

Analysis of the Strategy for Collecting Zakat, Infaq and Sadaqah (ZIS) Funds at the LAZISMU UMY Zakat Institution in Yogyakarta

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ABSTRACT

This study aims to examine the fundraising strategies for Zakat, Infaq, and Sadaqah (ZIS) at the zakat institution of the oldest private Islamic university in Yogyakarta. The research seeks to identify the effectiveness of fundraising methods employed and analyze the supporting and inhibiting factors in the fund management of the zakat institution, specifically at Lazis LAZISMU UMY. This study adopts a descriptive qualitative approach, utilizing data collection techniques such as interviews, observations, and documentation. The data analysis technique involves data reduction, data presentation, and conclusion drawing. The findings indicate that the institution employs direct fundraising methods, including, face-to-face meetings, salary deductions, donation boxes, digital fundraising, fundraising during events, and door-to-door donation collection. Additionally, indirect fundraising is conducted through; education and awareness programs, strategic partnerships, volunteer activities, sustainable programs, and reward programs. The effectiveness of fundraising through face-to-face interactions and digital platforms is primarily influenced by personal engagement with donors and educational awareness. Supporting factors include the involvement of the academic community, volunteers, and institutional collaborations. In contrast, challenges include competition among zakat institutions, limitations in amil certification and human resources, suboptimal operational management, and insufficient education and facilities. The fundraising strategies play a crucial role in ZIS fund management, contributing positively to fund growth and community benefits. However, the main challenge faced is the inability to fully achieve the targeted fundraising goals.

Keywords: Strategy; Fundraising; Zakat Institution; LAZISMU UMY

ABSTRAK

Penelitian ini bertujuan untuk mengkaji strategi penggalangan dana Zakat, Infaq, dan Sedekah (ZIS) di lembaga zakat perguruan tinggi Islam swasta tertua di Yogyakarta. Penelitian ini bertujuan untuk mengidentifikasi efektivitas metode penggalangan dana yang digunakan dan menganalisis faktor-faktor pendukung dan penghambat dalam pengelolaan dana lembaga zakat, khususnya di Lazis LAZISMU UMY. Penelitian ini mengadopsi pendekatan kualitatif deskriptif, memanfaatkan teknik pengumpulan data seperti wawancara, observasi, dan dokumentasi. Teknik analisis data melibatkan reduksi data, penyajian data, dan penarikan kesimpulan. Temuan menunjukkan bahwa lembaga tersebut menggunakan metode penggalangan dana langsung, termasuk, pertemuan tatap muka, pemotongan gaji, kotak sumbangan, penggalangan dana digital, penggalangan dana selama acara, dan pengumpulan donasi dari pintu ke pintu. Selain itu, penggalangan dana tidak langsung dilakukan melalui; program pendidikan dan kesadaran, kemitraan strategis, kegiatan sukarelawan, program berkelanjutan, dan program penghargaan. Efektivitas penggalangan dana melalui interaksi

tatap muka dan platform digital terutama dipengaruhi oleh keterlibatan pribadi dengan donatur dan kesadaran pendidikan. Faktor pendukung meliputi keterlibatan civitas akademika, relawan, dan kolaborasi institusi. Sebaliknya, tantangan antara lain persaingan antar lembaga zakat, keterbatasan sertifikasi amil dan sumber daya manusia, manajemen operasional yang kurang optimal, serta pendidikan dan fasilitas yang tidak memadai. Strategi penggalangan dana memainkan peran penting dalam pengelolaan dana ZIS, berkontribusi positif terhadap pertumbuhan dana dan manfaat masyarakat. Namun, tantangan utama yang dihadapi adalah ketidakmampuan untuk sepenuhnya mencapai tujuan penggalangan dana yang ditargetkan.

Kata kunci: Strategi; Penggalangan dana; Lembaga Zakat; LAZISMU UMY

INTRODUCTION

Indonesia is one of the countries with the largest Muslim population in the world. According to a report by The Royal Islamic Strategic Studies Centre (RISSC) in 2022, approximately 237.56 million people, or 86.7% of Indonesia's total population, are Muslims. The large Muslim population presents unique challenges for the community, particularly in addressing poverty, which requires immediate solutions. Data from the Central Statistics Agency (BPS) indicate that the Special Region of Yogyakarta (DIY) has the highest poverty rate on the island of Java, with a percentage of 11.49%. The government has undertaken various initiatives to reduce poverty levels, one of which is through the empowerment of zakat (Badan Pusat Statistik (BPS) Yogyakarta, 2024).

