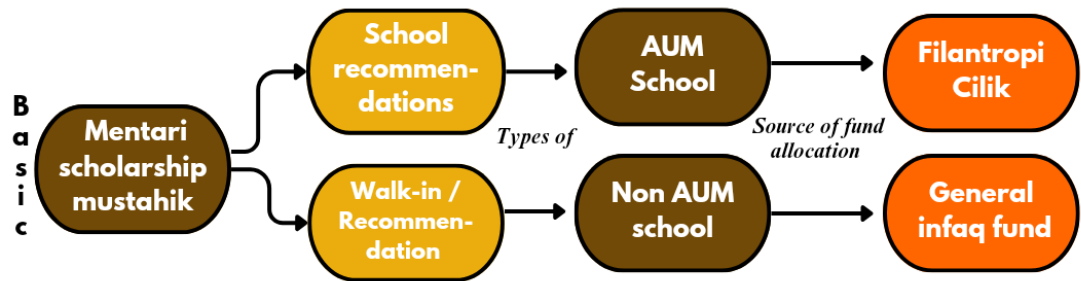
This research combines two types of data sources, namely primary and secondary data. Primary data is obtained by conducting in-depth interviews with three informants from the LAZISMU Gresik zakat center, namely Mr. Minal Abidin, S.Pd., M.Hes (Branch Manager of LAZISMU Gresik) and Mrs. Indah Putri Shofiyyana, S.E and Mrs. Lu'luatul Usroh, S.Psi (Program & Empowerment Team), this interview was conducted to dig deeper into the research topic. Secondary data sources are obtained from LAZISMU Gresik archive files and various literature references, which will be the basis

for the results of this study. Secondary data complements the information obtained from primary data and provides a more comprehensive context for research. The data analysis technique used in this research is the Miles and Huberman analysis model. The four main stages of data analysis include data collection, reduction, presentation, and conclusion drawing (Zuchri Abdussamad 2021).

## RESULT AND DISCUSSION

### Mentari Scholarship Program

LAZISMU Gresik is an *Amil* zakat, infaq, and shadaqah Muhammadiyah institution in Gresik Regency. Which is tasked with empowering the community by productively utilizing zakat funds, infaq, shadaqah, and other social-religious funds. The main goal of LAZISMU Gresik is to reduce poverty in the Gresik Regency by effectively Managing ZIS funds. One of the efforts to reduce poverty is through the education pillar. In this pillar, LAZISMU Gresik has various programs, including the Surya scholarship, Mentari scholarship, Peduli Guru, Save Our School, Sekolah berkemajuan, Orang Tua Asuh, and Bakti Guru. In 2023, the Sun Scholarship program significantly impacted the field of education. LAZISMU Gresik Regency organizes this program to help young people with financial problems get a proper education. The targets of this program include students at kindergarten, elementary/junior high school, junior high school/MTs, and senior high school/vocational high school in Gresik Regency who fall under the criteria of asnaf beneficiaries (*Mustahik*), namely poor, *ibnu sabil*, and *fii sabilillah*. Mentari Scholarships are channelled in the form of *per semester* tuition fees (Usroh 2024).



