

Assessing Disability Empowerment Initiatives: A Case Study of the Difabis Program in Jakarta

Faizi^{1*}, Siti Wardah²

^{1,2} Department of Islamic Economics, Faculty of Economics and Business, Universitas Pembangunan Nasional Veteran Jakarta, Jakarta, Indonesia

*faizi.feb@upnvj.ac.id

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ABSTRAK

Program Difabis, yang diinisiasi oleh Badan Amil Zakat Nasional (BAZNAS) DKI Jakarta, bertujuan untuk memberdayakan penyandang disabilitas melalui kewirausahaan dan integrasi ke dalam angkatan kerja. Studi kasus kualitatif ini mengevaluasi efektivitas program menggunakan kerangka kerja Gibson (1992), yang menilai tujuh indikator: kejelasan tujuan, kejelasan strategi, analisis proses dan perumusan kebijakan, perencanaan yang komprehensif, pembentukan program yang tepat, ketersediaan fasilitas dan infrastruktur, serta sistem pemantauan dan pengendalian. Data dikumpulkan melalui wawancara semi-terstruktur dengan empat partisipan (satu administrator BAZNAS, dua penerima manfaat, dan satu akademisi), observasi partisipan pasif di dua cabang Difabis, dan analisis dokumen terhadap laporan dan kebijakan program. Temuan penelitian menunjukkan bahwa program ini selaras dengan beberapa indikator pemberdayaan, menunjukkan kekuatan dalam kejelasan tujuan, koherensi strategis, perencanaan komprehensif, dan penyediaan infrastruktur. Para partisipan melaporkan peningkatan keterampilan, stabilitas pendapatan, dan harga diri, yang menggarisbawahi peran program dalam mempromosikan otonomi finansial dan inklusi sosial. Namun, kesenjangan teridentifikasi dalam analisis proses dan perumusan kebijakan, khususnya pada ketergantungan pada data pelaporan mandiri untuk penargetan penerima manfaat, yang berisiko mengabaikan kelompok yang paling rentan. Penggabungan inovatif program antara redistribusi zakat dengan pengembangan keterampilan menawarkan model yang dapat direplikasi untuk konteks mayoritas Muslim, tetapi keberlanjutan dan skalabilitas jangka panjangnya belum diteliti. Meskipun memiliki keterbatasan dalam hal generalisasi dan komprehensivitas, studi ini berkontribusi pada literatur tentang pemberdayaan disabilitas dengan menyoroti potensi inisiatif berbasis keagamaan untuk mengatasi marginalisasi interseksional. Studi ini menawarkan kontribusi baru dengan menjadi yang pertama mengevaluasi program zakat pemberdayaan disabilitas dengan menggunakan kerangka efektivitas organisasi Gibson (1992), sehingga menjembatani studi keuangan sosial berbasis agama dan pemberdayaan disabilitas.

Kata kunci: Keuangan sosial Islam, Program berbasis zakat, Inklusi sosial-ekonomi

ABSTRACT

The Difabis program, initiated by Badan Amil Zakat Nasional (BAZNAS) DKI Jakarta, Indonesia's National Zakat Agency at the provincial level, aims to empower individuals with disabilities through entrepreneurship and workforce integration. This qualitative case study evaluates the effectiveness of the program using Gibson's (1992) framework, which assesses seven indicators: clarity of purpose, clarity of strategy, process analysis and policymaking, comprehensive planning, establishment of appropriate programs, availability of facilities and infrastructure, and monitoring and control systems. Data were collected through semi-structured interviews with four participants (one BAZNAS administrator, two beneficiaries, and one academic), passive participant observation at two Difabis branches, and a document analysis of program reports and policies. The findings indicate that the program aligns with several empowerment indicators, demonstrating strengths in the clarity of purpose,

strategic coherence, comprehensive planning, and infrastructure provision. Participants reported enhanced skills, income stability, and self-esteem, underscoring the program's role in promoting financial autonomy and social inclusion. However, gaps were identified in the process analysis and policy formulation, particularly in the reliance on self-reported data for beneficiary targeting, which risks excluding the most vulnerable groups. The program's innovative fusion of zakat redistribution with skill development offers a replicable model for Muslim-majority contexts, but its long-term sustainability and scalability remain unexamined. Despite limitations in generalizability and comprehensiveness, this study contributes to the literature on disability empowerment by highlighting the potential of faith-based initiatives to address intersectional marginalization. This study offers a novel contribution by being the first to evaluate a disability-empowerment zakat program using Gibson's (1992) organizational effectiveness framework, thereby bridging faith-based social finance and disability empowerment studies.