Zakat, as one of the pillars of Islam, is an obligatory duty for every eligible Muslim (*muzakki*) to purify their wealth by distributing it to the rightful recipients (*mustahik*). The potential for Zakat, Infaq, and Sadaqah (ZIS) collection in Indonesia is substantial, reaching approximately IDR 327 trillion per year. However, Waryono Abdul Ghafur, the Director of Zakat and Waqf Empowerment, stated that this potential can still be further optimized. There are 512 Zakat Management Organizations (*Badan Amil Zakat* or BAZ), 49,132 Zakat Collection Units (*Unit Pengumpul Zakat* or UPZ), 145 Zakat Management Institutions (*Lembaga Amil Zakat* or LAZ), and 10,124 zakat administrators (*amil*) across Indonesia. In 2022, the Chairman of BAZNAS reported that the total ZIS and other religious social funds (*Dana Sosial Keagamaan Lain* or DSKL) collected amounted to IDR 22.4 trillion, reflecting a 58.03% increase from the previous year. Properly managed zakat can contribute positively to income redistribution within society (Najiyah, Khasanah, & Asas, 2022).

According to Zakat Law No. 23 of 2011, there are two types of zakat management bodies: (1) National Zakat Institutions (LAZNAS), established by private organizations, and (2) National Zakat Boards (BAZNAS), established by the government. Both entities play a crucial role in ensuring that zakat is managed in a trustworthy, accountable, and transparent manner. The government encourages BAZNAS and LAZ to maximize zakat fundraising potential by enhancing engagement and accountability ((BAZNAS), 2022).

Zakat institutions play a vital role in allocating ZIS funds toward Islamic social programs that address community needs, such as skills training, business capital assistance, educational access, and healthcare services for underprivileged individual. In the Special Region of Yogyakarta (DIY), LAZIS institutions actively support these social programs and establish partnerships with various organizations to enhance the efficiency of ZIS fund management (Sutrisno, Haron, & Gusana Saputra, 2022).

The importance of fundraising strategies in ZIS fund management is crucial to ensuring optimal fund collection and building *muzakki's* confidence in its benefits. Fundraising refers to activities aimed at mobilizing ZIS funds and other financial resources from individuals or organizations for distribution to *mustahik*. Effective fundraising strategies are essential for LAZIS to sustain its operations and activities (Sutrisno & Mulyawisdawati, 2022).

This study focuses on LAZIS LAZISMU UMY, one of the earliest zakat fundraising institutions in Yogyakarta, which contributes to addressing social challenges through its fundraising strategies. The objective of this research is to analyze and examine in depth the fundraising strategies of LAZIS LAZISMU UMY in ZIS fund management, the challenges faced, and more effective solutions to overcome obstacles in zakat fundraising efforts in Indonesia.

METHODOLOGY

This study employs a descriptive qualitative approach, focusing on social phenomena in a natural setting, with the researcher serving as the primary instrument. The objective is to describe the fundraising strategies of the LAZISMU UMY zakat institution through in-depth interviews. Data validity is ensured through source triangulation, which involves collecting data from multiple sources and methods, including interviews, documentation, and observations. This triangulation process aims to ensure the accuracy and reliability of the presented data. Moreover, data were gathered using two main methods library research to formulate theoretical foundations related to fundraising strategies. Furthermore, field research conducting interviews and direct observations at LAZIS LAZISMU UMY. The data were analyzed using descriptive and comparative techniques, following these stages, data reduction, filtering and categorizing relevant information. Data presentation to organizing findings into tables, charts, visuals, and narratives. Conclusion drawing interpreting the findings the research objectives. This approach integrates primary and secondary data to provide a comprehensive understanding of fundraising strategies in zakat institutions.

