

Education scholarship distribution management at Baznas Pohuwato

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Abstract

Baznas is declared a non-structural government institution that manages educational scholarship assistance for underprivileged children because education is a vital need for every comprehensive person, starting from the mindset, belief, and attitude of life that leads to quality of life. The purpose of this study was to examine the management of the distribution of educational scholarships at Baznas Pohuwato and to examine the obstacles in the distribution of academic scholarships at Baznas Pohuwato. This research is a qualitative descriptive method to answer questions about existing phenomena—data collection techniques through observation, interviews and documentation from primary and secondary data sources. The data obtained is then processed to produce conclusions from the phenomena found. The results of this study are the scholarship program at Baznas Pohuwato to improve achievement and educate the nation's children with a budget that will be allocated according to the expected student targets by analyzing the circumstances and needs of students. Baznas hopes that scholarship recipients can convey and introduce this program to other communities, and the community will be aware of the obligation to pay ZIS through Pohuwato to manage the funds collected. The Baznas Pohuwato can carry out routine socialization to people experiencing poverty so that the community will be aware of the activities and programs managed by the National Amil *Zakāt* Agency (BAZNAS), especially the scholarship assistance program for poor children at all levels of education. In distributing scholarship assistance, the National Amil *Zakāt* Agency (BAZNAS) would pay attention to the timeliness of scholarship distribution so that the waiting time for recipients is not too long.

Keywords: management; distribution; scholarship; education.

Introduction

The National Amil *Zakāt* Agency (Baznas), an institution formed by the government, has functions and duties in managing *zakāt*, namely planning, organizing, and implementing activities in the collection, distribution, and utilization of *zakāt*. The existence of Baznas is expected to reduce poverty in Indonesia. Baznas is the official and only body established by the government based on the

Decree of the President of the Republic of Indonesia No. 8 of 2001, which has the task and function of collecting and distributing *zakāt*, *infāq*, and *ṣadaqah* (ZIS) at the national level. Baznas institutions are spread throughout Indonesia at the provincial and district/city levels. Baznas is in the hands of the government, namely the Ministry of Religious Affairs, to assist the Indonesian people in paying *zakāt*, which has become an obligation (Ariyani & Rahmiyanti, 2021). Baznas, which is a government philanthropic institution, has three levels of management, namely the central level, provincial level and district/city level, which will then be continued by the *zakāt* collection team (Amil) at the sub-district and village levels (Perdana & Djufri, 2021). Likewise, Baznas Pohuwato has the same duties and functions as a *zakāt* manager, namely planning, implementing, and coordinating activities in the collection, distribution and utilization of *zakāt* within the scope of the Regency/City area. Baznas Pohuwato has conducted an education scholarship program to increase the education level of the underprivileged community. Baznas is vital in collecting, distributing and using *zakāt* funds for needy people (Hayatik, Fasa, & Suharto, 2021).

The enactment of Law Number 23 of 2011 concerning *Zakāt* Management further strengthens the role of Baznas as an institution authorized to manage *zakāt* nationally (Bahri & Khumaini, 2020). In the law, Baznas is declared a non-structural government institution that is independent and responsible to the President through the Minister of Religious Affairs. Thus, Baznas, together with the government, are responsible for overseeing the management of *zakāt* based on Islamic law, trustworthiness, expediency, justice, legal certainty, integration and accountability (Mannan, 1997). Baznas' task, apart from managing and distributing *zakāt* to *muzakkī*, is also to manage educational scholarship assistance for underprivileged children (Yuliafitri & Khoiriyah, 2016). Education is a very important need for every human being or individual. Education is comprehensive, starting from the mindset, beliefs, and attitudes of life that lead to the quality of life. *Zakāt* assets as a means used in alleviating social problems that have been determined to be distributed to eight *aṣnāf*, which include the needy and the poor, namely two groups of people with special characteristics who are unable to meet their basic needs, both in the form of food and health, as social beings need clothing, food, and shelter, and education.

Education is the main and most important thing to build a generation of nation fighters (Safitri, 2021).

In Qonita Kamalia's research which discusses the distribution of *zakāt*, *infāq*, *ṣadaqah* explains the management system applied in the method of fundraising and distributing ZIS is a good method, looking at the fundraising method used by PT. Garuda Indonesia uses the direct method using SMS group send and E-mail group send, which are distribution methods implemented by the Amil *Zakāt*, *Infāq*, and *Ṣadaqah* Institution (Lazis) PT. Garuda Indonesia has both direct and indirect. So the direct method is directly distributed for consumption and production of *mustahiq*, while the indirect method is to use proposals or cooperate with other humanitarian agencies for distribution (Kamalia, 2015).

