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Risk Analysis and Mitigation for The Tulungagung ZISWAF Institution

Ikrimatu Khoirinnisa'[1*], Duwi Ayu Nur Azizah[1], Putri Febriani[1], Selina Novita Nur Cahya[1], Diah Putri Isnaini[1], Muhammad Ihsanudin[1], Muhamad Kukuh Hidayat[1], Binti Nur Aisyah[1]
[1]Institut Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung, Indonesia
*ikrimatukhoirinnisa34@gmail.com
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Abstract: *This study aims to analyze the risks faced by the Tulungagung ZISWAF Institution and to identify mitigation strategies that can be implemented to minimize the impact of these risks. The study employs a descriptive qualitative method, with data collection techniques including literature review, documentation, and analysis of various relevant sources regarding the management of zakat institutions. The results of the study indicate that the Tulungagung ZISWAF Institution faces several major risks, namely operational, financial, Sharia compliance, information technology, human resources, and reputational risks. These risks stem from internal factors such as limited human resource competencies, weaknesses in control systems, and administrative management, as well as external factors such as technological developments, regulatory changes, and public demands for transparency. Risk mitigation efforts are carried out by strengthening internal control systems, improving the competence of zakat administrators, implementing secure information technology, conducting periodic audits, and enhancing transparency and accountability in fund management. The implementation of effective risk management is expected to improve the institution's performance, maintain public trust, and optimize the sustainable management of ZISWAF funds.*
Keywords: *risk management, risk mitigation, ZISWAF, governance of zakat institutions, transparency and accountability.*

INTRODUCTION

Zakat, infaq, sadaqah, and waqf (ZISWAF) institutions play a vital role in supporting economic development and community welfare. Through the collection and distribution of funds from the Muslim community, ZISWAF institutions function as instruments of Islamic economics aimed at reducing poverty, improving community welfare, and achieving social justice. In Indonesia, ZISWAF institutions continue to grow as public awareness increases regarding the obligation to pay zakat and channel religious social funds through trusted institutions. One such institution managing ZISWAF funds in Tulungagung Regency is the Tulungagung ZISWAF Institution, which is tasked with collecting, managing, and distributing funds to eligible recipients. (Syahrullah, 2025).

In Tulungagung Regency, the management of zakat, infaq, sadaqah, and waqf funds is carried out by the Tulungagung Regency National Zakat Agency (BAZNAS) as the official institution established under Law No. 23 of 2011 on Zakat Management. BAZNAS Tulungagung Regency is tasked with collecting, managing, distributing, and utilizing ZISWAF funds to improve community welfare and reduce poverty levels. Through various programs in the fields of education, health, economy, humanitarian aid, and da'wah, BAZNAS Tulungagung strives to optimize the potential of the community's funds to provide broader benefits to society. The success of these programs depends heavily on professional, transparent, and accountable institutional governance, which ensures that the trust of the community as zakat contributors remains strong.

in ZISWAF institutions can stem from various sources, both internal and external. Internally, risks may arise from weaknesses in management systems, a lack of human resource competence, administrative errors, or inadequate oversight of fund management. Error riskss in financial record-keeping, delays in reporting, and non-compliance with operational procedures can reduce the effectiveness of ZISWAF fund management. Additionally, a shortage of human resources with expertise in zakat management and risk management can also hinder the organization's ability to achieve its objectives (Elly, Hanes, & Joosten, 2022).

Externally, advances in information technology, changes in government regulations, economic conditions, and rising public expectations regarding institutional transparency are factors that can pose risks. Technological advancements provide opportunities for institutions to improve service quality through digital systems, but they

also give rise to new risks such as data breaches, information system disruptions, and cybersecurity threats. Additionally, unstable economic conditions can affect the collection of zakat, infaq, sadaqah, and waqf which serve as the primary sources of funding for the institutions' operations.

Reputational risk is also one of the biggest challenges facing the Tulungagung ZISWAF Institution. As an institution that manages funds from the community, public trust depends heavily on the organization's image and credibility. Mistakes in fund management, a lack of transparency, or the emergence of negative information in the community can lower the level of trust among donors and lead to a decline in the amount of funds collected. Therefore, effective risk management is essential for maintaining the institution's reputation and sustainability (Natalia & Prasetyo, 2022).