**Figure 1. Types of Mentari Scholarship *Mustahiks* according to their classification**

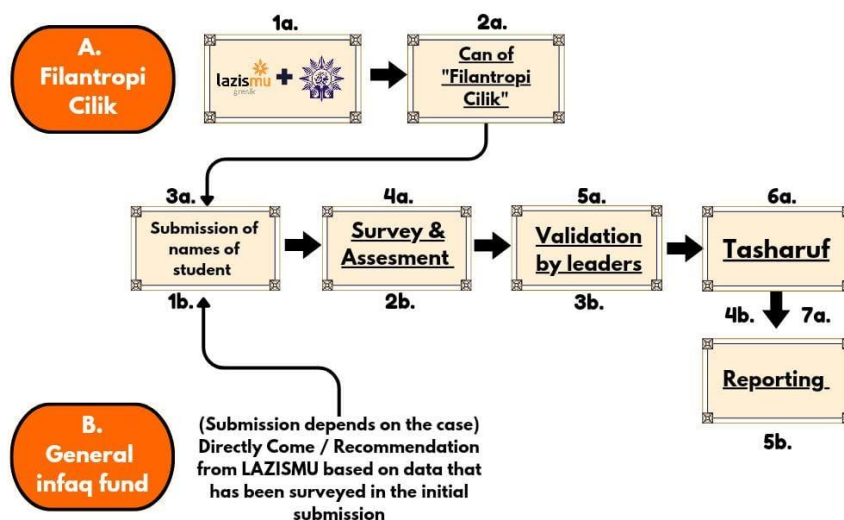
The Mentari scholarship program has two categories of recipients: 1). Students from Amal Usaha Muhammadiyah (AUM) schools whose allocation of funds comes from the collection of LAZISMU's "Filantropi cilik" can program which is distributed to Muhammadiyah schools in Gresik district. The "Filantropi cilik" can program is a national initiative that invites all students in schools to share with others through the collection of funds (kencleng), which will later be distributed to every student in need. The main goal is to instill the character of the soul and love of charity early on and help those less fortunate through humanitarian programs and other social needs. So, through this "Filantropi cilik" tin program, students learn to love to give alms from an early age and care for others. The infaq and alms funds collected by students will be managed by LAZISMU Gresik and distributed to educational and social strengthening programs such



as Mentari Scholarship, Peduli Guru, and Save Our School (SOS). 2). Students from non-Amal Usaha Muhammadiyah (AUM) schools whose fund allocation comes from acquiring general infaq funds provided by donors/*muzakki* at LAZISMU Gresik.

### Implementation of the Mentari Scholarship Program

The stages and distribution of zakat, infaq, sadaqah, and religious and social funds for the mentari scholarship require much consideration and thoroughness. The implementation of the mentari scholarship begins with a collaboration between the LAZISMU and Majelis Pendidikan Dasar dan Menengah (Dikdasmen). This collaboration aims to synergize Amal Usaha Muhammadiyah (AUM) schools in Gresik Regency, which still need to catch up in terms of facilities that impact the morale of the participants. Therefore, LAZISMU solves the educational problem through the canned “Filantropi Cilik” program, which has the concept of fellow for fellow. All students in each AUM school are targeted to do the “Filantropi Cilik” program, and students who cannot afford it will receive the program's benefits. Furthermore, the “Filantropi Cilik” cans are distributed to AUM schools free of charge. In practice, these cans are distributed evenly to each grade level, starting from kindergarten, elementary school, *Madrasah Ibtidaiyah*, junior high school, and high school / vocational school. The funds obtained from this program will go to LAZISMU so that the benefits can support several education programs, such as Mentari scholarships, Save Our School (SOS), caring for teachers, and progressive schools.



**Figure 2: Implementation scheme of the Mentari scholarship program**

After the “Filantropi Cilik” program has been implemented in AUM schools, the school submits a list of students categorised as poor and needing educational assistance. For non-AUM schools, Submission usually depends on the conditions. It can be individually submitted, such as directly to the LAZISMU office or recommendations from *Amil*, *muzakki*, or the LAZISMU service office based on data surveyed in the initial Submission. The service office is based on data surveyed in the initial Submission. This Submission is made through the form provided by LAZISMU, which includes data on prospective beneficiaries, including a) The register number is given when the application is submitted. This is to make it easier for the program & empowerment, and finance teams

to identify and track incoming submission data. b). Date of Submission of registration form. c). Recipient Office adjusted to the recipient of the submission form, namely at the regional office or service office. d). Recommendation, which is adjusted to the name of the school or individual. e). proposed assistance contains the reason for Submission and explains the situation of the prospective beneficiaries. f). reason submitted contains a background description of why the school recommends it. g). Other information. h). The identity data of the applicant includes NIK, name, date of birth, residential address, KTP address, last education, class, school, religion, and mobile phone number. Prospective beneficiaries deposit photocopies of KTP, KK, applicant photos, recommendation letters, SKTM, cover letters, and electricity bills. The school must also deposit a letter of recommendation for prospective beneficiaries to LAZISMU. Submissions will only be accepted if there is a letter of recommendation from the school.

