

ANALYSIS OF FUNDRAISING STRATEGIES IN THE AL-QUR'AN EDUCATIONAL PARK (TPQ)

Ahmad Almafahir

UIN Walisongo Semarang, Indonesia

fahirahmad122@gmail.com

ABSTRAK

Penggalangan dana merupakan salah satu solusi dalam menjembatani kesenjangan keuangan dan menjamin kelangsungan program pendidikan. Tujuan dari penelitian ini adalah untuk mengetahui strategi penggalangan dana dalam meningkatkan kepedulian masyarakat yang dilakukan TPQ Darussalam Tambakaji Ngaliyan Semarang. Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif. Teknik pengumpulan data dilakukan melalui observasi, wawancara mendalam and studi dokumentasi dengan analisis data melalui unitasi data, kategorisasi dan interpretasi. Hasil penelitian mengungkapkan bahwa strategi yang digunakan dalam peningkatan kepedulian masyarakat di lembaga TPQ Darussalam yaitu dengan cara melakukan silaturahmi kepada warga, pemasangan banner dan pamflet serta menampilkan peserta didik dalam acara Peringatan Hari Besar Islam (PHBI). Adapun sumber dana yang diperoleh berasal dari warga, wali murid, donatur dan kotak amal kelas. Strategi tersebut berjalan cukup efektif sehingga dapat mencukupi kebutuhan operasional lembaga.

Kata Kunci: *strategi, penggalangan dana, lembaga pendidikan.*

ABSTRACT

Fundraising is one solution to bridge the financial gap and ensure the continuity of educational programs. This research aims to determine the fundraising strategy to increase community awareness carried out by TPQ Darussalam Tambakaji Ngaliyan Semarang. This research uses a qualitative approach with descriptive methods. Data collection techniques were carried out through observation, in-depth interviews, documentation studies, and data analysis through data unitation, categorization, and interpretation. The research results revealed that the strategy used to increase community awareness at the TPQ Darussalam institution was by providing hospitality to residents, installing banners and pamphlets, and presenting students at Islamic Holiday Commemoration (PHBI) events. The funds came from residents, parents, donors, and class charity boxes. This strategy has been effective enough to meet the institution's operational needs.

Key Words: *strategy, fundraising, educational institutions.*

INTRODUCTION

Education plays a vital role in shaping the future of a nation, and quality education requires adequate resources and financial support. Indonesia's educational institutions face various challenges, including limited government funding, increasing operational costs, and the need for infrastructure development (Ferdi W. P., 2013). As a result, these institutions often turn to alternative funding sources, such as fundraising initiatives, to bridge financial gaps and ensure the continuity of educational programs (Nurhadi, 2005).

Fundraising has a very important urgency in the educational context. With additional sources of funds from fundraising, educational institutions can obtain the financial support needed to improve facilities, improve the quality of teaching, and provide an optimal learning environment for students. Fundraising also allows educational institutions to access additional resources needed to improve curricula, provide training for educators, and develop diverse extracurricular programs (Fakhrurrozi, 2020).

In addition, fundraising can also be used to provide financial assistance to students in need, thereby ensuring fair and equitable access to education for all groups and becoming a means of involving the wider community in supporting education. Through participation in fundraising activities, the community can feel directly involved in efforts to improve the quality of education in their environment (Purnomo, 2022). Thus, fundraising not only supports the continuity of educational institutions but also contributes to improving the overall quality of education.

Although fundraising can be a viable solution, educational institutions in Indonesia need help in implementing effective strategies. These challenges often hinder their ability to achieve fundraising goals and maximize the impact of funds raised (Fakhrurrozi, 2012). Factors such as lack of public awareness, competition with other institutions, and economic uncertainty can limit educational institutions' ability to achieve their fundraising goals. Therefore, a deep understanding of these challenges is key to designing specific strategies that can overcome any obstacles that may arise. With a rigorous and adaptive approach, educational institutions can optimize their fundraising efforts, ensure the sustainability of their educational mission, and have a greater positive impact on their communities. Understanding these challenges is critical to developing specific strategies that can address them.