In addressing these various challenges, the implementation of risk management is a necessary strategy to ensure that every potential risk is properly identified, analyzed, and controlled. Risk management not only serves to reduce the likelihood of losses but also helps institutions improve the effectiveness of their organizational management and supports the sustainable achievement of their objectives. Through the process of risk identification and analysis, organizations can identify factors that have the potential to hinder organizational performance, thereby enabling them to develop appropriate mitigation measures.

Risk mitigation refers to efforts undertaken to reduce the likelihood of risks occurring and the impacts they may cause. In the context of the Tulungagung ZISWAF Institution, risk mitigation can be achieved by strengthening internal control systems, enhancing the competence of human resources, utilizing secure information technology, and improving transparency and accountability in fund management. These steps are essential for maintaining public trust and improving the quality of services provided to both donors and beneficiaries.

One of the institutions playing a key role in the management of ZISWAF funds in Tulungagung Regency is BAZNAS Tulungagung. As the official government agency authorized to manage zakat at the regional level, BAZNAS Tulungagung is responsible for collecting and distributing zakat, infak, sedekah, and other religious social funds to eligible recipients. As public awareness of paying zakat through official institutions has increased, the amount of funds managed by BAZNAS Tulungagung has also risen. This situation necessitates an effective governance and risk management system to ensure that all collected funds are managed with integrity, transparency, and

accountability, in accordance with Sharia principles. Thus, BAZNAS Tulungagung serves not only as an institution for collecting funds from the community but also as an instrument for economic empowerment and improving community welfare.

Based on the above discussion, risk analysis and mitigation at the Tulungagung ZISWAF Institution are important areas for study. This study is expected to provide an overview of the various risks faced by the institution, their underlying causes, and mitigation strategies that can be implemented to minimize the impact of these risks. With effective risk management, the Tulungagung ZISWAF Institution is expected to improve organizational performance, maintain public trust, and optimize its role in promoting the social and economic well-being of the community.

LITERATURE REVIEW

1. The Concept Of Risk

Risk is the likelihood of an event occurring that could impact the achievement of an organization's objectives (Syahrullah, 2025). In management, risk does not always have a negative connotation, but it is more often associated with potential losses that could hinder the achievement of organizational goals. According to international risk management standards, risk is the effect of uncertainty on an organization's objectives. This uncertainty can stem from both internal and external factors that influence an institution's operational activities. In educational institutions, risks may include a decline in student enrollment, limited human resources, technological disruptions, or changes in government policy that impact the learning process and institutional management (Abdullah, 2024).

2. Risk Management

Risk management is a systematic process carried out to identify, analyze, evaluate, and control risks that may affect the achievement of an organization's objectives. The primary goal of risk management is to minimize the negative impact of risks while maximizing opportunities that can benefit the organization. The risk management process generally includes risk identification, risk analysis, risk evaluation, risk treatment, and ongoing monitoring and evaluation. The implementation of effective risk management helps organizations make more informed decisions and improves their ability to adapt to changes in the environment. (Putri, 2023).

3. ZISWAF Institutions and Sharia Governance

ZISWAF institutions are organizations tasked with collecting, managing, and distributing zakat, infaq, sadaqah, and waqf funds in accordance with Sharia principles. The success of these institutions depends heavily on the implementation of good governance, which includes transparency, accountability, responsibility, independence, and fairness. Good governance builds public trust, thereby encouraging increased collection of ZISWAF funds. Conversely, weak governance can increase operational and reputational risks for the institution. (Susilowati, 2020)

4. Risk Mitigation

Risk mitigation refers to efforts made to reduce the likelihood of a risk occurring or to minimize the impact should the risk materialize. Risk mitigation strategies can be implemented through various approaches, such as risk avoidance, risk reduction, risk transfer, and risk acceptance. In educational institutions, risk mitigation can take the form of developing standard operating procedures, enhancing the competence of educators, strengthening data security systems, diversifying funding sources, and developing effective oversight systems. Appropriate mitigation measures can enhance an organization's resilience in the face of various challenges.

5. Financial and Reputational Risks

Finance is a critical aspect of an educational institution's sustainability. Financial risks may include delays in tuition payments, a decline in student enrollment, or ineffective budget management. Meanwhile, reputational risks relate to the public's perception of the institution's service quality. A poor reputation can lead to a loss of public trust and negatively impact student enrollment (Isabel et al., 2025).

The literature review section is written not too long and prioritizes theories related to the variables used. This section can also provide relevant previous research results. The main content in the literature review is the theory that is the basis/foundation of the research/ideas in this article.