Key words: Islamic social finance, Zakat-Based programs, Socioeconomic inclusion

INTRODUCTION

Indonesia faces significant challenges in addressing socioeconomic disparities among its population, particularly among vulnerable groups such as individuals with disabilities. According to data from the Coordinating Ministry for Human Development and Culture (Kemenko PMK), approximately 22.97 million individuals, or 8.5% of the national population, live with disabilities (Yulaswati et al., 2021). A critical concern within this demographic is the disproportionately high poverty rate, which stands at 11.42% compared with 9.63% among non-disabled individuals (Ministry of National Development Planning/Bappenas, 2025). This disparity is exacerbated by systemic barriers to formal sector employment, which limit access to stable income and socioeconomic mobility. Notably, less than 30% of individuals with disabilities secure formal employment, while over 70% remain confined to the informal sector, where job instability, inadequate wages, and limited accessibility further marginalize them (Sayrani, 2018). Such conditions perpetuate dependency on familial support networks, undermining efforts to achieve financial autonomy and social inclusion.

Community empowerment has emerged as a strategic intervention for addressing these challenges. Defined as a process of enhancing individual and collective agency, empowerment initiatives aim to restore dignity, functionality, and self-sufficiency among marginalized groups (Endah, 2020). Prior studies have explored diverse models of disability-focused empowerment. For instance, Awaru et al. (2021) evaluated the role of Dekranasda in fostering economic participation among disabled communities in Gowa, while Syahriza et al. (2019) assessed the impact of productive zakat programs on welfare enhancement in North Sumatra. Similarly, Mulyanah et al. (2021) analyzed government-led initiatives by the Social Service of Bekasi Regency. Complementary research has emphasized grassroots approaches, including community service programs designed and implemented by disabled individuals (Aminah et al., 2015; Mulyati et al., 2019; Santoso et al., 2021; Surwanti & Asri, 2021).

Notwithstanding these contributions, a critical gap persists in the understanding of the efficacy of zakat-based empowerment programs tailored specifically for individuals with disabilities. Existing literature predominantly examines generic welfare schemes or state-driven interventions, leaving the potential of Islamic social finance mechanisms, such as productive zakat, to address systemic inequities understudied. This study addresses this gap by evaluating the *Difabis* program, an initiative administered by the Badan Amil Zakat Nasional (BAZNAS) DKI Jakarta, Indonesia's National Zakat Agency at the provincial level, which combines zakat redistribution with skills training and entrepreneurship support for disabled beneficiaries.

This research investigates two primary objectives: (1) to analyze the implementation framework of the *Difabis* program and (2) to measure its effectiveness in enhancing beneficiaries' living standards and independence. By employing mixed-method assessments of socioeconomic outcomes, this study hypothesizes that the *Difabis* program significantly improves the autonomy and quality of life of its participants. Hence, this study contributes to disability studies and Islamic social finance literature by analyzing how zakat-funded programs can operationalize empowerment frameworks to reduce dependency cycles. By applying Gibson's indicators, this study evaluates whether *Difabis*'s design and

implementation align with best practices in inclusive development, thereby offering actionable insights for policymakers and zakat institutions.