After the file is complete, LAZISMU will conduct a survey and assess prospective beneficiary students. This Survey and Assessment aims to ensure that prospective scholarship recipients are worthy based on family, economic, and living conditions. The results of this Survey and Assessment are used to determine the priority scale of beneficiaries. The higher the score, the more likely the recipient will receive assistance. This is supported by the results of the assessment form, which shows that the beneficiaries come from low-income families and are included in *Asnaf* categories. To determine the beneficiaries, LAZISMU surveys prospective beneficiaries' homes. After the Survey and Assessment are carried out, whether the prospective recipient meets the requirements and qualifications as a Mentari scholarship recipient will be decided. LAZISMU, as an institution that facilitates the process of distributing Mentari scholarships, makes several efforts, namely, recording data and inventorying new requests for approval to the DIKDASMEN.

The next stage is the leadership validation stage, which is differentiated according to the type of school. For AUM Schools, the assessment results and fulfilled files are submitted to the Dikdasmen to assess whether the prospective beneficiaries are entitled to assistance in the form of Mentari Scholarships. The final decision is held by the Dikdasmen with many considerations, causing not all applications to be approved immediately. A thorough selection process is carried out to ensure that prospective recipients meet the specified requirements. The next stage is after the Dikdasmen reports the names of the beneficiaries of the Mentari scholarship program to LAZISMU. Meanwhile, non-AUM schools submit the assessment results and the files that have been fulfilled to the LAZISMU Gresik Branch Manager for approval of the proposal for assistance. If the proposal is rejected, it will include the analysis results of the basis for rejection. If approved, the Program & Empowerment Team makes a distribution planning table at the beginning of each month, outlined in the form of draft cost budget, and assisted by the administration & finance team for fund disbursement (Wartoyo et al, 2022).

After the draft cost budget is approved, the program & empowerment team immediately distributes the facilities obtained by the beneficiaries, namely education development contribution *per semester*, with the terms of distribution by three days after the funds are realized by the administration & finance team. This activity is called tasharuf, which distributes education development contribution assistance to each beneficiary scattered in Muhammadiyah schools in Gresik. Pentasharufan is carried out once a month. When pentasharufan, the mentari scholarship program from the racism does not fully support tuition fees for beneficiary students. LAZISMU also provides



limits and platforms to support students' tuition fees. Tuition payments depend on the region and the activity of the “Filantropi Cilik” Can Program. For Education Development Contribution, the highest limit given by LAZISMU for kindergarten & elementary school is 200,000. Junior high school maximum 150,000 and high school / vocational high school maximum 200,000. The nominal Education Development Contribution adjusts to the region. The period for the beneficiaries is six months, with a note that it can be extended according to the evaluation results. After the Tasharuf activity, the program and empowerment team must complete the administration, including reporting activities. This activity attaches proof of payment receipts, documentation during Tasharuf activities, Minutes of submission, and disbursement forms that have been filled in completely and signed. It is then used for financial audit archives (Shofiyana 2024; Wartoyo & Ernila, 2019)