Syapudin Elman's work discusses the mechanism used by Baznas in distributing *zakāt*, using two strategies in distribution is explained. First, *zakāt* funds are distributed directly to *mustahiq* by opening a *mustahiq* counter service, health services, student fee services, and business capital provision for *mustahiq*. Second, *zakāt* funds are channelled indirectly to *mustahiq*, but Baznas conducts empowerment through entrepreneurship training, empowering fishermen, empowering women and farmers. The impact of *zakāt* distribution through economic empowerment for the community is that *mustahiq*, who have participated in the empowerment program by Baznas can improve the economy for their families. In 2014, of the 9,374 *mustahiq* empowered by Baznas, there was a growth of 10% of that number (Elman, 2015).

Another relevant research by Muzakkir Zabir aims to find out how to manage *zakāt* distribution through scholarship programs. The results of his study explain that the management of *zakāt* distribution with a scholarship program is an operational concept of implementing good *zakāt*, empowering *zakāt* optimally (starting from mapping *muzakkī* data, recording *muzakkī*, collecting *zakāt* funds/objects, distributing *zakāt* funds/entities, mapping and recording *zakāt* recipients) which is constantly being updated, with this economic problem, especially regarding financial poverty, the community gets a solutive injection so that a prosperous society is born from an economic standpoint (Zabir, 2017).

The development of the education scholarship assistance program at the Baznas Pohuwato for three years (2019–2022) can be presented in Table 1.

Table 1. Development of the education scholarship assistance program at Baznas Pohuwato

No.	Year	Education Sector Activity Program	
		Distributed	Target
1.	2019	202.500.000	314.700.000
2.	2020	188.000.000	395.000.000
3.	2021	140.000.000	333.000.000

Source: BAZNAS Pohuwato Regency, 2022

Table 1. explains that there is a difference in the amount of distribution, which from year to year has decreased from the amount distributed with the target to be achieved as previously programmed. Based on initial observations made by the author at the Baznas Pohuwato regarding assistance for the community, it has not yet fully reached *mustahiq*, especially those who attend education. It is known that there is data on recipients of educational scholarship assistance provided from elementary, junior high, high school and undergraduate levels.

The research gap in this research focuses on *zakāt* and education in remote areas so that it can help develop human resources by empowering and utilizing *zakāt*. Based on the description above, researchers need to know and obtain an overview of the problems of *zakāt* management through research. The formulation of the problem is how is the management of the distribution of educational scholarships at the Baznas of Pohuwato, and what are the barriers in distributing educational scholarships at the Baznas of Pohuwato?

Literature review

The Baznas Pohuwato

The Baznas Pohuwato is the official body and the only one formed by the regional government in 2017, but before becoming Baznas, it had become Bazdah from 2011 to 2015. The Baznas Pohuwato has duties and functions of collecting and distributing ZIS at the Pohuwato district level. The Enactment of Law Number 23 of 2011 concerning the management of *zakāt* further strengthens the

role of Baznas as an institution with the authority to manage *zakāt*. In the law, Baznas is a non-structural government institution that is independent and responsible to the government. Thus, the Baznas, together with the government, are responsible for overseeing the management of *zakāt*, which is based on Islamic law, trustworthiness, benefit, justice, legal certainty, integration and accountability.

Zakāt management

George R. Terry divides four essential management functions: Planning, Organizing, Actuating and Controlling. These four management functions are abbreviated as POAC (Planning, Organizing, Actuating, and Controlling):

a. Planning

Planning can mean including selecting and relating facts and making and using assumptions about the future in terms of visualizing and formulating proposed activities that are deemed necessary to achieve the desired results. Planning means determining what to do and how to do it (Terry, 2006). To obtain conducive planning, it is necessary to consider several types of activities: (1) self-audit or determine the current state of the organisation; (2) survey of the environment; (3) Actives or determining goals; (4) forecasting or forecasting future conditions; (5) perform actions and sources of deployment; (6) evaluate or consider proposed actions; (7) revise and adjust or change and adjust plans about the results of monitoring and changing circumstances; (8) communicate or keep in touch throughout the planning process (Wibowo, Subowo, & Sulandari, 2014).

b. Organizing

Organizing is the determination, grouping, and arrangement of the various activities needed to achieve goals, the placement of people (employees) for these activities, the provision of suitable physical factors for work needs and the appointment of authority relationships, which are delegated to everyone about the implementation of each expected activity. Organizing is the process of giving orders, allocating resources and arranging activities in a coordinated manner for each individual and group to implement the plan. Organizing activities includes dividing the components of actions needed to achieve goals, dividing tasks with elements

directly related to activities and assigning organizational elements to the organization.

