



Management Model of Zakat Collection at the Badan Amil Zakat Nasional in the Province of West Sumatra Indonesia

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Abstract

Effective and efficient zakat management requires good coordination between various parties. This research aims to analyze how coordination between the Provincial Badan Amil Zakat Nasional and the district or city Badan Amil Zakat Nasional in zakat collection activities. This research uses qualitative method with case study approach. Data sources were taken from ten informants from the Badan Amil Zakat Nasional of district or city through in-depth interviews selected using purposive sampling technique to all informants. All data were analyzed using the analysis technique proposed by Miles and Huberman. The results of the analysis show that coordination activities can be carried out because of good coordination planning. First, the annual regional coordination meeting. Second, coordination through official letters in the form of sending documents or letters between the Badan Amil Zakat Nasional of district or city in West Sumatra. Third, coordination through direct communication. The benefit of this research is that it is taken into consideration by the Badan Amil Zakat Nasional throughout West Sumatra to strengthen the coordination aspects of collection.

INTRODUCTION

Islam is a comprehensive religion, covering all aspects of life, from worship to *muamalah*, and providing guidelines for achieving happiness in the world and the hereafter. The entire series of worship in Islam has two dimensions, namely the divine dimension (*ulubiyah*) and the human and social dimension (*insaniyyah*) (Ikhsan & Meiriyanti, 2024; Mulyadi, 2019; Nugraha, 2023; Syaifullah, 2013; Ulva et al., 2021). Islam emphasizes that wealth is not the goal of a servant's life, but as a bond of mutual benefit and meeting needs. According to someone who holds this view, the wealth they have can bring benefits to themselves and society. Whereas for someone who thinks that wealth is the purpose of life and a source of pleasure, it will bring a lot of harm.

Zakat is one of the pillars of Islam that must be fulfilled by every Muslim whose wealth is in accordance with the provisions of Sharia. (Hakim et al., 2018; Kurniadi, 2023; Marseli & Zainuddin, 2020; Ula et al., 2024). Zakat is distributed

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to those entitled to receive it. Zakat has a pattern that is grouped into two dimensions, namely, the dimension of relationship with Allah (*hablumminallah*) and the dimension of human relations (*hablumminannas*). Zakat is a person's worship to Allah, as well as a manifestation of the implementation of social care for fellow human beings. So it can also be stated that someone who pays zakat can strengthen the relationship with God and fellow humans. Thus, the essence of zakat worship is self-sacrifice to God as well as the implementation of social piety to fellow humans (Ahmadi & Sutrisno, 2022; Dafa et al., 2022; Damayanti et al., 2018; Iqbal, 2019; Patilima & Yusuf, 2023).

In line with this Islamic perspective, zakat is a *maaliyah ijtima'iyah* worship that has a strategic position that determines the welfare of the people (Bashori & Jakfar, 2020; Mukhsinun, 2018; Raehana, 2021; Saleh et al., 2019). Zakat is a simple form of transfer of a certain portion of the wealth of the rich to be distributed to the poor or other *mustahik*. Zakat will prevent the accumulation of wealth in certain people and can also motivate people to invest their wealth. The accumulation of wealth in some people tends to cause social problems. Therefore, every Muslim who is obliged to pay zakat should obey the command to pay zakat and always try to realize generosity by giving in the way of Allah. Generosity is actually not always measured by paying zakat, because giving zakat means removing the rights of others contained in wealth. If someone does not spend other people's property, it means that the person is categorized as an unjust person (Nopiardo, 2016).

In Indonesia, zakat management organizations consisting of the Badan Amil Zakat Nasional and Amil Zakat Institution are mandated to manage zakat (Patilima & Yusuf, 2023). In the management of zakat, a number of programs are implemented by both collection and distribution programs. Collection innovations were carried out by a number of Badan Amil Zakat Nasional in the regions to increase zakat collection (Nopiardo, 2018). Likewise, the distribution sector starts from economic, health, education, humanitarian, da'wah programs, and so on. For this reason, digital zakat and the development of inclusive zakat innovations need to be implemented properly, in order to realize effective and efficient zakat collection, coordination between related parties is needed. Zakat that has been collected through careful planning is immediately distributed to *mustahik* has its own characteristics in collecting zakat. This is supported by rapidly developing technology, causing zakat collection applications or other collection innovations (Hadana et al., 2023; Imron et al., 2021; Maulana et al., 2021). The spirit to optimize zakat collection is linear with the spirit of helping many *mustahik* with optimal fund distribution. In this case, zakat management will be greatly influenced by the performance carried out by official zakat institutions, both the Badan Amil Zakat Nasional and the Amil Zakat Institution.