### **The Risks Distribution of Mentari Scholarship Program**

There are several risks identified by the author through interviews with three informants, with the following results: *First*, there is the risk of overlapping distribution of ZIS funds. Analysis of the distribution of ZIS funds through the Mentari Scholarship program shows no risk of overlapping the distribution of zakat funds between other ZIS management organizations. The process involves careful identification and verification of potential beneficiaries, with the primary objective of assisting those in need. Each prospective scholarship recipient will undergo an assessment and survey to ensure they have never received assistance from other programs or institutions, including government assistance. In the assessment form, prospective recipients are required to list all types of assistance they have received. Thus, LAZISMU can conduct a thorough evaluation and ensure that Mentari scholarship assistance is given to those who need it. If it is stated that they have received help from other institutions, the beneficiaries will be transferred to other potential recipients who are more in need. It is essential to avoid reinforcing resources for the same individuals, which could reduce opportunities for other learners who also need assistance. With an in-depth approach, the program and empowerment team strives to accurately identify the needs of each potential recipient. As a result, the program not only managed to minimize the risk of overlapping fund disbursement but also ensured that with the right allocation of funds, the Mentari Scholarship program not only helps students in need at the moment but also contributes to improving the overall quality of education.

*Second*, there is the risk of uneven allocation. This risk analysis is considered to occur when distributing ZIS funds through the Mentari Scholarship program. This risk is significant because it can affect the efficiency and fairness of fund distribution for beneficiaries. In distributing the Mentari Scholarship program, LAZISMU faces the problem of substantial variations in school fees between regions. This has the potential to cause inequality in the allocation of funds. The difference in school fees between regions means that LAZISMU has to analyze the cost of education in each school in the Gresik district. In addition, in AUM (Amal Usaha Muhammadiyah) schools, the activeness of the “Filantropi Cilik” canned program is also a determining factor in the size of the funds that can be allocated. To overcome this inequality, LAZISMU has set a nominal limit for SPP as a reference in the aid distribution to ensure the effective and efficient distribution of funds. The maximum ceiling amount of education costs assistance *per-semester* is Rp200,000 for kindergarten and elementary, Rp150,000 for junior high school, and Rp200,000 for SMA/SMK. In addition, to ensure assistance is right on target and

sustainable, LAZISMU conducts an evaluation every six months based on school reports related to the economic conditions of beneficiary families and academic achievements. This policy helps minimize inequality in the allocation of funds so that zakat funds can be distributed relatively by Sharia principles. This ensures that the funds are used by the rights of the *asnaf* entitled to receive them.

*Third*, there is the risk of a lack of coordination between zakat management organizations. This risk analysis is considered to occur when distributing ZIS funds through the Mentari Scholarship program. This is due to the formation of the Zakat Organization Forum, which is still new this year, so coordination has not been significant between LAZISMU and other zakat management organizations in the Gresik Regency. This lack of coordination has the potential to cause duplication in the distribution of zakat, infaq and sadaqah funds, which can hurt the effectiveness of fund distribution. To overcome this problem, increasing cooperation and communication between zakat management organizations through the zakat organization forum is very important. The zakat organization forum is expected to be a platform to synergize various ZIS programs among Zakat Management Organizations, avoid duplication, and ensure a more efficient and equitable distribution of funds.

*Fourth*, the risk of late distribution. Analysis of the distribution of ZIS funds through the Mentari Scholarship program shows no risk of late distribution. LAZISMU has developed clear Standard Operating Procedures to avoid this risk and is used as a reference for pentasyarufan activities. After the application for assistance is approved, the program team will make a monthly distribution plan integrated with the Monthly Budget Plan. Thus, the fund disbursement can be carried out more quickly and efficiently. In addition, LAZISMU also regularly holds coordination meetings to monitor and evaluate the performance of fund distribution. The aim is to ensure that assistance can reach the beneficiaries according to their needs and at the specified time. Based on the discussions that have been carried out, the distribution of LAZISMU Gresik's Mentari scholarship program has shown a solid commitment to ensuring that scholarship funds reach recipients on time. The existence of strict rules to avoid delays or gradual distribution (cash bond) and clear distribution targets per month indicate a structured system and proactive efforts to prevent delays.