RESULTS AND DISCUSSION

Zakat Institution Fundraising Activities

Zakat, Infaq, and Sedekah (ZIS) are part of Islamic financial instruments that serve to enhance social and economic welfare within society. Zakat is an obligation for Muslims who meet specific criteria (*mustahik*) and has both legal and social

implications. Infaq and Sedekah, on the other hand, are voluntary acts but have a significant impact on the economic development of the Muslim community (Qardawi, 2005). According to Law No. 23 of 2011 on Zakat Management, zakat institutions play a crucial role in optimizing the collection and distribution of ZIS in an effective and transparent manner. ZIS fund collection strategies encompass a series of activities aimed at increasing awareness, participation, and contributions from the community in fulfilling Zakat, Infaq, and Sedekah obligations. Some commonly used strategies by zakat institutions include; (1). Education and Socialization: Disseminating information about the importance of ZIS through social media, seminars, sermons, and publications.

This also includes zakat literacy efforts to ensure the public understands their obligations and the benefits of zakat (Baznas, 2022). Digitalization and Technology: Utilizing digital platforms such as payment applications, social media, and websites to facilitate the community in fulfilling their ZIS obligations (Zubaidah & Afifah, 2020) (3). Strategic Partnerships: Collaborating with private entities, communities, and government institutions to enhance accessibility and public trust in zakat institutions (Latief & Sandimula, 2022) (4). Market Segmentation: Developing collection strategies based on demographic factors, such as targeting young professionals, business communities, or specific segments with high potential contributions to ZIS (Nur Hakim, Huda, & Setianingrum, 2022).

Zakat institutions, including LAZIS LAZISMU UMY, bear a significant responsibility in managing ZIS (Zakat, Infaq, and Sedekah) transparently, accountably, and professionally. Public trust in zakat institutions greatly influences the level of fund collection. Studies indicate that transparency in financial reporting and targeted distribution enhance muzakki trust (Sari, 2019). The main challenges in ZIS collection include; (1). Lack of Zakat Literacy: Many people still lack a deep understanding of zakat obligations. (2). Competition with Other Social Institutions: Numerous social organizations also offer donation channels, requiring unique strategies to differentiate zakat institutions. (3). Limited Infrastructure: Some zakat institutions face challenges in accessing technology or modern management systems (Sutrisno & Mulyawisdawati, 2022).

Research on zakat institutions in Yogyakarta, including LAZISMU UMY, suggests that a community-based and local collaboration approach can enhance the effectiveness of ZIS collection. Initiatives such as "*sharing movements*" through local communities, social media campaigns, and mosque-based educational programs have proven effective in reaching a broader audience (Widiastuti, et.al, 2021). A study by (Alfiani & Akbar, 2020) on the use of digital technology in ZIS collection in Indonesia concluded that digital zakat payment applications increased the number of muzakki by 30% within a year. This growth is attributed to easier access and more convenient transaction processes. LAZIS LAZISMU UMY can adopt ZIS fundraising strategies by leveraging digital technology to reach a wider audience, particularly the younger generation.

The study on transparency conducted by (Arifin, Mubarok, & Fuadi, 2022) examined the influence of transparency and accountability on muzakki trust in zakat institutions. It concluded that open financial reporting and the precise distribution of zakat increased public trust and donor participation by 40%. Zakat institutions, including LAZISMU UMY, can leverage these findings by enhancing operational transparency and integrating online reporting technology to maintain public trust.

Another study on segmentation by (Aziz, 2021) analyzed muzakki segmentation based on income, education level, and zakat literacy. The research found that specific segmentation strategies improved the effectiveness of ZIS fundraising by up to 25%. This study can serve as a reference for zakat institutions, including LAZISMU UMY, in designing muzakki-based segmentation strategies, such as specialized programs for young professionals or micro, small, and medium enterprises (MSMEs) in collaboration with zakat institutions. Moreover, (Shahid, Sulub, Mohtesham, & Abdullah, 2023) conducted research on the impact of zakat literacy on public participation in ZIS contributions. The findings revealed that community-based socialization efforts, such as those conducted in mosques or schools, significantly increased zakat awareness. Consequently, zakat institutions, including LAZISMU UMY, can strengthen community-based education strategies to build collective awareness and encourage donations. On the other hand, (Alfiani & Akbar, 2020) identified that collaboration between zakat institutions and other entities, including private organizations and government agencies, could expand ZIS collection coverage by up to 50%. A successful collaboration model was through corporate partnerships in distributing Corporate Social Responsibility (CSR) funds. Therefore, zakat institutions in Yogyakarta can establish strategic partnerships with various sectors to develop more innovative and inclusive ZIS fundraising programs.