Discrimination against individuals with disabilities persists as a systemic barrier in Indonesia, particularly in the employment context. Empirical evidence highlights the significant challenges faced by persons with disabilities in securing formal employment, attributed to prejudicial perceptions among employers regarding their productivity (Kusmawati et al., 2024). Despite legislative mandates under Law No. 8/2016 on Persons with Disabilities, which stipulate a 2% employment quota for disabled individuals in the public and private sectors, implementation remains inconsistent (Mulyani et al., 2022). This legislative practice gap exacerbates workplace inequities, where individuals with disabilities encounter multifaceted discrimination, including wage disparities, limited career advancement, and inadequate workplace accommodation. For instance, studies reveal that disabled employees often receive lower compensation than their non-disabled peers despite equivalent qualifications and contributions, perpetuating cycles of economic marginalization (Mulyani et al., 2022). Furthermore, negative stigma from colleagues and supervisors rooted in perceptions of incompetence or dependency undermines professional integration (Kusmawati et al., 2024). Structural barriers such as inaccessible facilities and exclusion from insurance schemes further compound these challenges, leaving individuals with disabilities disproportionately vulnerable to poverty and social exclusion.

These systemic inequities necessitate comprehensive interventions across the policy, corporate, and societal levels. Key measures include rigorous enforcement of disability-inclusive labor laws, workplace accessibility reforms, and awareness campaigns to dismantle prejudicial attitudes. Without such efforts, Indonesia risks perpetuating a socioeconomic hierarchy that denies individuals with disabilities opportunities for prosperity and dignity (Siregar & Purbantara 2020).

Empowerment has emerged as a critical strategy for addressing the structural and sociocultural barriers faced by individuals with disabilities. Defined as a process of enhancing agency through resource access, skill development, and critical consciousness (Perkins & Zimmerman, 1995), empowerment programs aim to dismantle systemic inequities in education, employment, and civic participation. In Indonesia, such initiatives focus on equipping individuals with disabilities with vocational skills, technological tools, and advocacy training to challenge discriminatory norms (Aesah et al. 2020). For example, programs that integrate entrepreneurship training and assistive technologies have successfully fostered economic self-reliance among disabled communities (Goa, 2020).

Empowerment also operates at the institutional level by promoting inclusive policymaking and workplace representation. Studies have underscored the importance of involving individuals with disabilities in decision-making processes to ensure that policies reflect their lived experiences. Furthermore, empowerment fosters *self-efficacy*, a psychological construct linked to improved quality of life, by enabling individuals to make autonomous decisions and advocate for their rights (Siregar & Purbantara 2020). However, the efficacy of these programs depends on contextual factors including resource allocation, cultural attitudes, and program design.

Assessing the impact of empowerment initiatives requires robust methodological frameworks. Gibson's (1992) seven indicators of effectiveness, operationalized by Hasibuan (Bormasa, 2022), provide a structured approach to evaluate program outcomes: (1) Clarity of Objectives: Explicit alignment between program goals and beneficiary needs. (2) Clarity of Strategy: Coherent methodologies to achieve the stated objectives. (3) Process Analysis and Policy Formulation: Systematic identification of barriers and responsive policy design. (4) Comprehensive Planning: Integration of stakeholder inputs and resource mapping. (5) Program Appropriateness: Relevance to target demographics and cultural contexts. (6) Facility and Infrastructure Availability: Provision of tools, technology, and accessible environments. (7) Monitoring and Control Systems: Mechanisms for iterative feedback and outcome measurement.

This framework emphasizes multidimensional evaluation, moving beyond quantitative metrics (e.g., employment rates) to assess qualitative shifts in autonomy, social participation, and institutional responsiveness. Prior studies applying Gibson's indicators highlight the importance of adaptive management and participatory monitoring in sustaining program impacts (Bormasa, 2022).

The *Difabis* (Difabel Bisa) Initiative, launched by BAZNAS DKI Jakarta in collaboration with the Department of Industry, Trade, Cooperatives, and SMEs, exemplifies a faith-based empowerment model targeting disabled communities. The program operates six coffee shops across Jakarta, employing individuals with disabilities as baristas and staff, while showcasing products from local MSMEs

(BAZNAS, 2023). Difabis aims to enhance socioeconomic independence through vocational training, equitable employment, and entrepreneurial opportunities.