*Fifth*, there is the risk of funds being stored for too long. Analysis of the distribution of ZIS funds through the Mentari Scholarship program shows that there is no risk of funds being stored for too long, which can result in delays in fulfilling the rights of mustahik so that they cannot immediately meet their urgent needs. This is due to the structured risk management mechanism. At the beginning of each month, LAZISMU holds a coordination meeting with all divisions, including the program and utilization team, to discuss plans for fund distribution. At this meeting, an expenditure budget plan is submitted and approved by the regional office. This plan is based on submissions from *Mustahik*, both routine submissions (such as payment of education costs) and incidental submissions (such as emergency assistance). This process ensures that the distribution of funds goes according to the needs of the mustahik so that the risk of excessive or too long storage of funds can be minimized. In addition, LAZISMU monitors distribution performance through indicators such as the average time of fund distribution after the application is approved. This system ensures that collected funds are immediately distributed according to verified needs. Practically, until now, LAZISMU Gresik has never experienced a case of funds being stored for too long because each submission is adjusted to strict budget planning and based on actual needs.

In addition to the analysis of the risks mentioned above, the author found two risks in implementing the Mentari scholarship program namely, the risk of administrative delays. The number of submissions of names of students from schools causes time constraints because LAZISMU must assess the names of students one by one from many Muhammadiyah schools in the Gresik Regency. The program and empowerment team must also pursue targets before the turn of the month so that the names of these students can be submitted to Dikdasmen (specifically for AUM school submissions) and the branch manager (specifically for non-AUM school submissions). This assessment process takes quite a long time because it includes several stages as follows: registration, registration, assessment, data recap, submission to Dikdasmen (specifically for AUM school applications), approval, and estimation recap. However, this can be overcome by making a structured and well-coordinated schedule between LAZISMU and the parties concerned.

Furthermore, the risk of lack of coordination & communication is considered to occur in the distribution of ZIS funds through the Mentari scholarship program. This is due to the need for more communication between the school and student guardians. When schools receive tuition funds from LAZISMU, sometimes the information needs to be conveyed correctly to student guardians. This can lead to a mismatch in tuition payments, which leads to misunderstandings and double payments of tuition fees made both from LAZISMU and student guardians. This issue also underlines the importance of better communication management between the parties involved, including schools, guardians, and LAZISMU as the funding agency. This delay not only slows down the distribution of *mustahik* rights but can also affect community perceptions of the efficiency and credibility of the program. For this reason, responsiveness and coordination between stakeholders must be improved, both through a more transparent payment confirmation system and the use of technology to monitor the distribution of funds in real time.

When compared with other studies, the results of this study are undoubtedly different according to the conditions in each LAZISMU office. The research conducted by Kamila & Utami's (2024), the research showed several risks in the distribution of zakat funds in LAZISMU Banyumas, namely the risk of lack of *mustahik* guidance, the risk of delays in aid distribution, the risk of lack of innovation, the risk of a small number of mail, and the risk of less targeted. Interestingly, the risk of delays in aid distribution was also identified in this research on the Mentari Scholarship Program at LAZISMU Gresik. However, this risk is considered not to occur because LAZISMU Gresik does not allow delays in gradual distribution (cash bond). So, the distribution of ZIS funds in this Mentari scholarship program must be according to the monthly distribution plan. Akromah's (2023) research at the Surakarta branch of LAZIS Central Java shows several risks in the distribution of ZIS funds at LAZIS Central Java, including the risk of *mustahik* lack of information, the risk of *mustahik* lacking assistance, the risk of lack of monitoring or supervision from institutions, the risk of LAZIS being weak in managing the database and the risk of distribution not on target.

The results of the research conducted by Yulia Nur Karomah are clearly different from the research on the Mentari Scholarship Program at LAZISMU Gresik. This is because the results of the identified risks are different. Meanwhile, research conducted by Sholiqin's (2020) at LAZ Dana Kemanusiaan Dhuafa states that LAZ DKD experiences the risk of overlapping with other OPZs in the distribution of ZIS funds. The distribution carried out by the institution overlaps with LAZISMU Magelang City. In contrast to the distribution of ZIS funds in the Mentari Scholarship program, there is no such risk

because, at the time of the assessment, the form contains a statement of receiving assistance from other institutions or program so that prospective beneficiaries can be transferred if it is known that they have received help from different agencies.