In the context of West Sumatra, there is the Badan Amil Zakat Nasional of West Sumatra Province and the Badan Amil Zakat Nasional of district or City throughout West Sumatra as the zakat authority that is given the mandate to manage zakat at the provincial and regency or city level. In the aspect of collection, the wedge in collecting zakat can be prevented or minimized at the level of government and private institutions with the existence of Law No. 23 of 2011 concerning Zakat Management, precisely article 24. The urgency of coordination of the Badan Amil Zakat Nasional is to make the implementation of national zakat transparent, increase public trust or trustworthiness, integrated and accountability as stated in Law No. 23 of 2011. The indicators of this coordination are planning, activities and results. This research focuses on

assessing coordination activities at the Badan Amil Zakat Nasional in West Sumatra. Coordination activities carried out by the Badan Amil Zakat Nasional in West Sumatra totaling 20, consisting of 1 Provincial Badan Amil Zakat Nasional and 19 district or city Badan Amil Zakat Nasional. The amount of zakat collection varies in each Badan Amil Zakat Nasional in West Sumatra.

Based on the initial survey from 2018 to 2022 to a number of Badan Amil Zakat Nasional throughout West Sumatra, since the transfer of high school or vocational high school institutions from the Regency or City Government to the West Sumatra Provincial Government, it has had the consequence that all *muzaki* who initially paid zakat through the regency or city Badan Amil Zakat Nasional switched to paying zakat through the Badan Amil Zakat Nasional of West Sumatra Province. However, at the beginning of the transition, a number of *muzaki* from high school or vocational high school institutions still have not fully deposited their zakat to the Badan Amil Zakat Nasional of West Sumatra Province.

In addition, with the enactment of Government Regulation No. 14 of 2014 concerning the Implementation of Law No. 23 of 2011 concerning Zakat Management in articles 53-55, and National Amil Zakat Agency Regulation No. 2 of 2016 concerning the Establishment and Work Procedures of the Zakat Collection Unit mainly in articles 3-4, which regulates the scope of authority for collecting zakat at each level of the Badan Amil Zakat Nasional. In the context of West Sumatra, one of the points is that before the enactment of the regulation, zakat from *muzaki* in higher education is deposited to the Badan Amil Zakat Nasional of regency or city, but after the enactment of the regulation, zakat from *muzaki* in higher education is deposited to the Badan Amil Zakat Nasional of West Sumatra Province. The phenomenon at the beginning of the transition is that some are quick to adjust and some are still in the process. Intensive coordination between the Badan Amil Zakat Nasional Board of West Sumatra Province and the Badan Amil Zakat Nasional board of regency or city is to ensure that all collections are in accordance with these regulations so that they do not overlap.

Based on the background of the problem above, the researcher is interested in exploring the coordination activities by pouring it in a study entitled Coordination Model of Zakat Collection at the Badan Amil Zakat Nasional in West Sumatra.

METHODS

This research uses a qualitative method with a case study approach (Asrida et al., 2023; Batubara & Syahbudi, 2022; Hafizi et al., 2022; Putri et al., 2022; Riza, 2021; Rozalinda et al., 2024). Data sources were taken from ten informants through in-depth interviews selected using purposive sampling technique, while the selected informants met four criteria, namely understanding well the problem of coordination activities of the Badan Amil Zakat Nasional, still active in the field under study, having time to provide information to researchers, and providing information in accordance with the facts that occurred in the field (Al Ikhlas et al., 2022; Aryanti, 2016). To fulfill the criteria as an informant, all informants are managers or amil at each Badan Amil Zakat Nasional in West Sumatra. Data analysis techniques based on techniques proposed by Miles and Huberman, namely data reduction, data processing, conclusion drawing.

Data analysis techniques are divided into three main steps, namely the first data reduction, which is the process of selecting, focusing, and reducing data to get the most important and relevant information. The goal is to identify

patterns, themes, or categories that emerge from the data. Second, data display (data processing) is the process of organizing and presenting data in a form that can be read and understood, such as tables, diagrams, or graphs. The goal is to visualize the data to facilitate analysis. Third, conclusion drawing/verification is the process of interpreting and drawing conclusions from the data that has been analyzed. The goal is to identify significant patterns, themes, or categories and develop theories or concepts (Agustiari & Fauzi, 2021; Purnamasari et al., 2023; Sufriandio & Murniati, 2022).

