

STRATEGIES FOR COLLECTING ZAKAT, INFAQ, AND SADAQAH (ZIS) FUNDS AT THE BAZNAS YOGYAKARTA CITY

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Abstract

This study examines the fundraising strategies for Zakat, Infaq, and Sadaqah (ZIS) implemented by BAZNAS Yogyakarta City, highlighting a comprehensive and integrative approach that combines both direct and indirect methods. The findings reveal that direct fundraising strategies such as face-to-face engagement and digital platform utilization are effective in generating immediate financial contributions. Meanwhile, indirect strategies play a pivotal role in enhancing public awareness, building trust, and sustaining long-term *Muzakki* relationships. The success of these approaches is further strengthened by active support from academic institutions, volunteers, and cross-sector collaborations. However, despite these strengths, several structural and operational challenges persist. These include inter-organizational competition, limited human resource capacity and professional certification, inefficiencies in operational processes, and insufficient educational and infrastructural support. Such constraints hinder the optimal performance of fundraising activities, resulting in inconsistencies in achieving targeted ZIS collections. This study underscores the need for strategic improvements through strengthening institutional capacity, enhancing human resource professionalism, optimizing operational systems, and expanding collaborative networks. By addressing these challenges, ZIS fundraising efforts can become more sustainable, effective, and impactful in advancing socio-economic welfare and supporting broader development goals.

Keywords: zakat fundraising strategy; institutional capacity; muzakki trust; digital philanthropy; social welfare impact

A. 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 (RISSC, 2022). 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% (Awwahah dan Iswanaji, 2022). The government has undertaken various

initiatives to reduce poverty levels, one of which is through the empowerment of zakat, (Awwahah dan Iswanaji, 2022).

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*) (Sofyan, 2018). 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 (Kementrian Agama, 2023). 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 (Suwandi dan Samri, 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 (Dwiaryanti. et al., 2022). The government encourages BAZNAS to maximize zakat fundraising potential by enhancing engagement and accountability (Fauzi, 2024).

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 individuals (Febrianti, 2023). 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 (Fikri, 2020).

The role of Islamic social finance, particularly Zakat, Infaq, and Sadaqah (ZIS), has become increasingly significant in addressing socio-economic inequalities and supporting sustainable development goals in Muslim-majority countries. In Indonesia, zakat institutions such as BAZNAS are expected not only to manage funds efficiently but also to design effective fundraising strategies that can maximize collection and distribution impact (Huda et al., 2020; Saad & Farouk, 2019). The growing demand for professional zakat management highlights the importance of strategic innovation in fundraising practices to ensure long-term sustainability and increased donor participation.

In this context, fundraising strategies have evolved from conventional approaches toward more integrated models that combine both direct and indirect methods. Direct fundraising, including face-to-face interactions, payroll systems, and digital payment platforms, enables institutions to generate immediate financial contributions and maintain close relationships with donors (Andiani et al., 2018; Hartono, 2022). Meanwhile, indirect strategies such as social campaigns, educational programs, and branding initiatives are essential in building trust, enhancing zakat

literacy, and fostering long-term donor engagement (Fauziani et al., 2023; Fertiwi, 2023).

The case of BAZNAS Yogyakarta City represents a unique and relevant example of how these integrated fundraising strategies are implemented at the local level. The institution has successfully combined traditional approaches with digital innovations, supported by collaborations with academic institutions, volunteers, and various stakeholders. Such collaborative efforts are crucial in strengthening institutional credibility and expanding outreach to potential muzakki (Khumaira et al., 2023; Ardianto, 2024). This integrative approach reflects a broader trend in zakat management toward multi-stakeholder engagement and network-based fundraising strategies.

Despite these achievements, several challenges continue to hinder the optimal implementation of ZIS fundraising strategies. Structural issues such as competition among zakat institutions, limited human resource capacity, and the lack of professional certification remain significant barriers (Amin et al., 2022; Nopiardo & Asrida, 2024). Additionally, operational inefficiencies, including suboptimal management systems and inadequate infrastructure, further constrain the effectiveness of fundraising activities. These challenges indicate that institutional strengthening is still required to improve performance and competitiveness in the zakat sector.

Moreover, previous empirical studies have demonstrated that the success of zakat collection is closely linked to institutional trust, transparency, and perceived impact of zakat distribution. For instance, research conducted in Yogyakarta shows that zakat programs significantly improve the welfare of beneficiaries, particularly through productive economic initiatives (Sutrisno et al., 2022). This finding implies that enhancing fundraising strategies is not only about increasing financial inflows but also about ensuring that the collected funds generate meaningful socio-economic outcomes.

The importance of fundraising strategies in ZIS fund management is crucial to ensuring optimal fund collection and building *muzakki*'s confidence in its benefits ((Kementrian Agama, 2023). Fundraising refers to activities aimed at mobilizing ZIS funds and other financial resources from individuals or organizations for distribution to *mustahik* (Dwiaryanti dkk., 2022). Effective fundraising strategies are essential for LAZIS to sustain its operations and activities (Wikaningtyas and Sulastiningsih, 2015).