RESEARCH METHODS

This study employs a descriptive qualitative method to analyze risks and mitigation strategies at the Lembaga Siswa Pilihan. Data were collected through observation, interviews, and documentation involving the institution's leadership, teaching staff, and other personnel. In addition to primary data, the study also utilized secondary data in the form of institutional documents, books, and journals related to risk management. Data analysis was conducted through the stages of data collection,

data reduction, data presentation, and drawing conclusions. Data validity was tested using source and method triangulation. This study aims to identify the risks faced by the institution and formulate appropriate mitigation strategies to support the sustainability and improvement of the quality of educational services.

RESULTS AND DISCUSSION

A. Risk Identification at the Tulungagung ZISWAF Institution

BAZNAS Tulungagung Regency is an official non-structural government agency tasked with collecting, managing, distributing, and utilizing funds from zakat, infaq, sadaqah, and other religious social funds (ZIS-DSKL) in Tulungagung Regency. This institution was established in accordance with Law No. 23 of 2011 on Zakat Management and operates under the coordination of the National Zakat Agency (BAZNAS).

Institutionally, BAZNAS Tulungagung plays a strategic role in connecting muzakki (zakat donors) with mustahik (zakat recipients) through professional, transparent, and accountable fund management. The funds collected come from civil servant professional zakat, zakat on wealth (zakat maal), fitrah zakat, infaq, sadaqah, and various other religious social funds channeled through Zakat Collection Units (UPZ) in government agencies, schools, mosques, and other institutions.

BAZNAS Tulungagung's vision is to become a trustworthy, professional, transparent, and accountable zakat management body. To realize this vision, BAZNAS Tulungagung carries out several missions, namely maximizing zakat collection, providing the best service to zakat donors, distributing funds in accordance with Sharia provisions, empowering the poor, and openly reporting on fund management to the public.

In implementing its programs, BAZNAS Tulungagung has expanded into various areas of zakat distribution and utilization, including the economy, education, health, humanitarian aid, and da'wah. These programs are not only consumptive in nature—such as direct aid to mustahik—but also productive through the empowerment of microenterprises, business capital assistance, educational scholarships, healthcare assistance, and programs to strengthen the economies of poor families. The ultimate goal is to transform mustahik into muzakki, thereby fostering economic self-reliance within the community.

In terms of governance, BAZNAS Tulungagung implements a management system that prioritizes the principles of good governance through planning, fundraising, distribution, oversight, reporting, and periodic audits. Transparency and accountability are crucial factors, as public trust is the institution's most valuable asset for its sustainability. Therefore, all funds received and disbursed must be properly recorded and accounted for to the public.

B. Risk Identification at the Tulungagung ZISWAF Institution

As an official institution tasked with collecting, managing, distributing, and utilizing funds from zakat, infaq, sadaqah, and waqf, BAZNAS Tulungagung Regency bears a significant responsibility to safeguard the public's trust. The management of community funds must be conducted professionally, transparently, accountably, and in accordance with Sharia principles. Therefore, risk identification is a crucial step to ensure that all of the institution's activities run effectively and maintain the trust of zakat contributors and the public.

One of the primary risks faced by BAZNAS Tulungagung Regency is operational risk. This risk can arise from failures in internal processes, human error, or weaknesses in the systems used to manage ZISWAF funds. Examples include errors in recording transactions, delays in preparing financial reports, incomplete administrative documentation, and discrepancies between planned programs and their implementation in the field. Operational risk can lead to inefficiencies in fund management and hinder the delivery of services to donors and beneficiaries (Amuya, 2024).

In addition to operational risks, there are financial risks associated with the management of funds collected from the public. These risks may include inaccuracies in budget preparation, errors in recording financial transactions, delays in receiving zakat funds, or the use of funds that does not comply with applicable regulations. Given that the funds managed are entrusted by the community, any error in their management can impact the institution's credibility and reduce the level of trust among zakat contributors.

Human resource (HR) risks are also a major concern for BAZNAS Tulungagung Regency. These risks arise from a limited number of zakat administrators, a lack of competence in zakat management, and a limited understanding of information technology and risk management. Inadequate human resource quality can affect the

effectiveness of fund collection, the distribution process, and the quality of services provided to the public.

Advances in information technology have also given rise to information technology risks. Currently, BAZNAS Tulungagung Regency has implemented digital systems to support fundraising, transaction recording, financial reporting, and public services. However, the use of technology also presents risks such as data loss, system disruptions, equipment failure, and cybersecurity threats. If these risks materialize, the institution's operational activities could be disrupted, and important data related to muzakki and mustahik could be compromised.