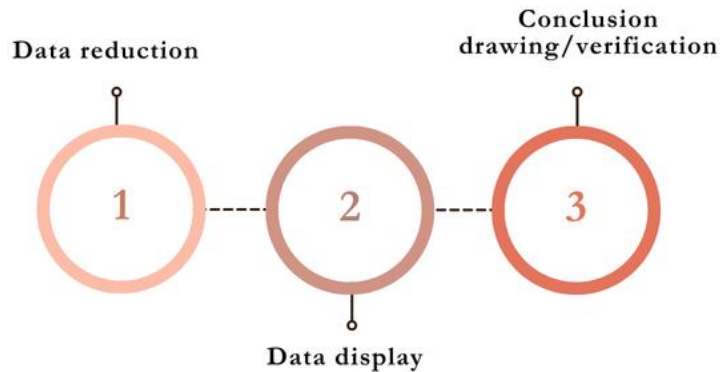


Fig 1. Data analysis technique

RESULT AND DISCUSSION

Based on the research conducted, in the context of comprehensive coordination, the Badan Amil Zakat Nasional of West Sumatra Province becomes a good coordination milestone for the Badan Amil Zakat Nasional of regency or city. This is evidenced by the commitment of the Badan Amil Zakat Nasional of West Sumatra Province to organize regular meetings for gathering and sharing of zakat management in the region. Coordination carried out by the Badan Amil Zakat Nasional throughout West Sumatra needs to be done to realize the effectiveness and efficiency of zakat management. For this reason, the Badan Amil Zakat Nasional of West Sumatra Province and the Badan Amil Zakat Nasional of regency or city must be intense in coordinating, as the following flow.

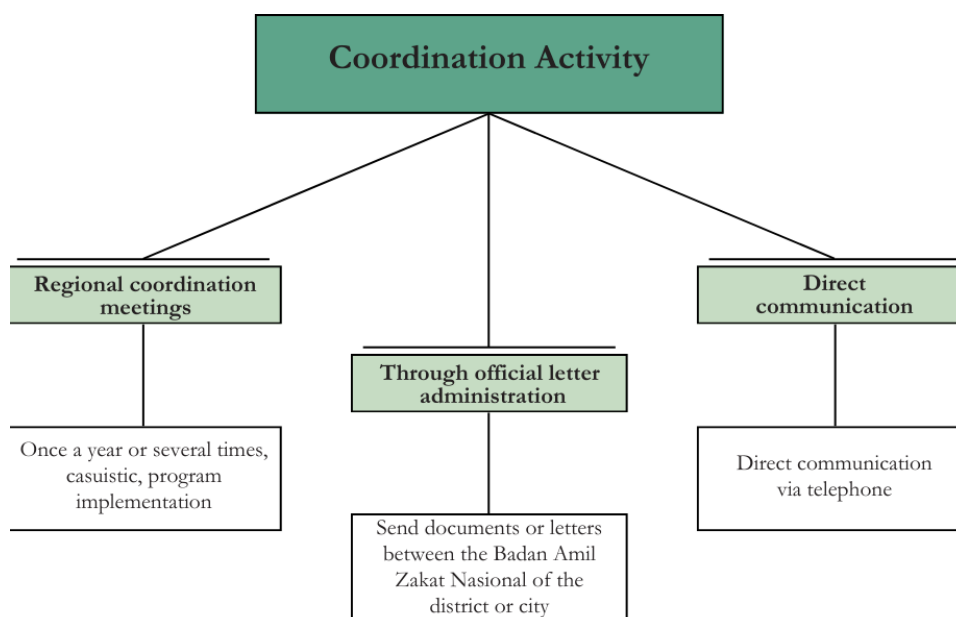


Fig 2. Flow of coordination activities

Starting from the planning that was carried out, it was continued with the following coordination activities of the Badan Amil Zakat Nasional in West

Sumatra Province.

First, coordination meetings. The meeting is a meeting between fellow members of the institution to discuss matters related to the interests of the institution. These interests can be in the form of zakat collection and distribution (Nopiardo et al., 2024). The meeting can be in the form of an annual regional coordination meeting, a case-by-case coordination meeting, and a coordination meeting for the implementation of a particular program to be successful. This meeting has given the spirit of zakat management in the region, as the following interview quote.

The Executive Amil of the Badan Amil Zakat Nasional of West Sumatra Province said that this coordination meeting is an annual event.