c. Actuating

Mobilization is to arouse and encourage all group members to try hard to achieve goals sincerely and in harmony with the planning and organizing efforts of the leadership. As for the direction of this research, it is intended to foster enthusiasm in each organizational unit to build good relations through cooperation and work together and obtain guidance to achieve effective and efficient goals. Through direction, a leader can create conditions that support attain organizational goals. Thus, direction and guidance can get maximum results.

d. Controlling

Controlling or supervision can be formulated as a process of determining what must be achieved, namely standards, what is being done, namely implementation, evaluating implementation, and if necessary, making improvements, so that implementation is by the plan, that is, by standards (measures). George R. Terry put forward the monitoring process as follows: (1) determining the standard or basis for control (determining the standard or basis for supervision); (2) measuring the performance (a measure of implementation); (3) comparing performance with the standard and asserting the difference, if any (compare the implementation with the standard and find out if there is a difference); (4) correcting the deviation using remedial action (Terry, 2006).

The purpose of controlling or supervising this research is to see whether the organization's activities are by the previous plan. What is seen in this supervision is to determine achievement standards, measure achievements that have been achieved over a certain period, then compare accomplishments that have been achieved with achievement standards and make improvements if there are deviations from the predetermined criteria.

Zakāt contains two essential dimensions in human life: the vertical dimension (the relationship between man and Allah) and the horizontal dimension (the relationship between humans and fellow living creatures). Horizontally, the management of *zakāt* is to be channelled to the rightful people called *mustahiq*, the opportunity is open for *ijtihādī*. This is a manifestation of humanism in the Islamic religion that puts forward cooperation and mutual assistance

between human beings, so we are taught to practice religion with *rahmatan li al-ālamīn* or Islam as a religion that carries and spreads the values of compassion (Perdana & Tunali, 2020).

Zakāt

Zakāt is an instrument of social development by managing public funds through money and other materials, which are then distributed to the broader community (Perdana & Tunali, 2020). *Zakāt* is carried out by all groups, regardless of who comes from what race, region or ethnicity, so that all will have empathy to help each other. The payment of *zakāt* makes those who can become *muzakkī* obliged to issue *zakāt* from their assets. It is managed by amil through both private and public institutions; the managed assets will be distributed to those in need as *mustahiq* (Perdana & Hamzah, 2021).

Zakāt is to purify the rights of a person and separate the rights of others contained in it so that it can benefit others. The Indonesian government has regulated the management of *zakāt* in Law No. 38 of 1999 concerning *zakāt* management, regulations are made to facilitate the community in collecting, managing and distributing *zakāt* (Perdana, 2021). The word *zakāt* in language comes from the word *zakā-yazkū-zakā'an-zakwan*, which means to develop and increase. According to al-Azhary as quoted by Yūsuf al-Qarḍāwī, what develops is not only wealth and soul rich people but also people's wealth and soul poor. *Zakāt* is also used to mean *tahārah* (holy), blessing, and *ṣalāh* (good) (Majma' al-Lughah al-'Arabiyyah, 1972). *Zakāt* is proof of the truth of faith and justification for the Day of Judgment. Therefore, in the Prophet Muhammad's *hadīth*, it is stated that *ṣadaqah* is proof or indicator of faith in somebody (Furqon, 2015).

Research methods

This research is qualitative research, which is contextual research that uses humans as instruments and is adapted to a reasonable situation in collecting generally qualitative data (Perdana & Panambang, 2019). This research is a form of social research that uses a qualitative descriptive format, namely research that aims to describe, and summarize various conditions, as situations or various social reality phenomena that exist in the community that are the object of study and try to draw that reality to the surface as a feature,

character, characteristics, models, signs, or descriptions of certain conditions, situations or phenomena (Bungin, 2007). Qualitative descriptive methods research is carried out if the researcher wants to answer questions about existing/applicable phenomena. This includes both the study of the phenomenon as it is and the study of the relationships between the various variables in the phenomenon under study (Moleong, 2019). This approach is a systematic and intensive process of collecting data to gain knowledge about how to manage the distribution of educational scholarships at the Baznas Pohuwato. This research uses a management approach and an economic approach. The management approach is carried out by looking at how the Baznas Pohuwato manages the distribution of educational scholarships. The educational approach is carried out by looking at the level of discontinuity of education in Pohuwato which needs attention through the provision of scholarships from the Baznas Pohuwato as a *zakāt* manager and has a program to provide educational scholarship assistance for underprivileged communities. This research is located at the Baznas Pohuwato. Precisely at the Marisa Office Block Plan Complex, Jend. Sudirman St., Palopo Village, Marisa District, Pohuwato Regency. Besides the author's interest in making the location a place of research, it is because the author himself wants to know how the management of education scholarship distribution at Baznas Pohuwato.