One of the main challenges faced by institutions in Indonesia, including educational institutions, is the lack of a comprehensive and well-coordinated fundraising plan, which can hinder the success of educational institutions' efforts (Knowledge Sector Initiative (KSI), 2016). Fundraising efforts are often hampered by the absence of a proactive approach to reaching individuals, communities, and organizations who may be interested in supporting education. Without a strategic approach, fundraising initiatives may lack focus, failing to target the right individuals or organizations. A systematic and well-coordinated plan ensures maximum efficiency and effectiveness in a fundraising campaign.

TPQ Darussalam Tambakaji is a non-formal educational institution that seeks to provide religious education, which is oriented towards increasing spiritual, emotional, and intellectual intelligence. With a strong determination to improve the quality of religious education, this institution designs creative

strategies for finding funding sources. Awareness of the importance of funds for implementing education encourages TPQ Darussalam Tambakaji to explore existing opportunities to the fullest. By utilizing the potential of existing resources, this institution can overcome obstacles that may arise, especially in the funding aspect, so that its educational mission can run smoothly and effectively.

Fundraising sources in non-formal education are relatively more diverse than schools or madrasas, which come from School Operational Assistance (BOS) and parents (Juhaidi et al., 2023). Religious, campaign effectiveness and platform innovation influence people to donate (Aziz et al., 2019). Besides that, digital literacy, behavior, security, ease of use, and institutional accountability (Faradilah et al., 2022). Other opinions come from environmental and political motivations, the current situation, organizational characteristics, influence from third parties, and personal rewards received (Mainardes et al., 2017).

This research fills the knowledge gap by analyzing fundraising strategies at TPQ Darussalam Tambakaji, Ngaliyan, Semarang, by understanding the sustainability and effectiveness of institutions in increasing community awareness, fundraising strategies, results, and allocation of funds received. This research can contribute to developing sustainable fundraising models for similar institutions.

RESEARCH METHOD

The approach used in this research is a qualitative approach with a descriptive method. The research subject is the Al-Qur'an Education Park (TPQ) Darussalam Tambakaji Ngaliyan Semarang. The data collection techniques used were participant observation, in-depth interviews with the head of the TPQ and staff, and documentation studies (copying documents) regarding fundraising strategies in non-formal education institutions (Emzir, 2018). In comparison, the data analysis used in this research is data unitisation, categorization, and interpretation by systematizing fundraising strategies in non-formal education institutions (Sugiyono, 2019).

RESULTS AND DISCUSSION

Strategy for Increasing Community Awareness in TPQ Darussalam

Increasing public awareness of fundraising requires a planned and inclusive strategy. The strategy to increase public awareness that has been carried out at the TPQ Darussalam institution has been implemented quite well. TPQ management can increase public awareness by analyzing the various potentials that exist in the surrounding environment. Efforts built to increase public awareness of TPQ Darussalam are as follows:

First, providing hospitality with residents. Promoting the institution is very important. Through promotion, residents will know about TPQ Darussalam. Only then will residents become interested in knowing more about the TPQ Darussalam educational institution, especially those with small children. This promotion requires a brilliant idea so that its implementation is carried out effectively and on target. One of the ideas is to be friends with residents. By holding friendly meetings, the TPQ Darussalam institution can introduce itself and the programs it organizes and listen to input and suggestions from the residents. This is to the statement, which states that intense relationships with donors

through various means, for example, special meetings, will impact donor contributions (Kelly & Vamosiu, 2021).

They were second, installing institutional banners and pamphlets. Installing banners and pamphlets at TPQ Darussalam is an effective strategy to increase public awareness. Banners can create strong visual awareness, while pamphlets provide detailed information about an institution's activities and values. Together, the two helped spread the message more widely, providing a clear picture of TPQ Darussalam's contribution to community development and religious education. This is by Burt and Strongman's view that the photo aspects contained in advertisements can maximize the amount of donations to educational institutions. Photos of children will elicit negative emotions that encourage more fabulous monetary donations and donations of goods and time (Burt & Strongman, 2005).