In addition, there are Sharia compliance risks related to the alignment of ZISWAF fund management with Sharia provisions and applicable regulations. Errors in determining mustahik, the distribution of funds that do not align with the asnaf, or non-compliance with zakat management procedures can lead to Sharia violations that impact the institution's credibility.

Reputational risk is also one of the most critical risks. As an institution managing community funds, the level of public trust is critical to the success of fundraising. The emergence of negative information, a lack of transparency in financial reports, or public dissatisfaction with distribution programs can damage the institution's image. If public trust declines, the collection of zakat, infak, and sedekah may also decrease, which could jeopardize the sustainability of the social programs being implemented.

C. Risk Level Analysis

Risk level analysis is conducted by considering two main aspects: the likelihood of a risk occurring and the magnitude of its impact on the institution's operations, the quality of educational services, and the organization's sustainability. Operational risks include those with moderate to high levels of risk. The likelihood of their occurrence is relatively high because they are directly related to daily activities, such as the implementation of learning programs, administration, and the use of facilities. The impact is also significant because operational disruptions can lead to service delays, reduced learning effectiveness, and dissatisfaction among students and parents (Handriadi et al., 2024). Therefore, operational risks must be prioritized in monitoring and control efforts.

Human resource (HR) risks carry a high risk level. Educational institutions are highly dependent on the quality of teaching staff and support staff. A shortage of competent educators, low work motivation, or high employee turnover can directly

affect the quality of learning. The likelihood of these risks occurring is quite high, especially if the institution does not yet have a robust HR development system. The impact is also significant because the quality of education is at the core of the institution's services (Prasojo et al., 2024).

Financial risk can be categorized as high risk because it is directly related to the institution's ability to implement programs and maintain operations. A decline in the number of students, delays in tuition payments, or ineffective budget management can disrupt cash flow. If these conditions persist over the long term, the institution may face difficulties in funding educational activities, facility development, and other operational needs.

Information technology risks are classified as moderate. The possibility of system disruptions, equipment failure, or data loss does exist, especially as the use of digital technology in learning and administration increases. The impact can be significant if digital systems become a central part of the institution's operations. However, the level of risk can still be managed through system maintenance, data backups, and enhanced information security.

Reputational risk is one of the risks with the most significant impact. Although the likelihood of it occurring is not always high, the resulting effects can be far-reaching. Negative information spreading through social media or dissatisfaction among students and parents can quickly erode public trust. As a result, enrollment numbers may decline, and the institution's reputation may be tarnished. Therefore, reputational risk requires special attention, even though its occurrence may be less frequent than operational risks (Aini & Julaiha, 2025).

BAZNAS Tulungagung Regency is one of the ZIS management institutions supported by the local government through Zakat Collection Units (UPZ) in regional government agencies (OPD), subdistricts, and other institutions. The potential for zakat, infaq, and sadaqah (ZIS) in Tulungagung Regency is estimated to reach approximately Rp15 billion per year; however, the actual amount collected remains below this potential. Data shows that the collection of zakat al-fitr and fidyah through BAZNAS Tulungagung during Ramadan 1445 H reached Rp775,940,000, an increase of 27.3% compared to the previous year's figure of Rp593,792,400. This increase indicates growing public trust in zakat management institutions.

Nevertheless, the increase in fund mobilization has also been accompanied by greater complexity in fund management. Operational risk has become one of the

primary risks due to the increasing number of transactions that must be recorded and accounted for. Additionally, financial risk also increases if the internal control system is unable to keep pace with the growth in fundraising. Therefore, BAZNAS Tulungagung requires a structured risk management system to ensure that the funds raised can be distributed effectively and to the intended recipients.

Summary of Risk Level Analysis

Types of risk	Possibility	impact	Risk Levet
Operasitonal	High	High	High
Human Resources	High	High	High
Financial	Moderate-high	Very high	High
Information Technology	Moderate	Very high	Moderate
Reputation	Low-moderate	Very high	High

Based on this analysis, the top priority risks for Lembaga Siswa Pilihan are human resources risks, financial risks, and reputational risks, as these risks have the greatest impact on the institution's sustainability and quality. Operational risks also require serious attention due to their high frequency of occurrence. Meanwhile, information technology risks need to be managed proactively to prevent them from escalating into more significant disruptions. The results of this risk level analysis serve as a crucial foundation for formulating effective and sustainable mitigation strategies.