Therefore, this study emphasizes the need for continuous strategic innovation and institutional capacity building in ZIS fundraising. Strengthening human resources, improving governance systems, and leveraging digital technologies are essential steps to optimize fundraising performance and achieve sustainable impact. By addressing both opportunities and challenges, zakat institutions such as BAZNAS Yogyakarta City can play a more effective role in promoting social welfare and contributing to inclusive economic development (Hassan & Noor, 2019; Kasri, 2020).

This study focuses on BAZNAS Yogyakarta City, 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 BAZNAS in ZIS fund

management, the challenges faced, and more effective solutions to overcome obstacles in zakat fundraising efforts in Indonesia.

B. LITERATURE REVIEW

The development of zakat management has undergone a significant transformation from traditional charity-based practices toward a more institutionalized and professional system. Recent studies highlight the emergence of a hybrid fundraising model that integrates community-based approaches, institutional frameworks, and digital technologies to enhance effectiveness (Khoiriyah & Hidayat, 2025). This transformation reflects the increasing need for zakat institutions to adapt to socio-economic changes and technological advancements in order to remain relevant and impactful.

Traditional fundraising methods, particularly face-to-face interactions, continue to play a crucial role in strengthening donor trust and social legitimacy. Empirical evidence suggests that personal engagement significantly influences muzaki behavior, especially in societies where religious and social ties are deeply embedded (Arifin & Sa'diah, 2024). Therefore, despite rapid technological progress, conventional approaches remain indispensable in the fundraising ecosystem.

In parallel, digitalization has introduced new opportunities for zakat collection through online platforms, mobile applications, and fintech integration. Digital fundraising enhances efficiency, transparency, and accessibility, enabling institutions to reach a broader audience (Anggraini & Hilal, 2024). Moreover, digital channels have been particularly effective in engaging younger donors, who are more inclined toward technology-driven financial transactions (Rohman et al., 2024).

Beyond basic digital adoption, the effectiveness of fundraising strategies increasingly depends on advanced digital marketing techniques such as content marketing, storytelling, and personalized engagement. These approaches help build emotional connections with donors and improve conversion rates, although their implementation in zakat institutions remains relatively limited (Haziaah et al., 2023). This suggests a gap between technological potential and practical execution.

Despite these advancements, a persistent gap exists between the potential and actual collection of zakat. Indonesia, for instance, has a vast zakat potential, yet its realization remains suboptimal due to structural inefficiencies and limited strategic innovation (Humaidi et al., 2022). This indicates that the issue is not merely technological but also organizational and managerial in nature.

Institutional governance plays a pivotal role in determining fundraising success. Transparency, accountability, and professionalism are key factors influencing public trust in zakat institutions (Soleh, 2020). Weak governance structures can undermine donor confidence, thereby limiting the effectiveness of both traditional and digital fundraising strategies.

Furthermore, the integration of digital payment systems has shown a positive correlation with increased zakat collection at the national level. The adoption of e-payment and digital financial services facilitates easier transactions and improves donor convenience (Putra et al., 2024). However, the effectiveness of such systems depends heavily on infrastructure readiness and digital literacy among users.

The COVID-19 pandemic has accelerated the shift toward digital fundraising, as physical interactions became restricted. Studies indicate that donors increasingly prefer digital platforms due to their convenience, speed, and perceived transparency (Huda, 2023). This shift has forced zakat institutions to rethink their strategies and adopt more adaptive and innovative approaches.

Nevertheless, several challenges remain in implementing effective fundraising strategies. These include limited human resource capacity, lack of professional certification, digital literacy gaps, and infrastructural constraints. Additionally, concerns regarding data security and platform reliability pose further challenges to digital fundraising adoption (Anggraini & Hilal, 2024).

Overall, the literature emphasizes that successful zakat fundraising requires a strategic integration of traditional trust-based approaches, digital innovation, and strong institutional governance. A hybrid model that combines these elements is increasingly recognized as the most effective approach to optimizing zakat collection and enhancing its socio-economic impact (Khoiriyah & Hidayat, 2025; Putra et al., 2024).

Despite the growing body of literature on zakat fundraising, several critical gaps remain unaddressed. While many studies acknowledge the importance of integrating direct and indirect fundraising strategies, there is still a lack of empirical research examining how these strategies interact and complement each other within a single institutional framework, particularly at the local level such as BAZNAS Yogyakarta City. Most existing studies tend to analyze these approaches in isolation rather than as an integrated system. Moreover previous research has extensively discussed digital transformation in zakat fundraising; however, limited attention has been given to the operational challenges and structural constraints that hinder its effectiveness. Issues such as inter-organizational competition, human resource limitations, and inefficiencies in operational processes are often overlooked in empirical analyses.