Third, featuring TPQ Darussalam students in celebrating Islamic holidays. Every major Islamic holiday commemoration, such as the anniversary of the Prophet's birthday, *Isra Mi'raj*, and *Nuzulul Qur'an*, the Takmir of the Darussalam Mosque always holds a recital to commemorate it. The recitation was held at the Darussalam Mosque, where the congregation was residents of the surrounding area, namely residents of RW 02 Tambakaji Ngaliyan Semarang. One way to enliven the recitation event is by presenting TPQ Darussalam female students. The performances of TPQ Darussalam students include memorizing short letters, daily prayers, hadiths, and understanding tests on recitation, tambourine, Islamic dance, and so on. This strategy is by the concept of active community participation, which is essential in sustainable and equitable development, including in the education sector (Riyanto & Kovalenko, 2023).

Fundraising Strategy at TPQ Darussalam

TPQ Darussalam Tambakaji Ngaliyan Semarang has carried out several fundraising efforts to meet the need for providing education. Efforts made to raise funds are by exploring various sources, including:

The first is from the residents. The following is the collection of funds from residents from December 2022 to September 2023:

Table 1. Source of Funds from Residents

No.	Month	Total
1	December	IDR. 940,000
2	January	IDR. 680,000
3	February	IDR. 1,010,000
4	March	IDR. 820,000
5	April	IDR. 930,000
6	May	IDR. 1,125,000
7	June	IDR. 985,000
8	July	IDR. 800,000
9	August	IDR. 1,096,000
10	September	IDR. 980,000
	Sum	IDR. 9,366,000

Source: TPQ Darussalam's Cash Book

Most funds obtained by TPQ Darussalam came from residents of RW 02 Tambakaji sub-district. Of the 8 existing Neighborhood Associations (RT), only three RTs actively give monthly, namely RT 03, 04, and 08. The technique for receiving funds from residents is that they are handed over directly and received by the head of TPQ Darussalam.

The second is from the student's parents. Darussalam Al-Qur'an Education Park does not charge its students a monthly fee (*syahriah*). However, the institution still accepts alms for those who wish to donate some of their assets to TPQ Darussalam. The following is the acquisition of funds from student parents from December 2022 to September 2023:

Table 2. Source of Funds from Student Parents

No.	Month	Total
1	December	IDR. 50,000
2	January	IDR. 100,000
3	February	IDR. 100,000
4	March	IDR. 100,000
5	April	IDR. 0
6	May	IDR. 150,000
7	June	IDR. 100,000
8	July	IDR. 50,000
9	August	IDR. 100,000
10	September	IDR. 200,000
	Sum	IDR. 950.000

Source: TPQ Darussalam's Cash Book

The third is from donors. TPQ Darussalam receives funds from donors, both individuals and organizations. However, funding sources from donors are only sometimes available every month. Based on the recapitulation results from December 2022 to September 2023, the amount collected from donors is:

Table 3. Source of Funds from Donors

No.	Month	Total
1	March	IDR. 1,850,000
2	June	IDR. 2,700,000
3	July	IDR. 300,000
4	September	IDR. 500,000
	Sum	IDR. 5,350,000

Source: TPQ Darussalam's Cash Book

Fourth, from the class charity box. Apart from obtaining funding sources from residents, parents, and donors. TPQ Darussalam also provides charity boxes in each classroom. This can be used as learning and by students to carry out *infaq* or *sadaqah* towards institutions for those who can set aside some of their assets during the learning process and afterward. Funds from the class charity box are taken only for some months but are taken after the box is full. The

following are the proceeds from the class charity box from December 2022 to September 2023:

Table 4. Source of Funds from the Class Charity Box

No.	Month	Total
1	January	IDR. 250,000
2	March	IDR. 340,000
3	June	IDR. 152,000
4	August	IDR. 148,000
Sum		IDR. 890,000