Aligned with Gibson's framework, the program demonstrates (1) Objective Clarity: Focus on livelihood improvement and skill development. (2) Strategic Coherence: Partnerships with the government and private sectors to ensure scalability. (3) Comprehensive Planning: Location selection in high-traffic administrative areas to maximize visibility and customer engagement. (4) Infrastructure Support: Provision of accessible workspaces and barista training modules.

Although longitudinal data on wage parity and career progression remain understudied, the preliminary outcomes suggest improved self-esteem and financial autonomy among participants. By situating Islamic social finance principles within disability empowerment, Difabis offers a novel approach to address intersectional marginalization.

METHODOLOGY

This study adopted a qualitative research approach with an instrumental case study design to investigate the implementation and effectiveness of the Difabis Coffee and Tea program to empower individuals with disabilities. A qualitative methodology was selected to capture the nuanced experiences, perceptions, and lived realities of the participants, which quantitative methods may overlook (Creswell & Poth, 2018). The case study design allows for an in-depth exploration of the program's operational dynamics, contextual challenges, and sociocultural impacts within the unique setting of DKI Jakarta (Stake, 1995; Yin, 2018).

This study examines the Difabis Coffee and Tea Program, a disability empowerment initiative of BAZNAS DKI Jakarta Province, which employs individuals with disabilities as baristas while promoting products from local micro-enterprises. The research participants were divided into three groups: (1) one BAZNAS administrator responsible for program design and management, (2) two individuals with disabilities employed or trained across two Difabis branches in Jakarta, and (3) one academic in Islamic finance. Participants were selected through purposive sampling, with inclusion criteria requiring at least six months of direct program involvement to ensure depth of experiential insights (Palinkas et al., 2015).

Data collection employed triangulation across the three methods to enhance validity. First, semi-structured interviews were conducted with all four participants using a 10-question guide to explore themes such as implementation challenges, perceived impacts on independence, and workplace accessibility. Interviews lasting 45–60 min were audio-recorded with consent and transcribed verbatim. Second, passive participant observation was conducted in two branches, utilizing a structured protocol to document interactions, accommodations, and engagement. Field notes contextualized the interview responses (Angrosino, 2007). Third, document analysis reviewed ten program reports, training manuals, and policy documents, along with visual data (photographs and videos) to assess facility accessibility and operational compliance.

In this analysis, manual coding was chosen because of the limited number of participants. With a small sample size, each transcript received thorough, individualized attention, allowing the research team to capture nuanced insights and subtle variations in the participant responses. This approach not only ensured deep engagement with the data but also enhanced the reliability of the findings, as themes and patterns emerged organically from a detailed review of each account. The hands-on process enables a rich interpretative analysis, making it possible to maintain a close connection with every data point while mitigating the risk of overlooking unique or divergent perspectives.

RESULTS AND DISCUSSION

Difabis is a disabled community empowerment program initiated by BAZNAS DKI Jakarta Province. The Difabis program operates a Coffee & Tea establishment that employs individuals with hearing and physical disabilities as baristas. This initiative was officially launched in 2021 with the inaugural branch of Kendal Tunnel, Central Jakarta. At present, the Difabis coffee establishment has expanded to eight branches distributed across various locations in Jakarta, including the East Jakarta Mayor's office, North Jakarta Mayor's office, South Jakarta Mayor's office, West Jakarta Mayor's office, Central Jakarta Mayor's office, Jakarta City Hall office, Kendal Tunnel, and BKB Matraman.

In addition to coffee shops, a derivative of the Difabis project by BAZNAS DKI Jakarta is the capacity building of individuals with disabilities through training and certification activities. One form of capacity building is barista training and certification. The objective was to enable individuals with disabilities to acquire the skills necessary to produce a product, thereby creating business opportunities. Beyond entrepreneurship, through capacity building and skill certification, it is anticipated that the disabled community will be integrated into the private-sector workforce. Consequently, disabled communities are expected to become competitive and self-sufficient to meet their daily needs.