Results and discussion

The duties of the Baznas Pohuwato are, as stated in Law Number 23 of 2011 concerning *zakāt* management. The Baznas is an institution that manages *zakāt* nationally. Management of *zakāt*, namely planning, implementing, and coordinating activities in the collection, distribution, and utilization of *zakāt*. Based on the same law regarding *zakāt* management, article 15 states that the implementation of *zakāt* management at the provincial and district/city levels is formed by the provincial Baznas and the district/city Baznas. On the other hand, the Baznas Pohuwato is also tasked with conveying how *zakāt*, *infāq* and *ṣadaqah* funds are managed through socialization and counselling in order to make the public, especially the Muslim community in Pohuwato Regency aware of *zakāt*, *infāq*, and *ṣadaqah* and want to pay it directly to the Baznas Pohuwato.

The functions of the Baznas Pohuwato Regency in managing *zakaat*, *infāq* and *ṣadaqah* (ZIS) funds are as follows: (1) develop a work program; (2) collecting ZIS from the community, civil servants, and entrepreneurs; (3) utilizing ZIS in accordance with the provisions of Islamic law; (4) distribute ZIS by the provisions of Islamic law; (5) provide education to the community; (6) fostering the utilization of ZIS efficiency; (7) controlling the implementation of the collection, utilization, and distribution of ZIS (Hunowu, 2022).

Work programs of Baznas Pohuwato

Work programs in the field of collection, distribution, and utilization:

1. Collection of *zakāt*, *infāq* and *ṣadaqah* funds in Pohuwato Regency.
2. Distribution of *zakāt*, *infāq*, and *ṣadaqah* to eight groups of *zakāt* recipients through the distribution program at the Baznas Pohuwato.
3. Optimizing the potential utilization of *zakāt*, *infāq*, and *ṣadaqah* funds to be more productive.
4. Socialization and counselling to the public about *zakāt* based on Law Number 23 of 2011 concerning *zakāt* management.

Work programs in planning, finance, and reporting:

1. Making financial planning and reporting.
2. Reporting of funds received and reporting of funds distributed to the Provincial and Central Baznas as well as to the regional government.

Work programs in administration, HR, and general affairs:

1. Making details of data collection and distribution of *zakāt*, *infāq*, and *ṣadaqah* funds.
2. Data collection of recipients of ZIS funds.
3. Training and general affairs (Hunowu, 2022).

Distribution of ZIS programs at Baznas Pohuwato

The programs for distributing *zakāt*, *infāq*, and *ṣadaqah* at the Baznas Pohuwato are as follows:

1. Economics, a program to foster and accelerate the success of micro-enterprise development through the assistance of equipment and/or additional business capital with a series of

coaching on business elements so that they become profitable so that they are independent.

2. Education, scholarship programs for higher and primary and secondary education.
3. Health, programs forming treatment and health services.
4. Humanity is a service program provided to a person, group or community that aims to meet basic needs that are urgent or emergency response either due to accidents, disasters, education, health, and persecution.
5. Da'wah advocacy is a comprehensive distribution program for *mustahiq* to improve the dignity of the nation and the people and increase religious values and symbols in the community to foster the spirit of religion further.
6. *Zakāt* comdev Baznas is a comprehensive distribution program that creates a breakthrough model of poverty alleviation through communities and villages by integrating aspects of da'wah, economy, education, health, and humanity comprehensively to create a just and prosperous society. With the various distribution programs carried out, it is hoped that the *zakāt* paid through *'āmil* will be more focused and measurable in the distribution program to help *mustahiq* get a better life (Hunowu, 2022).

Management of education scholarship distribution for Baznas Pohuwato

Management of *zakāt* distribution carried out by the Baznas Pohuwato for the education scholarship program:

a. Planning

Every activity, whatever its purpose, can only run effectively and efficiently if carefully prepared and planned in advance. Planning is an effort a foundation, institution or company makes to plan its activities for the following year. Likewise, the actions of Baznas Pohuwato in improving the planning for the scholarship program so that it is better and planned for all activities to be held. The planning for the scholarship program at Baznas Pohuwato is to increase achievement and educate the nation's children. Every program of events and activities that the Baznas Pohuwato scholarship program will hold has been planned in advance, and every activity that will be held has been adjusted to the predetermined planning.