Source: TPQ Darussalam's Cash Book

Utilization of Funds Generated by TPQ Darussalam

Based on the funds obtained, the distribution of funds at the Darussalam Al-Qur'an Education Park is used for the following things

The first is the teacher's *bisjarah*. TPQ Darussalam's monthly highest expenditure is used for *bisjarah* (salaries) for teachers. Teachers get paid according to the number of days they attend class. The number of teachers at TPQ Darussalam is 6 people. Every day there are two lessons, and the *bisjarah* per hour lesson is IDR. 12,500. The details of *bisjarah* expenditure every month are as follows:

Table 5. Expenditures for Teaching Salaries

No.	Month	Total
1	December	IDR. 1,600,000
2	January	IDR. 1,825,000
3	February	IDR. 1,650,000
4	March	IDR. 1,200,000
5	April	IDR. 0
6	May	IDR. 1,575,000
7	June	IDR. 1,375,000
8	July	IDR. 0
9	August	IDR. 1,400,000
10	September	IDR. 1,075,000
Sum		IDR. 11,700,000

Source: TPQ Darussalam's Cash Book

Learning is closed for the month of April because it coincides with the holy month of Ramadan. Meanwhile, July is the odd semester holiday. Apart from receiving *bisjarah* from the institution, teachers also receive *bisjarah* assistance from the city government once every three months, provided they fulfill certain conditions. These provisions include that TPQ must be a legal entity based on student quotas where every 25 students get a quota of 1 teacher. TPQ Darussalam received assistance from 3 teachers. The amount of assistance received was IDR 500,000/person or IDR. 1,500,000 for 3 teachers before tax. These funds are deducted from government taxes of 6% (IDR. 90,000) and 2% (IDR. 30,000) for the District Badko LPQ. Thus, the funds received by the

institution amounted to IDR. 1,380,000. The funds were immediately distributed to 6 teachers at TPQ Darussalam.

The second is the office stationery. The expenditure for office stationery recorded in the inflow and outflow of TPQ Darussalam funds is IDR. 78,000 for one pack of board markers. Based on the results of interviews with the head of TPQ, most of the purchases of stationery items usually come from the head's pocket.

The third is the other cost. Other costs incurred from November 2022 to September 2023 are teacher activation fees amounting to IDR. 605,000. The Darussalam Mosque treasury bears other financing, such as electricity payments, provision of Islamic holiday celebrations, and other facilities.

The strategy carried out by TPQ Darussalam in raising funds has been successful. Of the four strategies implemented, it has contributed to funding at TPQ Darussalam, with funds raised amounting to IDR. 16,556,000. Where you can see the percentage of the results of the four strategies as follows: (1) Donations from residents amounting to IDR. 9,366,000, which is 56.6% of the 2022/2023 fund acquisition. (2) Alms from the student parent is IDR. 950,000, which is 5.7% of the 2022/2023 fund acquisition. (3) Donations from donors amounting to IDR. 5,350,000, which is 32.3% of the 2022/2023 fund acquisition. (4) Class charity box of IDR. 890,000, which is 5.4% of the 2022/2023 fund acquisition.

Donations from residents are the most significant income, reaching 56.6%. The large amount of donations from residents proves that there is greater public awareness in helping advance TPQ Darussalam education. Obtaining funds from these four strategies has covered existing expenses at TPQ Darussalam.

Table 6. Income and Expenditure of Funds

Income	IDR. 16,556,000
Expenditure	IDR. 12,383,000
Remaining Balance	IDR. 4,173,000

Source: TPQ Darussalam's Cash Book

With existing needs fulfilled until September 2023, there will still be a balance of IDR 4,173,000. The fourth strategy that is already running must be maintained or improved using other strategies. Other strategies, such as promotion via social media, have proven effective in being a means of raising funds; this has been proven in research by Khaulah Azkarillah and Sekartaji, which states that the use of social media as a means of raising funds has a significant effect on the fundraising activities carried out, namely increasing the number of donors (Azkarillah & Sekartaji, 2022). On the other hand, the institution can take advantage of corporate social responsibility (CSR) by submitting it to a company, as research conducted by Kurniawan et al. states that corporate CSR has been proven to be successful in building infrastructure and helping to improve the quality of institutions (Kurniawan et al., 2020).