Assessment of program effectiveness based on Gibson's indicators

1. **Clarity of purpose.** The clarity of purpose indicators emphasizes the significance of the primary objectives of an organization or program (Gibson et al., 1982). Well-defined objectives guide all involved parties to focus and work purposefully towards achieving desired outcomes. The purpose of the Difabis program implemented by BAZNAS DKI Jakarta is to empower the economy of the disabled community with the goal of transforming mustahik or beneficiaries, specifically the disabled community, into muzaki or individuals who contribute zakat. "To empower the economy, particularly for the disabled, all economic programs have the ultimate objective of facilitating the transition from mustahik to muzaki. The target for the disabled is to enable independence through entrepreneurship. If they lack capital, we provide this information. Second, our aim was to ensure their absorption into the workforce," said Widya, Person in Charge of the DKI Jakarta BAZNAS Difabis program in an interview on November 13, 2024. Based on this explanation, it can be concluded that the purpose of the Difabis program is to empower individuals with disabilities by facilitating their development as entrepreneurs or competitive members of the workforce. Thus, the indicator of clarity of purpose in the Difabis program was fulfilled.
2. **Clarity of strategy.** The clarity of the strategy is important for achieving program effectiveness. Strategies are steps or plans designed to achieve these goals (Gibson et al., 1982). A clear strategy ensures that every step is relevant, effective, and in line with the main goal. In Perkins and Zimmerman's (1995) empowerment theory, one empowerment strategy is the improvement of knowledge and skills. The strategy used in the Difabis program is capacity building by providing barista training and certification to people with disabilities. This capacity building is carried out as a provision for people with disabilities to become baristas or to open their own café businesses. The capacity-building strategy carried out in the Difabis program is in accordance with one of the empowerment strategies in empowerment theory stated by Perkins and Zimmerman (1995). Thus, the strategy clarity indicator was appropriate and fulfilled.
 "The strategy is that capacity building is necessary from the coffee skills, from the barista or entrepreneur skills. That's what we provide the language, then from them financial management, that too, cafe management, that too," said Widya, Person in Charge of the DKI Jakarta BAZNAS Difabis program in an interview on 13 November 2024.
 Hence, the capacity-building strategy carried out in the Difabis program is in accordance with one of the empowerment strategies in the empowerment theory stated by Perkins and Zimmerman (1995). Therefore, the strategy clarity indicator was deemed appropriate and satisfactorily met.
3. **Process analysis and policymaking.** A comprehensive analysis enables an organization to comprehend the situation, challenges, and opportunities (Gibson et al., 1982). Policies formulated based on an in-depth analysis are more likely to be relevant and effective in addressing problems or meeting needs. A systematic analysis and policymaking process influence the accuracy of program targets. Consequently, a robust analysis and policy-making process are crucial to ensure that the designed program can reach and provide benefits to groups that genuinely require assistance.
 In the Difabis program designed by BAZNAS DKI Jakarta Province, the process of analysis and policy formulation is conducted well before program execution or implementation. This process of analysis and policy formulation is carried out by BAZNAS DKI Jakarta Province utilizing Logical Framework Analysis (LFA) for long-term analysis. Subsequently, the derivatives of the LFA were developed in the form of references with its various components.
 "If we propose an activity or program, there must be a KAK (terms of reference for activities or work). We created the KAK, but before the KAK, there was a Logical Framework Analysis (LFA). LFA is long-term; therefore, all programs must have an LFA. LFA is rich in grand design, details, targets, and others, as long as the program starts to finish. For example, for five years, the

target of this program is five years, and the LFA is made down to the KAK terms of reference there and the components there. Then there is analysis, a lot of analysis, like the canvas model, who is the target market and so on," said Widya, Person in Charge of the DKI Jakarta BAZNAS Difabis program in an interview on November 13, 2024.

Meanwhile, a solid analysis and policy-making process can also be assessed using accurate data. Without accurate data, there is a risk that the Difabis program will target groups that are less in need or even miss the neediest groups. During the interview process, the beneficiaries, in this case the disabled community, stated that the only documents required during the registration process were a CV and job application letter.