The purpose of implementing planning is to determine the goals and objectives of the activities. Lahmudin Laparaga, as Deputy Chairman III, stated that planning is carried out for every program carried out by the Baznas Pohuwato and the educational scholarship program. The planning for the academic scholarship program includes the budget to be distributed. The targeted number of students who will receive educational scholarships and conduct an analysis of student needs. This planning is carried out during the preparation of the annual budget, the design of the work plan and the planning of the program that will be carried out. It means the Baznas Pohuwato and the education scholarship program plan each program. Education scholarship program planning includes the budget to be allocated. Target the number of students who will receive educational scholarships and conduct a student needs analysis. Planning is carried out at the time of preparing the annual budget, designing work plans and planning plans to be implemented (Husain, 2022).

b. Organizing

Amrun Madjidji stated that the organization is carried out with good coordination by each staff in each of their respective fields. Where each collection process has been carried out and recorded by the Collection Division Staff, the results of the collection are submitted to the Reporting, Finance And Planning Division Staff. This process is to allocate funds for each *zakāt*, *infāq*, and *ṣadaqah* fund distribution program. After the process of allocating ZIS funds is complete, it can be distributed by all members of the Baznas Pohuwato. Distribution is done well based on eight *asnaf*. In the educational scholarship program, distribution is distributed after socialization or counselling by the Baznas Pohuwato. The distribution of educational scholarships is also directly given at the school for students who get it or are given it at the student's home (Madjidji, 2022).

As for what the informant said above, the organization is carried out with good coordination of each staff member. If each collection process has been carried out and recorded by the billing staff, the results of the collection will be submitted to the work of the Reporting, Finance and Personnel Planning Section. The process allocates funds for each *zakāt*, *infāq*, and *ṣadaqah*. Then, all members of the Baznas Pohuwato can distribute the ZIS funds

based on eight *aṣnāf*, which is done well. In the education scholarship program, assignments are carried out after socialization or counselling at the Baznas Pohuwato. The distribution of educational scholarships is also channelled directly to the school and distributed to people who are entitled to receive the scholarship assistance or given now at the home of the recipient of the scholarship assistance.

c. Actuating

Bambang Hamid's statement said that the Head of Baznas Pohuwato always carries out directions and guidance to each of his staff before carrying out the distribution of educational scholarship assistance. By conducting directives and guidance before carrying out activities so that in the implementation of activities there are no technical obstacles that can hinder the process of distributing the scholarship aid. If there is a change in the regulation of scholarship assistance, adjustments will be made to matters related to the problem. As for what the informant said above, the author concludes that the Head of Baznas Pohuwato always guides and directs every employee before allocating educational scholarship assistance. By providing guidance and assistance before the activity so that no technical obstacles hinder the scholarship allocation process in the implementation of activities. If the scholarship funding regulations change, adjustments will be made to matters related to the issue (Hamid, 2022).

Kahar Mohi, as the executor of the distribution of the educational scholarship program in its distribution, the Baznas Pohuwato cooperates with the Ministry of Religious Affairs and the Regional Government of Pohuwato Regency (Mohi, 2022). To obtain students who need educational scholarship assistance. By doing this collaboration, it is hoped that the educational scholarship program can help students equally and on target. The Baznas Pohuwato also received suggestions from the community in Pohuwato Regency for students who were not registered and classified as economically disadvantaged who would then be given educational scholarships. From the results of the informant's statement above, the Baznas Pohuwato cooperates with the Ministry of Religious Affairs and the Regional Government of Pohuwato for the allocation of educational scholarship programs. For students who need educational scholarship assistance, through this collaboration, it is hoped that the education scholarship program can help students equally. The

Baznas Pohuwato has also received advice from the people of Pohuwato Regency to receive educational scholarships for students who are not registered and classified as economically disadvantaged.

Liginawati Husain stated that in the distribution of educational scholarships, the Baznas Pohuwato does not use strict requirements for prospective scholarship recipients (Husain, 2022). It is enough only with proof of an underprivileged certificate from the village of origin of the prospective scholarship recipient as well as information submitted by the community regarding the status that is required to receive educational scholarship assistance so that the Baznas can accommodate students who are deemed worthy to be given educational scholarship assistance. As for what the informant said above, the Baznas Pohuwato does not have strict requirements for prospective scholarship recipients in providing educational scholarships. Proof of poverty from the village of origin of the scholarship recipient and the identity information submitted by the community regarding access to educational scholarship assistance is sufficient so that the Baznas can accommodate students who are deemed worthy of receiving educational scholarship assistance.

