

MANAGEMENT STRATEGY OF THE INDONESIAN ZAKAT AGENCY (BAZNAS)

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ABSTRAK

Artikel ini membahas strategi manajemen Badan Amil Zakat Nasional (BAZNAS) dalam mengoptimalkan pengumpulan, pengelolaan, dan pendistribusian zakat secara profesional, transparan, dan adil. Sebagai lembaga negara yang berwenang mengelola zakat, BAZNAS menghadapi tantangan berupa rendahnya literasi zakat, jaringan yang terbatas, dan tuntutan akuntabilitas publik. Penelitian ini menggunakan metode kualitatif deskriptif dengan pendekatan tinjauan literatur, menganalisis literatur, peraturan, laporan tahunan BAZNAS, dan temuan penelitian sebelumnya terkait pengelolaan zakat. Melalui penerapan strategi pengelolaan modern berdasarkan tata kelola yang baik, digitalisasi layanan, penguatan kolaborasi dengan lembaga mitra, dan pengembangan program pemberdayaan bagi penerima manfaat, BAZNAS bertujuan untuk meningkatkan efektivitas dan efisiensi pengelolaan zakat. Hasil penelitian menunjukkan bahwa strategi pengelolaan yang tepat dapat mendorong peningkatan pengumpulan zakat, memperluas distribusi manfaat, dan berkontribusi pada pengentasan kemiskinan serta pembangunan berkelanjutan di Indonesia. Oleh karena itu, penguatan pengelolaan BAZNAS tidak hanya penting untuk pengelolaan dana zakat tetapi juga strategis dalam mencapai keadilan sosial dan kesejahteraan masyarakat.

Kata Kunci: manajemen zakat; BAZNAS; strategi; pemberdayaan; kesejahteraan umat

ABSTRACT

This article discusses the management strategies of the Indonesian Zakat Agency (BAZNAS) in optimising the collection, management, and distribution of zakat in a professional, transparent, and equitable manner. As a state institution authorised to manage zakat, BAZNAS faces challenges in the form of low zakat literacy, limited networks, and demands for public accountability. This study employs a descriptive qualitative method with a literature review approach, analysing literature, regulations, BAZNAS annual reports, and previous research findings related to zakat management. Through the implementation of modern management strategies based on good governance, digitalisation of services, strengthening collaboration with partner institutions, and developing empowerment programmes for beneficiaries, BAZNAS aims to enhance the effectiveness and efficiency of zakat management. The study findings indicate that appropriate management strategies can drive increased zakat collection, expand the distribution of benefits, and contribute to poverty alleviation and sustainable development in Indonesia. Thus, strengthening BAZNAS management is not only important for zakat fund management but also strategic in achieving social justice and the welfare of the community

Keywords: *zakat management; BAZNAS; strategy; empowerment; community welfare*

Article History:

Received : 05-11-2025

Revised : 10-12-2025

Accepted : 05-01-2026

Published : 10-02-2026

1. INTRODUCTION

Zakat is one of the important instruments in Islamic teachings that functions not only as a religious obligation but also as a mechanism for wealth distribution to create social justice and the welfare of the people (Malik, B. A, 2016). In Indonesia, the potential for zakat is enormous, given that the majority of the population is Muslim. Based on various studies, the national zakat potential is estimated to reach hundreds of trillions of rupiah annually. However, the actual collection of zakat remains far below its potential. This

highlights the need for effective management strategies in administering zakat to achieve significant impacts on poverty alleviation and sustainable development (Herianingrum, at.al,2024).

The National Zakat Agency (BAZNAS) is an official state institution authorised to manage zakat and plays a central role in improving the collection, management, and distribution of zakat in Indonesia. With the increasing demands for transparency, accountability, and the development of digital technology, BAZNAS is required to develop modern, professional, and adaptive management strategies to meet the needs of society. Challenges such as low zakat literacy, limited distribution networks, and low trust in zakat management institutions among some segments of society necessitate comprehensive strategic measures. The objectives of this study are: First, to analyse BAZNAS' management strategies in the collection, management, and distribution of zakat. Second, to identify the challenges faced by BAZNAS in optimising its role as a zakat management institution. Third, to explain the contribution of BAZNAS' management strategies in supporting poverty alleviation and sustainable development in Indonesia (Aziz, Y,at.al,2020).

Management is generally defined as the process of planning, organising, directing, and controlling resources to achieve specific goals effectively and efficiently (Robbins & Coulter, 2016). In the context of zakat management institutions, management serves to ensure that the collection, management, and distribution of zakat funds are carried out in accordance with sharia principles, transparency, and accountability. According to Wheelen and Hunger (2012), strategic management is a series of decisions and actions designed to achieve long-term organisational goals. Strategic management includes internal and external environmental analysis, strategy formulation, strategy implementation, and performance evaluation. This theory is relevant for analysing how BAZNAS develops strategies to address challenges related to zakat literacy, public trust, and digital technology developments.

Zakat management has a strong legal basis, both in Islamic law and in Indonesian legislation. The Qur'an (QS. At-Taubah: 60) has established eight categories (asnaf) of zakat recipients. In Indonesia, zakat management is regulated by Law No. 23 of 2011 concerning Zakat Management, which emphasises the role of BAZNAS as the state institution authorised to collect and distribute zakat. Theoretically, zakat management covers three main aspects: collection. According to Ife (2013), community empowerment is a process that enables individuals and groups to increase their capacity, control, and independence in social and economic life. In the context of zakat, empowerment theory is used to explain how zakat distribution is not only consumptive but also productive in promoting the economic independence of mustahik.istribution, and utilisation of zakat for the welfare of the people.