"I still bring a job application letter, it's the same as a normal application. There are no special documents for all of us; it's just the same as usual," said Ahmad Zulfikar, disabled barista at Difabis coffee shop at the South Jakarta Mayor's Office branch.

Furthermore, a robust analysis and policymaking process can be evaluated based on the accuracy of the data. In the absence of accurate data, there is a risk that the Difabis program may target groups that are less in need or fail to reach the groups most in need. During the interview process, the beneficiaries, specifically the disabled community, reported that the only documents required during the registration process were curriculum vitae and job application letters. This indicates that the identification of program targets is solely based on the physical limitations or disabilities of beneficiaries, without any verification of accurate data. Therefore, it can be concluded that the indicators of a robust analysis and policymaking process have not been fully met.

4. **Comprehensive planning.** Careful planning helps minimize the risk of failure and increases implementation efficiency (Gibson et al., 1982). Comprehensive planning can be assessed empirically by examining the benefits to a beneficiary disabled community. Effective planning ensures that the program is designed in a relevant, effective, and efficient manner to meet the needs of the target group. According to beneficiary disabled communities, the Difabis program is highly beneficial for them. The Difabis program also equips participants with new skills and provides economic support. As stated by Citra, a disabled barista at the North Jakarta Mayor's Office branch of the Difabis coffee shop, "It helps the economy and provides broader experiences. I am satisfied. There has been an increase in skills and income compared to before." Similarly, Ahmad Zulfikar, a disabled barista at the South Jakarta Mayor's Office branch, explained, "The program is quite useful. I have gained new skills, as I initially could not make coffee because my major was photography. Now, I have knowledge in two areas: photography and coffee and tea preparation." Based on these statements, the Difabis program has successfully provided life skills that enable people with disabilities to become more independent and empowered. Therefore, it can be concluded that the indicators of comprehensive planning are appropriate and effective.

5. **Establishment of appropriate programs.** A well-conceived program in accordance with needs and objectives will be more readily accepted by all parties involved and more effective in achieving the desired results (Gibson et al., 1982). Appropriate programming ensures that the steps of program implementation are planned, realistic, and focused on the needs and potential of beneficiaries. In the context of the Difabis program, program preparation must be based on the needs of target beneficiaries, specifically the disabled community.

Furthermore, beneficiaries must also directly confirm the assessment of the program's suitability to the needs of program targets. In this instance, informants 2 and 3, who served as beneficiaries of the Difabis program, stated that the Difabis program was in accordance with their needs, and they were highly satisfied with the Difabis program.

"In accordance. Satisfied is more than satisfied," said Citra, a disabled barista at the North Jakarta Mayor's Office branch of the Difabis coffee shop.

"Very satisfied with this program, hopefully in the future there will be more programs for people with disabilities, hopefully our friends out there can follow our programs at Difabis," said Ahmad Zulfikar, disabled barista at Difabis coffee shop, South Jakarta Mayor's Office branch.

Consequently, the indicator for establishing an appropriate program in the Difabis program has been fulfilled or deemed effective.

6. **Availability of facilities and infrastructure.** Facilities and infrastructure encompass all physical resources, technology, and other facilities that support program implementations. Without the support of such facilities and infrastructure, the implementation of activities or programs will not

function optimally (Gibson et al. 1982). In the Difabis program, the facilities and infrastructure provided by BAZNAS DKI Jakarta comprise a café and various pieces of equipment, incentives to support the operation of the café, and capacity building to enhance the skills of beneficiaries, specifically the disabled community. The facilities and infrastructure within the Difabis coffee shop itself consist of a coffee maker, coffee bean grinder, oven for heating pastries, ice boxes, and various other equipment. Furthermore, according to Citra, she had received assistance in obtaining a prosthetic leg prior to her employment as a barista at the Difabis coffee shop.

"Income per month. In addition, because Difabis is assisted by BAZNAS, when I started, I received assistance with prosthetic limbs. Yes, assistance in making prosthetic limbs," said Citra, a disabled barista at the North Jakarta Mayor's Office branch of the Difabis coffee shop.