Coordination meetings are very important for the Badan Amil Zakat Nasional throughout West Sumatra to optimize zakat management. Through this regional coordination meeting, it is annual. At this meeting, everything related to technical matters is discussed in order to realize good zakat management (informant 1), the Badan Amil Zakat Nasional of Tanah Datar Regency periodically every year always coordinates with the Badan Amil Zakat Nasional of West Sumatra Province and the Badan Amil Zakat Nasional of other districts or cities. This is aimed at achieving the effectiveness and efficiency of zakat management based on muzaki and mustahik satisfaction (informant 2), Coordination of zakat collection is very helpful for mustahik, the coordination meeting has produced solutions to increase the value of zakat benefits for mustahik (informant 3), Coordination meetings between the Badan Amil Zakat Nasional of West Sumatra Province and the Badan Amil Zakat Nasional of Regency/City are also conducted when a disaster occurs. Where every organization must act responsively and quickly to help our brothers and sisters who need help. For the Badan Amil Zakat Nasional of Regency/City whose area is not affected by the disaster is expected to collect funds and distribute aid to disaster victims (informant 4), coordination meetings with the Badan Amil Zakat Nasional of West Sumatra Province continue to be carried out and increase the frequency to overcome the occurrence of obstacles to zakat collection, so that it is always in accordance with the mandate of the existing zakat management regulations (informant 5)

Meanwhile, the Badan Amil Zakat Nasional of Dharmasraya Regency emphasized that.

The Badan Amil Zakat Nasional of West Sumatra Province as an extension of the Badan Amil Zakat Nasional of Regency/City in West Sumatra also communicates with the Badan Amil Zakat Nasional of Republic of Indonesia and Majelis Ulama Indonesia regarding enlightenment or intensive efforts according to regulations to raise awareness of people who have not paid zakat. Given that there is still potential for zakat collection that has not been optimized, including due to awareness factors and so on. Continuous and applicable coordination meetings will hopefully give birth to solutions to these problems (informant 6)

The result of coordination has led to a high spirit of zakat collection in West Sumatra Province, as reflected in the collection performance report as follows.

Table 1. ZIS-DSKL Collection Performance Report of the Badan Amil Zakat Nasional throughout West Sumatra 2022

No	Name of Zakat Manager	ZIS-DSKL Collection Performance Report		Percentage (%)
		2021	2022	
		ZIS-DSKL	ZIS-DSKL	
1	BAZNAS Prov. West Sumatra	28.078.518.719	31.041.554.841	10,6
2	BAZNAS Pesisir Selatan	8.860.881.363	8.076.990.478	-8,8

	District			
3	BAZNAS Solok District	9.990.521.895	11.254.112662	12,6
4	BAZNAS Sijunjung District	4.428.120.935	4.365.527.703	-1,4
5	BAZNAS Tanah Datar District	11.124.439.573	10.816.988.088	-2,8
6	BAZNAS Padang Pariaman District	8.315.735.362	11.027.442.399	32,6
7	BAZNAS Agam District	9.557.015.856	6.768.409.601	-29,2
8	BAZNAS Lima Puluh Kota District	4.337.238.897	4.400.917.326	0,5
9	BAZNAS Pasaman District	5.697.421.552	6.645.902.187	16,6
10	BAZNAS Kepulauan Mentawai	117.956.143	88.058.438	-25,3
11	BAZNAS Dhamasraya District	4.671.099.328	2.524.189.116	-46,0
12	BAZNAS Solok Selatan District	3.817.753.878	6.251.901.438	63,8
13	BAZNAS Pasaman Barat District	8.934.377.935	n/a	0,0
14	BAZNAS Padang City	19.653.963.753	18.513.363.300	-5,8
15	BAZNAS Solok City	5.440.382.120	1.747.225.784	-67,9
16	BAZNAS Sawahlunto City	4.587.699.948	5.527.126.510	20,5
17	BAZNAS Padang Panjang City	4.774.830.433	4.613.467.640	-3,4
18	BAZNAS Bukittinggi City	2.643.768.610	2.890.088.371	9,3
19	BAZNAS Payakumbuh City	2.101.129.013	5.454.011.447	159,6
20	BAZNAS Pariaman City	3.885.690.946	5.237.770.737	34,8

Source: Badan Amil Zakat Nasional Republic of Indonesia document, National Zakat Management Report Year 2022

Second, sending official letters. In this section, it is an activity carried out in the form of sending documents or letters between the Badan Amil Zakat Nasional of Regency or City throughout West Sumatra (Jaya & Hurairah, 2020). The scheme can be a letter from the Badan Amil Zakat Nasional of West Sumatra Province to the Badan Amil Zakat Nasional of Regency or City or vice versa a letter from the Badan Amil Zakat Nasional of Regency or City addressed to the Badan Amil Zakat Nasional of West Sumatra Province, or a letter between fellow Badan Amil Zakat Nasional of Regency or City in West Sumatra. This is illustrated from the following interview excerpt.