Related to (Sutrisno, Haron, & Rozikan, 2022) explored ZIS fundraising strategies implemented by zakat institutions in Yogyakarta and found that community-based approaches, such as mosque-based fundraising and religious study groups, were highly effective in increasing ZIS contributions. This study highlights the importance of community-based strategies that zakat institutions can adopt for sustainable ZIS fundraising. The studies above conclude that digital technology utilization, zakat literacy enhancement, operational transparency, market segmentation, and external collaborations are key elements in ZIS fundraising strategies. Therefore, this study provides an in-depth analysis of the ZIS fundraising strategies implemented by the LAZISMU UMY zakat institution, which is part of the Islamic University of Yogyakarta, one of the oldest Islamic university in Yogyakarta.

ZIS Fundraising Strategy

Fundraising strategy is a crucial element for social institutions to collect funds, build institutional reputation, and satisfy donors. According to (Syamsuri, Sa'adah, & Roslan, 2022) and (Widiastuti et al., 2021) strategy unites all organizational components to achieve objectives, while Juwaini emphasizes the importance of community involvement in fundraising efforts. The success of fundraising is

determined by appropriate strategies, transparency, and donor trust. In the context of zakat management, LAZIS LAZISMU UMY applies strategic approaches based on management theory to formulate, implement, and evaluate its fundraising programs.

The ZIS fundraising strategy at LAZISMU UMY involves various approaches tailored to its characteristics. Based on interviews with LAZIS LAZISMU UMY leaders, fundraising staff, and donors, the institution prioritizes programs such as Zakat Fitrah and routine infaq through face-to-face methods, payroll giving, and digital fundraising. LAZIS LAZISMU UMY develops elderly care and scholarship programs based on SWOT analysis, utilizing direct interaction, donation boxes, and digital media, particularly in addressing health-related issues. Additionally, the institution focuses on program evaluations, friend raising, donation boxes, social media, seminars, and volunteer activities to support fundraising. All three zakat institutions leverage technology and foster donor relationships to increase ZIS funds and achieve organizational goals.

Supporting and Inhibiting Factors in ZIS Fundraising Strategy Based on SWOT Analysis.

Supporting Factors (Strengths and Opportunities) Key supporting factors in LAZIS LAZISMU UMY's fundraising strategy include, strategic location within the campus, reducing operational costs and enabling city-wide volunteer involvement. Strong support from university leadership and transparent financial reports, which enhance donor trust. Institutional infrastructure and rectorate support, including collaborations with student organizations and active participation from Madaris volunteers. Affiliation with UII's foundation and reputation, which facilitates fundraising efforts and enhances effectiveness through a well-coordinated amil team. Inhibiting Factors (Weaknesses and Threats). However, zakat institutions also face diverse challenges, including, Competition with other ZIS institutions, leading to the need for differentiation in fundraising strategies.

Frequent management turnover, affecting program continuity, limited management information systems, restricting efficient fundraising operations. Campus-focused fundraising scope, limiting outreach beyond the university environment. Low public awareness of infaq's importance, requiring continuous education efforts. Complicated proposal submission processes, discouraging potential donors. Limited number of fundraising staff, impacting fundraising capacity. High costs of amil certification, requiring budget adjustments to maintain donor loyalty. These challenges demand greater innovation and strategic implementation from each zakat institution to sustain and expand their fundraising programs effectively.

The Impact of Fundraising Strategies on ZIS Fund Collection at LAZIS LAZISMU UMY.