### **The Risk Management of Mentari Scholarship Program**

Risk management in LAZISMU Gresik's Mentari scholarship program is an ongoing process of how LAZISMU Gresik can handle the risks faced by the program. The aim is to reduce the likelihood of occurrence and impact of various unwanted risks. If possible, LAZISMU Gresik can turn these risks into profitable business opportunities. The procedure for implementing risk management in distributing zakat funds for the LAZISMU Gresik Mentari scholarship program must refer to the standard operating procedure (SOP) for implementing distribution /utilization activities. The guidelines are designed to ensure the distribution of zakat funds in the LAZISMU Gresik Mentari scholarship program to achieve maximum efficiency and minimize potential risks.

Standard operating procedures for the implementation of distribution or utilization activities at Lembaga Amil Zakat, Infaq, and Shadaqah Muhammadiyah (LAZISMU) Gresik Regency. as clearly stated in the policy book and strategic plan for the management of the LAZISMU management element in 2022. Includes several essential stages in the process of distributing assistance, the distribution starts from receiving suggestions, recommendations or proposal submissions received by the officer or head of the distribution program field area. Every incoming submission must be registered in the distribution registration book and completed with a request for assistance form that meets the administrative requirements. Documents that must be attached include: a Photocopy of the KTP / KTP el letter, a Photocopy of KK, a letter of incapacity and/or father's death certificate (specifically for orphans), and a letter of scholarship submission from the (specifically for scholarship applications).

After the submission is complete the head of the distribution program makes an OTS (on the spot) visit to conduct an assessment, ensure the accuracy of the information submitted, and analyze eligibility for assistance as stated in the mustahik analysis form. The results of this assessment are outlined in the mustahik analysis form accompanied by various attachments put together in the folder available according to the program, which contains 1) a Photocopy of KTP / KTP el letter 2) Copy of KK 3) Letter of incapacity and or letter of father's death (specifically for orphans) 4) Scholarship application letter (specifically for scholarship applications) 5) Application form for assistance 6) *Mustahik* analysis form 7) Photo of the applicant/*mustahik* 8) Photo of the house (front of the house, inside, and kitchen) 9) Photo of the officer during the assessment interview 10) Approval form. This submission file is then submitted to the branch manager for approval by stating the form of need/amount of assistance. If the proposal is rejected, it is accompanied by an analysis of the basis for rejection. If the proposal is approved, the head of the distribution program compiles a distribution planning table for each month to be included in the monthly budget plan. The head of finance assists in the preparation for the disbursement of funds/fulfilment of needs as approved.

The distribution of assistance in the form of funds and goods is carried out by the head of the distribution program with the possibility of involving other teams if necessary. This distribution process must be carried out within a maximum of three days after the head of finance disburses the funds, and every delivery of assistance must be documented and attached to the aid application file. The process of handing over aid must meet LAZISMU branding standards. Where officers are required to dress neatly, wear PDL

uniforms (LAZISMU Field Service Clothing), wear ID cards, wear shoes and socks, use Ceremonial Mockups (symbolic media for handing over aid). If not using PDL can be equipped with other official LAZISMU attributes such as vests or jackets and hats.

Monitoring and evaluation are carried out every three months so that the productive distribution can provide further assistance. In its implementation, distribution is divided into 70% for productive and 30% for wasteful activities. At the end of each month, the head of the distribution program must report on distribution activities in the form of Minutes of Distribution of Assistance by attaching all the files fulfilled during the month-end Closing activity. The nominal amount of aid distribution follows the provisions attached to the distribution ceiling index. (LAZISMU KAB. GRESIK 2022).