This demonstrates that the facilities and infrastructure provided under the Difabis program are comprehensive and aligned with the program's requirements. Consequently, the indicator of the availability of facilities and infrastructure in the Difabis program has been satisfied.

7. **Monitoring and Control Systems.** Monitoring and control systems serve as indicators of effectiveness, emphasizing the significance of monitoring and evaluation processes that not only ensure program adherence to plans, but also facilitate learning and improvement for all involved parties (Gibson et al., 1982). Effective oversight extends beyond fault finding to provide constructive and educational feedback, thereby addressing shortcomings and ensuring continuous program quality enhancement.

In the Difabis program, monitoring is implemented through the assignment of a person in charge (PIC) at each Difabis café branch. The PIC in these branches oversees the supply of raw materials and monitors workers. Concurrently, to track sales, the Difabis program utilizes a point-of-sale (POS) cashier system called Mugen Pos. This cashier system enabled the BAZNAS of DKI Jakarta Province to monitor the financial inflows and outflows of the Difabis café.

Furthermore, program supervision is conducted by BAZNAS in each region, including BAZNAS South Jakarta, BAZNAS North Jakarta, and BAZNAS East Jakarta. This arrangement is due to the predominant location of Difabis coffee shops within the office of the Mayor of Jakarta. Consequently, monitoring and control of the Difabis program falls directly under the jurisdiction of BAZNAS.

"For our supervision, each region is supervised by a section in each region. For example, in South Jakarta, it is supervised by Basnas DKI South Jakarta; thus, BAZNAS continues to monitor us in this coffee and tea," said Ahmad Zulfikar, a disabled barista at Difabis coffee shop at the South Jakarta Mayor's Office branch.

Based on the aforementioned information, it is evident that the monitoring and control system of the Difabis program has been implemented effectively and systematically through regional PICs and the employed POS cashier system. Additionally, individuals with disabilities employed in Difabis coffee shops demonstrate the ability to produce beverages of comparable quality and pricing as other popular coffee shop brands. Therefore, the indicators of the monitoring and control system of the Difabis program were satisfactorily fulfilled.

The findings of this study provide valuable insights into the effectiveness of the Difabis Program, a disability empowerment initiative by BAZNAS DKI Jakarta, in enhancing the socioeconomic independence of individuals with disabilities. The research employed Gibson's (1992) framework to evaluate the program's effectiveness across seven key indicators: clarity of purpose, clarity of strategy, process analysis and policymaking, comprehensive planning, establishment of appropriate programs, availability of facilities and infrastructure, and monitoring and control systems. The results indicate that the Difabis program has largely succeeded in meeting these indicators, particularly in terms of clarity of purpose, strategy, and the provision of facilities and infrastructure. However, certain areas, such as process analysis and policymaking, revealed gaps that need to be addressed to further enhance the program's impact.

Clarity of Purpose and Strategy

The Difabis program's clarity of purpose is well defined, with a focus on empowering individuals with disabilities through entrepreneurship and workforce integration. This aligns with the broader literature on disability empowerment, which emphasizes the importance of economic self-reliance as a pathway to social inclusion (Perkins & Zimmerman, 1995; Aesah et al., 2020). The program's strategy, which includes capacity building through barista training and certification, is consistent with

empowerment theories that highlight the importance of skill development in fostering autonomy (Perkins and Zimmerman 1995). The findings suggest that the program's strategic focus on skill development was effective in enhancing participants' self-esteem and financial independence, as reported by beneficiaries.

Process Analysis and Policy Making

While the Difabis program demonstrates a structured approach to long-term planning using Logical Framework Analysis (LFA), this study identified weaknesses in the process analysis and policy-making components. Specifically, the program's reliance on self-reported data from beneficiaries, such as CVs and job application letters, without further verification raises concerns about the accuracy of targeting the most vulnerable groups. This finding is consistent with previous research highlighting the challenges of accurately identifying and reaching marginalized populations in empowerment programs (Mulyani et al., 2022). The lack of robust data verification mechanisms may result in the exclusion of individuals who are in need of support, thereby limiting the program's overall effectiveness.