D. Risk Factors

The risks faced by the Lembaga Siswa Pilihan do not arise suddenly but are influenced by various internal and external factors. Understanding the risk-causing factors is crucial so that the institution can take appropriate preventive measures and develop effective mitigation strategies. By identifying the root causes, the institution can reduce the likelihood of risks occurring and minimize their impact (Bazaluk et al., 2024).

One internal factor contributing to risk is limited human resources. The quality of teaching staff and other personnel is crucial to the institution's operational success. A lack of competence, experience, or adequate training can lead to a decline in the quality of instruction and services. Additionally, high employee turnover can disrupt

organizational stability, as the institution must undergo recruitment and onboarding processes that require both time and resources.

Another internal factor is weaknesses in the organization's management and administrative systems. Inadequate planning, unclear division of tasks, and poor coordination between departments can lead to various operational problems. Inefficiencies in decision-making can also hinder program implementation and reduce the institution's ability to respond quickly to changes in the environment. (Ramdany & Soma, 2021).

Furthermore, suboptimal financial management can be a significant source of risk. Reliance on a single revenue source, a lack of budget planning, or weak financial oversight can lead to financial instability. These conditions have the potential to hinder the implementation of educational programs, the development of facilities, and improvements in the quality of services provided to students.

From an external perspective, competition among educational institutions is a major risk factor. The growing number of educational institutions offering flagship and innovative programs has intensified competition to attract students. If Lembaga Siswa Pilihan fails to improve the quality of its services and adapt to community needs, its student enrollment may decline.

The rapid development of information technology is also a contributing risk factor. On the one hand, technology facilitates learning and administrative processes; on the other hand, it requires institutions to continually adapt. Limitations in technological infrastructure, a lack of technological proficiency among teaching staff, and data security threats can create various operational challenges for institutions (Putri & Wijaya, 2023).

In addition, changes in the economic conditions of the community also affect the sustainability of educational institutions. When economic conditions deteriorate, parents' ability to finance their children's education may diminish. This has the potential to cause delays in tuition payments or even a decline in the number of new applicants (Prasetyo et al., 2024).

Another external factor is changes in government policies and regulations in the field of education. Changes in regulations related to the curriculum, educational standards, or licensing may require institutions to make adjustments that demand additional time, costs, and resources. If they are unable to adapt quickly, institutions may face various obstacles in carrying out their activities.

The risk factors affecting Lembaga Siswa Pilihan stem from internal aspects such as human resources, management, and finance, as well as external aspects such as competition, technological developments, economic conditions, and government regulations. Identifying these factors is essential for designing effective risk mitigation strategies to support the institution's sustainability and future growth (Jundillah, 2025).

E. Risk Mitigation Strategies

Risk mitigation strategies are measures taken to reduce the likelihood of risks occurring and to minimize their impact on the operations and sustainability of the Lembaga Siswa Pilihan. Risk mitigation is necessary so that the institution can carry out its activities effectively, maintain the quality of educational services, and preserve the trust of students and the community. The strategies implemented must be tailored to the types and levels of risk that have been previously identified.

To address operational risks, the institution needs to develop and implement clear Standard Operating Procedures (SOPs) for every activity. SOPs help ensure that all learning, administrative, and service processes run in accordance with established regulations. Additionally, improved coordination between departments and the implementation of routine evaluations can help reduce errors and enhance the institution's operational effectiveness (Elly, Hanes, & Joosten, 2022).

The implementation of standardized SOPs can reduce the likelihood of administrative errors, misuse of funds, and reporting delays. The use of an accounting information system at BAZNAS Tulungagung also plays a crucial role in enhancing the effectiveness of internal controls and the transparency of fund management. Previous research has shown that the implementation of a cash accounting information system at BAZNAS Tulungagung supports internal controls and enhances the institution's accountability. Additionally, capacity building for UPZ through regular upgrading activities and training serves as an effective strategy for mitigating human resource risks. This initiative aims to enhance the competence of zakat administrators while optimizing the collection and distribution of ZIS funds to eligible recipients.

In addressing human resource (HR) risks, the institution needs to develop the competencies of instructors and staff through training, seminars, and other skill-enhancement programs. Recruiting personnel who align with the institution's needs is also a crucial step to ensure the availability of high-quality human resources.