Effective fundraising strategies are expected to enhance the benefits of ZIS funds by expanding social impact, strengthening institutional branding, and increasing public recognition and trust. A positive reputation built through success

stories also contributes to the effectiveness of fundraising efforts by zakat institutions. LAZIS LAZISMU UMY implements two main fundraising approaches to increase ZIS fund collection; direct fundraising, face-to-face fundraising, payroll giving, digital fundraising, utilization of donation boxes and savings jars. Moreover, indirect fundraising include educational and awareness programs, strategic partnerships, volunteer activities. Additionally, LAZIS LAZISMU UMY applies proactive donation collection strategies, such as; sustainable programs like zakat giver request zakat recipient, issuance of appreciation certificates for donors, prioritizing personal relationships with donors through "*friendraising*"

The effectiveness of these strategies varies, as noted by (Normasyhuri, Budimansyah, & Rohad, 2022), who stated that public outreach efforts can increase donor interest and that focusing on donor numbers can significantly boost fund collection. The right fundraising strategies enable an increase in ZIS fund acquisition, which in turn supports community empowerment and social problem-solving. This aligns with research by (Arifin et al., 2022)hich highlights the importance of fundraising strategies in maximizing fund collection and social benefits.

The Success of Fundraising Programs at LAZIS LAZISMU UMY.

The success of fundraising programs at LAZIS LAZISMU UMY is influenced by strengths and opportunities identified through a SWOT analysis, with support from various stakeholders, the foundation's policies, and the active involvement of UII campus and students playing a key role. The primary source of funds comes from the infaq and charity donations of UII's academic community and other activities, including the strong participation of volunteers, which support the implementation of planned programs. Other opportunities can be found within the entire UII academic community, including students and lecturers. Research by (Irma, Nurida, & Ridhwan, 2021) supports the importance of volunteers and strategic locations in enhancing fundraising outcomes, even though the role of the academic community in a higher education institution differs from the role of the general public.

However, challenges remain, such as limited human resources (HR), the lack of amil certification, and obstacles related to facilities and education. On the other hand, LAZIS LAZISMU UMY faces challenges, including a shortage of fundraising staff, the high cost of amil certification, student volunteer rotation, which affects program continuity, and weak management information systems. In addition, there are insufficient facilities and a complicated proposal submission process. Competition with other ZIS institutions and low brand awareness pose significant threats, as emphasized by(Nugroho, Ahmad, & Wijoyo, 2021), who focus on research unique to Islamic private universities' ZIS institutions.

Effective fundraising strategies have a significant impact on ZIS fund achievement and management. Successful fundraising strategies have enhanced the institution's reputation and expanded benefits for the community. A well-designed strategy also builds donor trust by maintaining transparency and accountability, in line with previous research findings highlighting the importance of good relationships with the community and clear communication. Fundraising strategies

that incorporate social media promotion and new programs can also increase ZIS funds and donor participation, including from lecturers, staff, and students. Education about the benefits of ZIS funds is also crucial, supporting findings that providing clear information boosts donor trust. Additionally, a fundraising strategy focused on donor retention helps increase donor loyalty. Previous research by (Putra, 2021), shows that the optimization of fundraising relies on fund collection, distribution, and accountability. Therefore, LAZIS LAZISMU UMY strives to utilize business units under YBW UII to achieve fundraising targets and significantly improve ZIS fund management.

CONCLUSION

The fundraising strategy at LAZIS LAZISMU UMY utilizes both direct and indirect fundraising methods. The direct methods include face-to-face fundraising, payroll giving, infaq boxes, and digital fundraising. The research concludes that these direct fundraising methods, such as in-person meetings, salary deductions, infaq boxes, digital campaigns, fundraising during events, and donation collection programs, are effective in collecting ZIS funds. On the other hand, indirect fundraising methods, including education and awareness, strategic partnerships, volunteer activities, sustainable programs, and reward programs, have also been identified as effective for ZIS fundraising at LAZISMU UMY. Supporting factors for these strategies include the strong support of the academic community, volunteers, and institutional cooperation. However, there are also obstacles, such as competition among institutions, limited amil certification and human resources, unoptimized operational processes, and insufficient education and facilities. This fundraising strategy plays a significant role in the management of ZIS funds, with a positive impact on increasing funds and benefits for the community. However, challenges remain, as the targeted fundraising goals have not always been met.

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