There is a scarcity of studies that incorporate multi-stakeholder perspectives, including the roles of academic institutions, volunteers, and collaborative networks in enhancing fundraising performance. Existing literature predominantly focuses on institutional or technological aspects, neglecting the broader ecosystem that supports zakat collection. Although trust and awareness are frequently cited as key determinants of donor participation, there is insufficient exploration of how indirect fundraising strategies systematically build and sustain these factors over time. Finally, limited research links fundraising strategies directly to performance outcomes and target achievement, particularly in terms of consistency in reaching ZIS collection targets. This indicates a need for more comprehensive and context-specific studies that evaluate both strategic effectiveness and practical implementation challenges.

C. METHOD

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 BAZNAS 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 BAZNAS. 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.

D. RESULT AND DISCUSSION

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 (Qardhawi, 1999). 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 (Khasanah, 2018). (2). Digitalization and Technology: Utilizing digital platforms such as payment applications, social media, and websites to facilitate the community in fulfilling their ZIS obligations (Arif, 2020). (3). Strategic Partnerships: Collaborating with private entities, communities, and government institutions to enhance accessibility and public trust in zakat institutions (Huda, 2014). (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 (Aziz & Abdullah, 2021).

Zakat institutions (BAZNAS Yogyakarta City), 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 (Ismail & Suhaimi, 2022).

Research on zakat institutions in Yogyakarta, including BAZNAS, 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 (Rahmawati, 2020). A study by Arif (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. BAZNAS can adopt ZIS fundraising strategies by leveraging digital technology to reach a wider audience, particularly the younger generation.

The study on transparency conducted by Sari (2019) 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 (BAZNAS Yogyakarta City), can leverage these findings by enhancing operational transparency and integrating online reporting technology to maintain public trust.

Another study on segmentation by Aziz and Abdullah (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 (BAZNAS Yogyakarta City), 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, Khasanah (2018) 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 (BAZNAS Yogyakarta City), can strengthen community-based education strategies to build collective awareness and encourage donations. On the other hand, Huda (2021) 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 Rahmawati (2020) 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, Therefore, this study provides an in-depth analysis of the ZIS fundraising strategies implemented by the BAZNAS zakat

institution, which is part of the Islamic University of Indonesia (UII), one of the oldest universities 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 Ulpah (2021) and Kartika & Akmal Tarigan (2022), 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 (Wikaningtyas & Sulastiningsih, 2015; Nopiardo, 2018; Purwaningrum & Utomo, 2021; Humaira, 2021). In the context of zakat management, BAZNAS applies strategic approaches based on management theory to formulate, implement, and evaluate its fundraising programs (Huda et al., 2020).

The ZIS fundraising strategy at BAZNAS involves various approaches tailored to its characteristics. Based on interviews with BAZNAS 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. BAZNAS 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, friendraising, 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 BAZNAS'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 BAZNAS.

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. BAZNAS 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 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 Rafiqi and Faizah (2021), 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 Budi & Handayani (2023), Nopiardo (2018), and Zuneiroh & Syofiah (2023), which highlights the importance of fundraising strategies in maximizing fund collection and social benefits.

The Success of Fundraising Programs at BAZNAS Yogyakarta City.

The success of fundraising programs at BAZNAS Yogyakarta City 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 BAZNAS Yogyakarta City 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 Budi & Handayani (2023) and Zuneiroh & Syofiah (2023) 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, BAZNAS Yogyakarta City 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 Anwar et al. (2019) and Zuneiroh & Syofiah (2023), 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 Nopiardo (2018) and Bashori et al. (2022) shows that the optimization of fundraising relies on fund collection, distribution, and accountability. Therefore, BAZNAS strives to utilize business units to achieve fundraising targets and significantly improve ZIS fund management.

E. CONCLUSION

The fundraising strategy for Zakat, Infaq, and Sadaqah (ZIS) at BAZNAS Yogyakarta City demonstrates a comprehensive and integrative approach by combining direct and indirect methods. Direct fundraising methods have proven effective in generating immediate financial contributions through face-to-face engagement and the utilization of digital platforms, while indirect methods play a crucial role in fostering public awareness, trust, and long-term donor engagement. The effectiveness of these strategies is further reinforced by strong support from academic communities, volunteers, and inter-institutional collaborations. However, the implementation of these strategies is not without challenges. Structural and operational constraints such as inter-organizational competition, limited human resource capacity and certification, suboptimal operational processes, and inadequate educational and infrastructural support continue to hinder optimal performance. Consequently, although these strategies contribute significantly to enhancing ZIS collection and delivering social benefits, fundraising targets are not consistently achieved. Therefore, strengthening institutional capacity and promoting continuous strategic innovation are essential to optimize ZIS fundraising outcomes and ensure sustainable impact.

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