When ensuring that students will be given educational scholarship assistance, verify and survey the address/residence of the prospective recipient on the proposal and information obtained based on the data so that it can be processed further for the provision of educational scholarship program assistance. Education scholarship assistance is given directly by the Baznas Pohuwato without going through other intermediaries and the distribution is done in cash without using a passbook. In addition to providing cash assistance in the form of money on the condition that they directly spend on educational support items that are appropriate to the needs of students, such as school uniforms, textbooks, and other educational support. Usually, the funds distributed by the Baznas are given directly to the school to be distributed to students in need, because the school is the one who knows the students better.

Ayat Hunowu, as Chairman of Baznas Pohuwato, said that the distribution of scholarship assistance is expected to introduce to the public the programs that exist at the Baznas Pohuwato so as to build public trust so that people will be aware of paying their *zakāt*, *infāq* and *ṣadaqah* to the Baznas Pohuwato. About what was conveyed by the informants above, the authors conclude that the Baznas office

hopes that those who have received scholarship assistance can bring and introduce this program to other communities so that people will be aware of the obligation to pay *zakāt*, *infāq* and *ṣadaqah* so that they can provide trust in the Baznas to manage the collected funds (Hunowu, 2022).

d. Controlling

Arman Mahabu, as Deputy Chair I, said that the supervision was carried out by the internal audit unit, namely the Ministry of Religious Affairs of Pohuwato Regency, Supervision was carried out on every activity carried out by making reports (Mahabu, 2022). This report contains detailed data on recipients of educational scholarship assistance, classification of scholarship assistance, the amount of the scholarship budget distributed, as well as other activities and programs related to scholarship distribution which are included in monthly and annual reports. The statement referred to above is that supervision is carried out by the Internal Audit Department of the Ministry of Religious Affairs of Pohuwato, but all activities carried out through the preparation of reports are supervised. This report contains detailed data on educational scholarship recipients, scholarship classification, scholarship budget allocation, and other scholarship-related activities and programs included in monthly and annual reports.

We can see the management that Baznas Pohuwato has implemented whether it is in accordance with what has been carried out. Imelda Tuna, as the recipient of the educational scholarship, said that the scholarship provided by Baznas Pohuwato had helped the economy of both parents in meeting school supplies, but there were obstacles, namely the old scholarship funds were disbursed to *mustahiq*. From what was conveyed by the scholarship recipient informant, the informant who received the scholarship in 2019 above, it is true that the educational scholarship organized by Baznas Pohuwato is very influential and helpful for education, especially for their parents who are less able to meet all educational allowances (Tuna, 2022).

Abdul Vikri Walangadi, as the recipient of the 2020 educational scholarship, said this scholarship helps *mustahiq* to buy school supplies because economic factors are an obstacle to smooth schooling, especially when parents and employees of Baznas Pohuwato already know each other, making the scholarship

assistance process smooth and easy for families. Especially me who is in school. So, it can be said that the education scholarship program in Baznas Pohuwato really helps parents finance their children to meet school needs so that their children can continue their education without any obstacles and shortcomings regarding school allowances. So, it can be concluded that this education scholarship program is needed by the people entitled to it (Walangadi, 2022).

Arfan Sariپی, an education scholarship recipient in 2021, said assistance from Baznas is very helpful, especially for parents because it makes it easier to pay for their children's education. This scholarship information was initially obtained from friends who are also recipients; only my disbursement still exceeds the specified time. From what the informants said, the education scholarship program at Baznas Pohuwato is indeed very helpful for the people who are entitled to receive it, and this scholarship is one of the hopes for the people who are entitled to receive the assistance, again and again the problem is about the time of disbursement (Sariپی, 2022).

In this scholarship program, scholarship participants receive facilities only in the form of money to buy school equipment allowances. The author also evaluates the management activities and scholarship program of Baznas Pohuwato. The Baznas Pohuwato scholarship program carries out management activities well, but the time for distribution is a bit late, so scholarship recipients complain about the slow disbursement. Starting from planning, in planning the entire team starting from the chairman of Baznas, and scholarship participants really think about and discuss in detail the needs, schedule of activities, and mentoring for scholarship participants so that the participants can fulfil all mandatory and required things. well and smoothly.

In organizing, always applying good systems and regulations to all coordinators, supervisors and participants involved in the organizing elements such as responsibilities, authorities based on the organizational structure, and actions are taken. These elements carried out by the entire team from the head of Baznas to the divisions in management have carried out their responsibilities well by their respective performances (Syarifah, 2021). Next is the actuating after the work plan is made, the organizational structure has been determined, and the positions in the organizational

structure have been filled; the next step is to mobilize the Baznas scholarship participants in Pohuwato Regency. In implementing this mobilization in management, the chairman of Baznas has a vital role so that this mobilization activity can be carried out. Ayat Hunowu, as the general chairman of Baznas Pohuwato, is required to have the ability or art to carry out leadership. A leader must be able to provide direction, advice and a job desk to coordinators, mentors and scholarship participants who are in one of the educational programs of Baznas Pohuwato, or who are involved in the program by way of an emotional approach to supervisors and participants can be adequately conveyed, so that the effect is in all program activities being able to work optimally, professionally, and trustworthy with the aim of the scholarship program activities going well.