Comprehensive Planning and Program Appropriateness

The Difabis program's comprehensive planning and appropriateness were found to be effective, as evidenced by positive feedback from beneficiaries. Participants reported significant improvements in their skills and income levels, which aligned with the program's objectives of fostering economic independence. This finding is consistent with previous studies that highlighted the importance of tailored interventions to address the specific needs of individuals with disabilities (Goa, 2020; Awaru et al., 2021). The program's focus on providing practical skills, such as barista training, has enabled participants to transition from recipients of zakat (mustahik) to potential contributors (muzaki), thereby achieving one of the program's key goals.

Availability of Facilities and Infrastructure

The availability of facilities and infrastructure was another area where the Difabis program excelled. The provision of accessible workspaces, barista training modules, and financial incentives to participants demonstrates a commitment to creating an enabling environment for individuals with disabilities. This aligns with the broader literature on disability empowerment, which emphasizes the importance of accessible infrastructure in facilitating participation and inclusion (Siregar and Purbantara 2020). The provision of prosthetic limbs to one of the beneficiaries further underscores the program's holistic approach to address the diverse needs of individuals with disabilities.

Monitoring and Control Systems

The monitoring and control systems in place for the Difabis program were found to be effective, with regional supervisors and a point-of-sale (POS) system ensuring accountability and financial transparency. This finding is consistent with previous research highlighting the importance of robust monitoring and evaluation mechanisms in sustaining the impact of empowerment programs (Bormasa, 2022). The use of technology, such as the Mugen Pos system, to track sales and financial flows is a notable strength of the program as it enables real-time monitoring and ensures that resources are used efficiently.

Comparison with Previous Research

The findings of this study are largely consistent with previous research on disability empowerment programs, particularly regarding the importance of skill development, accessible infrastructure, and robust monitoring systems. For instance, Awaru et al. (2021) found that programs focusing on vocational training and entrepreneurship were effective in enhancing the economic participation of disabled individuals in Gowa, Indonesia. Similarly, Syahriza et al. (2019) highlight the positive impact of productive zakat programs on welfare enhancement in North Sumatra. However, the current study also identifies gaps in the Difabis program, particularly around process analysis and policymaking, which have not been extensively discussed in the literature.

One notable difference between the Difabis program and other disability empowerment initiatives is the integration of Islamic social finance principles, specifically zakat redistribution, with skills training and entrepreneurship support. This approach represents a novel contribution to the literature on disability empowerment as it combines faith-based mechanisms with practical interventions to address systemic inequities. Although previous studies have examined the role of zakat in poverty alleviation (Mulyanah et al., 2021), few have explored its potential in disability-focused empowerment programs. The Difabis program thus offers a unique model that could be replicated in other contexts, particularly in Muslim-majority countries where zakat is a significant source of social finance.

CONCLUSION

This study evaluated the effectiveness of the Difabis Program, a zakat-based disability empowerment initiative by BAZNAS DKI Jakarta, using Gibson's (1992) framework. The findings show the program aligns with empowerment indicators, demonstrating strengths in purpose clarity, strategic coherence, planning, and infrastructure. By integrating Islamic social finance with vocational training, Difabis fostered economic self-reliance among disabled individuals, enabling their transition from zakat recipients (mustahik) to potential contributors (muzaki). Participants reported improved skills, income stability, and self-esteem, highlighting the program's role in promoting financial autonomy. However, gaps were identified in process analysis and policy formulation. The reliance on self-reported data for beneficiary targeting risks excluding vulnerable groups, necessitating robust verification mechanisms. While monitoring systems ensured accountability, the study's qualitative focus and small sample size (n=4) limited generalizability. Regional specificity constrains the model's applicability beyond Jakarta. The program's fusion of zakat redistribution with skill development offers a replicable model for Muslim-majority contexts, though its long-term sustainability remains unexamined. Overall, Difabis demonstrates the potential of faith-based initiatives to address marginalization but needs improvements in targeting accuracy and data-driven policymaking.

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