Good governance is a principle of institutional management that emphasises transparency, accountability, responsiveness, effectiveness, efficiency, and participation (Widanti, N. P. T., 2022). The application of good governance at BAZNAS is important to increase public trust and strengthen the role of zakat as an instrument of development.

2. RESEARCH METHODOLOGY

This study uses a descriptive qualitative approach with the aim of providing an in-depth description of the management strategies of the National Zakat Agency (BAZNAS) in the collection, management, and distribution of zakat in Indonesia. The type of research used is library research, which involves reviewing literature, regulations, official reports, and previous research findings relevant to zakat management. The research data sources consist of primary data, namely official BAZNAS documents, such as annual reports, internal regulations, and zakat collection and distribution programme strategies, and secondary data, namely academic literature, journals, books, scientific articles, and laws and regulations related to zakat management, such as Law No. 23 of 2011.

Data collection techniques were carried out through a documentation study of BAZNAS reports and related regulations; literature search in scientific journals, books, and relevant articles; and content analysis of official documents and previous research results. Data was analysed using descriptive qualitative analysis through the following stages: 1. Data reduction, which involves identifying key information related to BAZNAS management strategies. 2. Data presentation, which involves organising information into a systematic narrative. 3. Drawing conclusions, which involves formulating findings regarding BAZNAS management strategies, the challenges faced, and their contribution to the welfare of the community.

3. RESULT AND DISCUSSION

Zakat Collection Strategy

BAZNAS faces major challenges in increasing zakat collection, including low zakat literacy, a lack of trust among some members of the community in zakat management institutions, and the continued dominance of zakat practices whereby muzakki (zakat payers) distribute zakat directly to mustahik (zakat recipients). To address these issues, BAZNAS has implemented a collection strategy based on:

- Digitalisation of zakat services, through online zakat payment platforms, mobile applications, and collaborations with e-commerce platforms and Islamic banking institutions.
- Zakat literacy campaigns, conducted through mass media, social media, and direct education programmes for the public.
- Strengthening partner networks by collaborating with companies, government agencies, and community groups in zakat, infaq, and sadaqah (ZIS) programmes.

Zakat Management and Distribution Strategy

BAZNAS manages zakat funds based on the principles of transparency, accountability, and sharia compliance. The strategies implemented include:

- Implementation of a modern management system based on sharia accounting to ensure financial report transparency.
- Distribution of consumptive zakat, such as direct cash assistance, health, and education for mustahik who are in immediate need.
- Distribution of productive zakat, in the form of business capital, skills training, and economic empowerment programmes so that mustahik can become independent and transform into muzakki.

Empowering Mustahik

BAZNAS does not only focus on distributing consumptive zakat, but also develops empowerment programmes based on the people's economy. These programmes include:

- Skills training to improve the capacity of mustahik.
- Provision of micro business capital and business assistance.
- Productive community programmes, such as livestock farming, agriculture, and sharia-based MSMEs.

This strategy aligns with community empowerment theory, where zakat is used as a socio-economic instrument to support.

Despite the implementation of numerous strategies, BAZNAS still faces several obstacles, including: *First*, low zakat literacy among some communities; *Second*, lack of awareness among muzakki (zakat payers) in distributing zakat through official Institutions; *Third*, limited distribution networks in remote areas ; *Fourth*, increasing demands for public accountability in the era of information transparency.

The management strategies implemented by BAZNAS have proven to contribute to the increase in national zakat collection, although they are not yet optimal compared to the existing potential. Additionally, zakat-based empowerment programs for beneficiaries have positively impacted the reduction of economic dependence among the poor and promoted the creation of community well-being. By strengthening governance based on good governance principles, digitalising services, and enhancing zakat literacy, BAZNAS has the potential to become a driving force in poverty alleviation and sustainable development in Indonesia.

4. CONCLUSION AND SUGGESTION

Based on the results of the study, it can be concluded that the management strategy of the National Zakat Agency (BAZNAS) plays an important role in optimising the collection, management, and distribution of zakat in Indonesia. Through the implementation of digitalisation-based service strategies, strengthening zakat literacy, developing partner networks, and distributing both consumptive and productive zakat, BAZNAS aims to enhance the effectiveness of zakat management. Additionally, the application of good governance principles is key to building public trust and ensuring transparency and accountability in the management of community funds. However, BAZNAS still faces several challenges, including low zakat literacy, insufficient public awareness, limited distribution in remote areas, and increasing demands for public accountability. Nevertheless, strategies for empowering beneficiaries through productive zakat have proven effective in fostering economic independence and improving the well-being of the community. Therefore, strengthening BAZNAS' management strategies is not only important for optimising zakat fund management but also strategic in supporting poverty alleviation and sustainable development in Indonesia. Some suggestions are proposed as the following:

1. Improving Zakat Literacy

BAZNAS needs to expand its zakat education programmes through digital media, educational curricula, and public campaigns to raise awareness among zakat payers to channel their zakat through official institutions.

2. Optimising Digitalisation of Services

The use of information technology needs to be further strengthened, both in online zakat collection, sharia accounting systems, and financial report transparency to make them more accessible to the public.

3. Strengthening Distribution and Empowerment

In addition to distributing zakat in a consumptive manner, BAZNAS needs to increase the portion of productive zakat through business assistance, training, and capital provision so that mustahik can become independent and transform into muzakki.

4. Collaboration with Multiple Parties

Synergy with local governments, sharia financial institutions, companies, and community groups needs to be strengthened to expand the reach of zakat collection and distribution.

5. Strategy Evaluation and Innovation

BAZNAS needs to regularly evaluate its management strategies and develop new innovations that are adaptive to the times, especially in the digital and globalised era.

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