The application of risk management in the distribution ZIS funds prioritizes the principles of priority scale and transparency. In the Mentari scholarship program, the principle of priority is applied because LAZISMU has limited income, so they filter potential beneficiaries from the results of the assessment of students and choose those most in need. The principle of transparency is applied because reporting on the standard operating procedure (SOP) of the Mentari scholarship program requires openness so that the program has a clear essence and output and funds are adjusted to the needs. (Abidin 2024) LAZISMU Gresik's risk management follows several processes based on the phases of the risk management model used by zakat institutions, as described in the BAZNAS and Bank Indonesia books.

This process begins with establishing the context. This stage involves determining the scope and framework for risk management, including an understanding of the zakat institution's vision, mission and objectives so that LAZISMU can better identify relevant parameters and boundaries for risk assessment. In addition, this stage also involves establishing risk criteria appropriate to the institution's context and characteristics. Next, the risks and their impacts are identified. At this stage, LAZISMU establishes risk clusters to facilitate the introduction of risks and their impacts. After that, validation of the identification results is carried out with practitioners in the relevant work units to ensure that the risks that have been identified and analyzed are indeed pertinent and accurate. The next stage is risk measurement. Here, LAZISMU analyses the risk by looking at how likely the risk is to occur, how bad the impact is, how easily affected it is, and how quickly the risk can occur. The program & empowerment team, experienced in the context of the LAZISMU environment, is responsible for measuring risks and their impact.

After the measurement is complete, LAZISMU continues with a risk evaluation. At this stage, risk analysis results are based on the likelihood, impact, vulnerability, and speed of occurrence of risks, and they are sorted based on risk priority and effect. This is done to determine which risks are most important and must be addressed immediately. Before the evaluation results are used as the basis for managerial decision-making, LAZISMU validates the results with practitioners involved in daily operations. This ensures that the chosen risk management strategy is based on the actual conditions and needs of the institution. The final stage of the risk management process is the treatment of risk. LAZISMU branch managers and related entities are crucial in identifying risk mitigation that is appropriate to the risk level and its impact. They are responsible for determining effective measures to reduce, avoid, transfer, or accept risk by the institution's policies and objectives. By involving relevant managers and practitioners, LAZISMU can develop appropriate risk management strategies to minimizing risks and ensure the smooth operation of the institution.

## CONCLUSION

Based on the results of the study, it can be concluded that in the distribution of ZIS funds in the Mentari scholarship program a risk is found, including the risk of uneven allocation, which occurs when LAZIS MU faces the problem of uneven tuition fees between schools in the distribution of the Mentari scholarship program so that it is necessary to analyze the tuition fees in each school. In addition, there is a risk of a lack of coordination between zakat management organizations because the coordination between LAZIS MU Gresik and zakat management organizations in the Gresik district could be more optimal. The risk of administrative delays also occurs because LAZIS MU experiences limited time in assessing students due to the large number of name submissions from various Muhammadiyah schools in the Gresik Regency. Furthermore, the risk of lack of coordination & communication occurs because there is often a need for more communication between the school and student guardians, which causes a mismatch in monthly tuition payments.

The application of risk management in the distribution of ZIS funds through the mentari scholarship program at the LAZIS MU Gresik Zakat center is carried out with the phases of the risk management model in zakat institutions in the BAZNAS and bank Indonesia books including the context establishment phase, risk identification, and its impact, risk measurement, risk evaluation, and risk treatment. In addition, risk management is applied in the distribution of Mentari scholarship Zakat, Infaq, and Shadaqah (ZIS) funds using the principles of priority scale and transparency. The distribution of ZIS funds must be guided by standard operating procedures (SOP) for the implementation of pentasyarufan / utilization activities (Lembaga *Amil* Zakat, Infaq, and Shadaqah Muhammadiyah) LAZIS MU from the policy book and strategic plan for the management element of the management of the institution *amil zakat infak and shadaqah Muhammadiyah* Gresik district in 2022. By referring to the standard operating procedures, LAZIS MU Gresik has successfully run the Mentari scholarship program according to the planned strategy, however not entirely because, in practice, it is often modified to overcome problems that arise suddenly, taking into account specific social and environmental conditions.

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