Furthermore, providing recognition and incentives to instructors can improve their performance and loyalty to the institution (Ramadhan et al. 2025).

To mitigate financial risks, Lembaga Siswa Pilihan needs to implement a transparent and accountable financial management system. Careful budgeting, oversight of fund usage, and proper financial record-keeping can help maintain the institution's financial stability. In addition, the institution can diversify its revenue sources through partnerships with various parties or the development of new educational programs so that it does not rely solely on a single source of income.

To address information technology risks, the institution must enhance system and data security by using reliable software, performing regular system updates, and conducting routine data backups. Training in technology use for teachers and staff is also essential to ensure optimal technology utilization. This approach helps minimize system disruptions and data loss.

Meanwhile, to mitigate reputational risks, institutions must maintain service quality and foster good communication with students, parents, and the community. Addressing complaints promptly and professionally can prevent the emergence of negative perceptions toward the institution. Additionally, publicizing various achievements and positive activities through social media and other channels can help enhance the institution's image and public trust.

In addition to mitigation strategies for each risk, organizations also need to conduct regular monitoring and evaluation. These activities aim to assess the effectiveness of the mitigation measures that have been implemented and to identify new risks that may arise. Through ongoing monitoring, organizations can make improvements and adjust their strategies in response to changes in both internal and external conditions (Crawford & Jabbour, 2024).

F. Risk Assessment and Control

Risk assessment and control are the final stages in the risk management process, aimed at ensuring that the mitigation strategies that have been implemented are working effectively. At Lembaga Siswa Pilihan, risk assessment and control activities are crucial for identifying both the successes and weaknesses in risk management so that the institution can make continuous improvements (Putri & Wijaya, 2023).

Risk evaluation is conducted by reviewing the various risks that have been identified, analyzing changes in risk levels, and assessing the effectiveness of the

mitigation measures that have been implemented. This process can be carried out periodically—for example, every semester or every year—so that the institution can determine whether existing risks have decreased or, conversely, increased. The results of the evaluation serve as the basis for management in making decisions and formulating more appropriate strategies for the future.

Risk control is carried out through the implementation of policies, procedures, and oversight systems aimed at reducing the likelihood of risks occurring. In operational aspects, control can be exercised by ensuring that all activities are conducted in accordance with established Standard Operating Procedures (SOPs). Regular oversight of the implementation of educational programs, administrative processes, and services is also necessary so that potential errors can be promptly identified and corrected (Setyaningrum, 2024).

In terms of human resources, risk management is carried out through periodic performance evaluations of faculty and staff. Performance evaluations help the institution assess competency levels, productivity, and human resource development needs. In terms of finance, risk management is carried out through the preparation of transparent financial reports, oversight of budget usage, and periodic internal audits. These measures aim to prevent misuse of funds, maintain financial stability, and ensure that all of the institution's activities are supported by sound and accountable financial management.

In addition, information technology risk management is carried out through routine system maintenance, software updates, and data protection via adequate security systems. Meanwhile, reputational risk can be managed by maintaining service quality, fostering good communication with students and parents, and responding to complaints or feedback promptly and professionally (Febiyanti et al., 2024).

CONCLUSION

Based on the results of the discussion, it can be concluded that the Tulungagung ZISWAF Institution faces various risks that could potentially affect the effectiveness of the management of zakat, infaq, sadaqah, and waqf funds. These risks include operational, financial, Sharia compliance, information technology, human resources, and reputational risks. Each risk has a different level of probability and impact, but all require attention and proper management to ensure the organization's sustainability.

The factors causing these risks stem from internal aspects—such as limited human resource competencies, weaknesses in internal control systems, and suboptimal administrative management as well as external aspects, such as technological developments, regulatory changes, economic conditions, and increasing public demands for transparency. Reputational risk is one of the most significant risks because it is directly linked to the public's level of trust in the institution.

To reduce these potential risks, the Tulungagung ZISWAF Institution needs to implement mitigation strategies that include strengthening internal control systems, enhancing the competence of its staff, implementing secure information technology, conducting periodic audits and evaluations, and improving transparency and accountability in fund management. In addition, continuous risk control and monitoring are necessary to ensure the effectiveness of the mitigation measures that have been implemented. Through the implementation of sound and integrated risk management, the Tulungagung ZISWAF Institution can improve the quality of its organizational governance, maintain the trust of donors and the public, and optimize its role in supporting the sustainable social and economic well-being of the community.

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