While the fourth management function implemented by the scholarship program management is controlling, this supervisory activity is also the mandatory responsibility of the chairman of Baznas and the coordinator of the scholarship program and assisted by a supervisor, because the leader can't be able to supervise every detail that occurs during the activity (Abdullahi, 2019). Baznas Pohuwato implements indirect supervision, the leader checks the implementation of this scholarship program activity through reports received from subordinates or divisions who are given responsibility for the scholarship program.

Barriers to Baznas in the management of education scholarship distribution

The Baznas Pohuwato faces barriers in carrying out *zakāt* distribution management for education scholarships.

a. Planning

Lahmudin Laparaga said the obstacle faced was the lack of public knowledge to pay *zakāt*, *infāq*, and *ṣadaqah* to the Baznas Pohuwato. There is still a lack of socialization in the community, so people prefer to pay *zakāt* to the scholars in their villages. This causes a lack of income from the collection of ZIS, resulting in the unmet needs of the recipients of educational scholarship assistance. According to the statement above, the obstacle to Baznas Pohuwato in planning is the lack of socialization to the community about the importance of paying *zakāt*, so that the lack of funds collected at Baznas results in the needs of recipients of educational scholarship assistance not being distributed evenly (Husain, 2022).

b. Organizing

Ayat Hunowu the obstacle in organizing that Baznas Pohuwato faces is the lack of staff in the Administrative, Human Resources and General Sectors as well as in the Distribution and Utilization Sector in the Baznas Pohuwato which makes it difficult to manage existing programs, as well as the program. educational scholarship assistance, considering that Pohuwato Regency has an area of 4,244.31 km². With this area, Pohuwato Regency has 13 sub-districts and 101 villages. And many villages are still isolated. As a result, access to the village is difficult to reach with existing transportation and also requires higher funds. From what the informants said above, the Baznas Pohuwato has a staff shortage in the Administration, Human Resources and Public Service Sections, as well as Distribution and Utilization, making it difficult to manage existing programs and the Education scholarship assistance program. Pohuwato Regency covers an area of 4,244.31 km². In this area, Pohuwato Regency has 13 sub-districts and 101 villages. There are still many remote villages. As a result, traffic is difficult to reach and higher capital is required (Hunowu, 2022).

c. Actuating

Amrun Madjidji said that the obstacle in directing and implementing was the lack of staff in the Administration, Human Resources and General Affairs as well as in the Distribution and Utilization Sector, causing obstacles to the direction and implementation process. Because, the Chairperson of the Baznas Pohuwato was forced to assign the tasks of Administration, Human Resources and General Affairs as well as the Distribution and Utilization Sector, to staff in other fields so that the administrative and distribution processes could be carried out properly, this obstacle also had an impact on programs- other programs. As well as these obstacles, the Baznas Pohuwato distributed cash without a savings book. In addition, do not use a savings book to provide scholarship assistance because the recipient cannot fully utilise the money earned by the beneficiary, and the grant is only given once. That is the factor why the Baznas Pohuwato does not use savings books as a medium for providing educational scholarship assistance because the ZIS funds collected are small (Madjidji, 2022).

According to the informant's statement above, the lack of staff in the fields of administration, human and general resources, as well

as circulation and utilization, causes problems in the direction and process of implementation. The reason is that the Chairman of the Baznas Pohuwato was forced to hand over administrative, human resources and general duties and distribution and utilization departments to staff in other regions so that the administration and distribution process could run smoothly. In addition to these obstacles, the Baznas Pohuwato distributed cash without a savings book and did not use passbooks to provide scholarship assistance, because the recipient cannot fully utilise the money earned by the recipient, and the grant is only given once. This is why the Baznas Pohuwato does not use savings books as a medium for providing educational scholarship assistance because the collection of ZIS funds is low.

d. Controlling

Arman Mahabu said that the supervision itself did not have any significant problems. It's just that the implementation of external audits is often not in accordance with the previously agreed schedule and the existing budget is insufficient, so educational scholarship assistance is not distributed evenly. However, these obstacles can be overcome easily considering that every activity that has been carried out is immediately made a report. According to the informant's statement above, supervision itself is not a significant obstacle. However, implementing external audits often does not follow a previously agreed schedule, and the existing budget is insufficient, causing the distribution of educational scholarship assistance to be uneven. However, considering that every activity carried out is immediately reported, these obstacles can be easily overcome (Mahabu, 2022).