Dedi Supriyadi has explained that education costs are obtained from the government, students' parents, and the community (Supriyadi, 2006). The source of funds at TPQ Darussalam is by existing theory, even though it comes from the

city government only for teaching assistance. To meet educational needs, TPQ Darussalam has received funding from various sources, including the government, parents of students, donors, institutions/companies, and the community.

Baharudin and Makin expressed that education costs are divided into routine and development costs (Baharudin & Makin, 2010). The financing incurred at TPQ Darussalam is divided into two, namely, investment costs and operational costs. The investment costs incurred are in the form of purchasing educational support equipment such as markers. Meanwhile, operational costs include teacher salaries (*bisyyarah*) and teacher activation.

Existing funding sources must be utilized as much as possible. To empower these funding sources, appropriate strategies must be created to raise funds. The fundraising strategy is the backbone of the fundraising activities carried out. Michael Norton plans a strategy for raising funds into six stages: determining needs, identifying resources, assessing opportunities, identifying obstacles, formulating strategies, testing, evaluation, and control (Norton, 2017). All existing expenditure is only regulated by the head of TPQ Darussalam without a precise administrative mechanism.

The fund utilization data above shows that the use of fund expenditure at TPQ Darussalam has yet to go through several stages involving the person responsible or the person submitting the expenditure request, the daily treasurer, and the General Treasurer. This stage has yet to be implemented to ensure that the funds spent will be on target and can be accounted for in their proper use so that various interested parties can know whether the use of existing funds is what was planned and expected. This is emphasized in Mujayaroh and Rohmat's research, which states that in order to expedite and improve the quality of the learning process, efforts need to be made to manage education funds effectively and efficiently and pay attention to the priority scale of the availability of funds by considering the availability of funds and needs (Mujayaroh & Rohmat, 2020).

Ideally, in allocating funds, there is a Submission of a Draft Expenditure Budget (RAB) from the treasurer, which must then be acknowledged and approved by the head of the institution. However, TPQ Darussalam's procedures are that the TPQ head issues all expenses. Therefore, so that financial management can run well, every RAB application must be submitted by the daily management to the general treasurer and be known and approved by the Head of TPQ. Only then can the General Treasurer disburse the budgeted funds. This stage is intended to control and supervise the funds spent so that they can be accounted for in the end. Supervision and control carried out simultaneously, continuously, and with commitment can increase the efficiency of education costs (Nurdiyanti, 2021).

However, using funds in TPQ Darussalam was by needs and was carried out well from the fundraising collected, namely IDR. 16,789,000, then used to meet the institution's needs, amounting to IDR. 14,273,000 shows that all the institution's needs can be adequately met. The institution still has a balance of IDR. 2,516,000, which can be used to meet unexpected needs. Thus, whenever the institution has an urgent need, the treasurer can use it from the existing balance.

CONCLUSION

This research concludes that the strategy used to increase community awareness at the TPQ Darussalam institution is by providing hospitality to residents, installing institutional banners and pamphlets, and presenting students at Islamic Holiday Commemoration (PHBI) events. Meanwhile, the strategy for raising funds is sourced from residents, parents, donors, the government, and class charity boxes to cover routine costs and construction costs for TPQ Darussalam Tambakaji Ngaliyan Semarang. However, its implementation has not been done ideally, especially in the existing fund allocation mechanism.

Based on the research results above, it is time for educational institutions, especially non-formal ones, to be clear in the division of tasks so that the strategic plan can be implemented optimally. It is necessary to implement a good flow of fund expenditure, transparency, and accountability to be further improved and to be able to use fundraising strategies—other things, such as through social media or a company's CSR.

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