The obstacles faced by the Baznas Pohuwato in carrying out the management of *zakāt* distribution for education scholarships in the planning sector are the lack of socialization to the public about the importance of paying *zakāt*, so the lack of funds collected at Baznas resulted in the need for recipients of educational scholarship assistance not distributed evenly. Likewise, obstacles in the field of organizing have staff shortages in the Administration, Human Resources and Public Services, as well as Distribution and Utilization Sections, making it difficult to manage existing programs and the education scholarship assistance program, considering that Pohuwato Regency covers an area of 4,244.31 km². Then the obstacles in the direction and implementation, the lack of staff in the

fields of administration, human and general resources, as well as circulation and utilization, caused problems in the direction and process of implementation. In the area of supervision and control, supervision itself is not a significant obstacle. It's just that the implementation of external audits often does not follow a previously agreed schedule, and the existing budget is insufficient, causing the distribution of educational scholarship assistance to be uneven.

SWOT analysis on the distribution of education scholarship assistance at the Baznas Pohuwato

Based on the results of research conducted by researchers who have obtained an overview of the problem, both in the process and the obstacles encountered in the implementation. The method of distributing the educational scholarship assistance is described in the results and discussion of the research results above. The researchers conducted a SWOT analysis related to the scholarship aid program at the Baznas Pohuwato as follows:

a. Strength

1. Baznas Pohuwato already has permanent donors, namely all civil servants in Pohuwato Regency.
2. Baznas Pohuwato has a concept and rules for distributing education scholarship assistance.
3. Baznas Pohuwato Rhas staff assigned to assist Baznas in distributing educational assistance.
4. Baznas Pohuwato cooperates (MOU) with other agencies or institutions such as the Ministry of Religious Affairs of Pohuwato Regency.

b. Weakness

1. Many muzakkī have not used the Baznas institution as a place for depositing ZIS, because they are still dominant in distributing *zakāt* to people who are considered sacred as recipients.
2. Limited allocation of funds for scholarship programs.
3. There is no cooperation (MOU) with private parties, limited companies, BUMN, BUMD, or special donors to the educational scholarship program.

c. Opportunity

1. The existence of state civil apparatus as permanent donors totalling 3431 people.

2. Provide education through socialization to the community to pay ZIS funds to Baznas Pohuwato.
3. Recruiting employees assigned as staff in the Education Scholarship Assistance program division.

d. Threats

1. Lack of public understanding of the role and duties of Baznas as an institution that manages ZIS funds.
2. The absence of a supervisory team in the distribution of Baznas funds, more specifically the education scholarship program assistance funds.
3. Baznas Pohuwato must add *mustahiq* candidates because, from year to year, more and more school-age children are unable to enjoy education from elementary, middle, high school, and university.

Conclusion

Based on the results of research conducted by researchers who have obtained an overview of the problem, both in the process and the obstacles encountered in the implementation. The planning for the scholarship program at Baznas Pohuwato is to increase achievement and educate the nation's children. Education scholarship program planning includes the budget to be allocated. Target the number of students who will receive educational scholarships and conduct a student needs analysis. After the process of allocating ZIS funds is complete, it can be distributed by all members. Distribution is done well based on eight *asnaf*s. In educational scholarship programs, distribution is carried out after socialization or counselling. The distribution of academic scholarships is also directly given at the students' schools or delivered to students' homes. Suppose the billing staff has carried out and recorded each collection process. In that case, the collection results will be submitted to the work of the Reporting, Finance and Personnel Planning Section. In the education scholarship program, assignments are made after socialization or counselling by Baznas Pohuwato. The distribution of educational scholarships is also channelled directly to the school and distributed to people who are entitled to receive the scholarship assistance or given now at the home of the recipient of the scholarship assistance. Baznas Pohuwato always guides and directs each of its employees

before allocating educational scholarship assistance by providing guidance and assistance before activities, so that there are no technical obstacles that hinder the scholarship allocation process in the implementation of activities. If the scholarship funding regulations change, adjustments will be made to related issues.

Based on the results of the research and discussion above, the following suggestions can be given. First, it is hoped that the Baznas Pohuwato can carry out routine outreach to the poor so that the community knows about the activities and programs managed by the Baznas, especially the scholarship assistance program for needy children at all levels of education. second, in the distribution of scholarship assistance the Baznas would pay attention to the timeliness of scholarship distribution so that the waiting time for recipients is not too long.

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