Amil executor of the Badan Amil Zakat Nasional of West Sumatra Province said that.

Coordination of the Badan Amil Zakat Nasional of West Sumatra Province also takes the form of sending letters to the zakat collection unit of the Badan Amil Zakat Nasional of West Sumatra Province, or the Regency/City Badan Amil Zakat Nasional. Letters are sent directly or using digital coordination through social media (informant 7), the Provincial Badan Amil Zakat Nasional together with the Regency/City Badan Amil Zakat Nasional has organized a program called Uninhabitable House assistance or it can also be said with house renovation. With a system of providing a quota of 2 people from each Regency or City from the Badan Amil Zakat Nasional y concerned to be able to recommend mustabik who are considered worthy of receiving the program assistance through a letter of recommendation. Another example of coordination in the ratification of the Annual Work Plan and Budget of the Badan Amil Zakat Nasional of West Sumatra Province in the form of a letter of ratification of the Annual Work Plan and Budget.

Some examples of these letters illustrate the importance of coordination carried out to establish a good governance between the Provincial Badan Amil Zakat Nasional and the Regency or City Badan Amil Zakat Nasional (informant 8), Mustahik who are proposed to be assisted by Badan Amil Zakat Nasional of West Sumatra Province through the House Surgery Program, then we send a mustahik proposal letter based on the survey conducted, as a form of good coordination follow-up (informant 9)

The Badan Amil Zakat Nasional of Tanah Datar Regency always coordinates via recommendation letters, invitation letters, notification letters, etc. to the Badan Amil Zakat Nasional of West Sumatra Province and other Regency/ Badan Amil Zakat Nasional related to program implementation (informant 10), to expedite the process of distributing zakat to mustahik who need further fees from the Badan Amil Zakat Nasional of West Sumatra Province, then a letter of recommendation from the Badan Amil Zakat Nasional of Sijunjung Regency is included to be submitted to the Badan Amil Zakat Nasional West Sumatra Province (informant 2), the Badan Amil Zakat Nasional of Padang City is committed to attending invitation letters for coordination meetings with the Badan Amil Zakat Nasional of West Sumatra Province and other Regency/ City Badan Amil Zakat Nasional sake of noble ideals, namely good zakat management (informant 3)

The Zakat Manager at the Badan Amil Zakat Nasional of Lima Puluh Kota Regency also said that.

The National Amil Zakat Agency of Lima Puluh Kota Regency always realizes good amil governance through good coordination, by following up on invitation letters for coordination meetings and implementing the results of meeting recommendations in a professional manner (informant 5)

Similarly, the Badan Amil Zakat Nasional of Payakumbuh City, which stated that.

amil always coordinate either through letters or through direct meetings (informant 6)

The commissioner of the Badan Amil Zakat Nasional of Sawahlunto City also stated that.

The Badan Amil Zakat Nasional of Sawahlunto City always coordinates with the Badan Amil Zakat Nasional of West Sumatra Province and other Regency/ City Badan Amil Zakat Nasional. The form can be in the form of invitation letter, notification letter, recommendation letter, etc. Related to certain mustahik conditions that need further medical expenses, the Amil Zakat Board of Sawahlunto City sends a letter to the Badan Amil Zakat Nasional of West Sumatra Province to help mustahik in Sawahlunto City (informant 7)

Meanwhile, the Badan Amil Zakat Nasional of Dharmasraya Regency emphasized that.

We always try to fulfill the rakorda invitation, because this activity will help in the development of zakat management in Dharmasraya Regency (informant 8)

Coordination through letters or similar documents is very much needed for the collection of zakat, so that there is no overlap in the collection of an agency even though in terms of regulation it has been regulated in such a way as to avoid the intersection of zakat collection in the field with the birth of Government Regulation Number 14 of 2014, Coordination is needed in order to implement the regulation comprehensively. In addition to coordination of collection, coordination of zakat distribution is also important.

Third, through direct communication. The direct communication in question can be via telephone or other, the point is that communication is done quickly (Mujib & Nurvianti, 2021; Rahman & Yasya, 2020; Sudarman, 2018; Wardhani, 2018). While coordination is carried out by telephone or the

like, it also needs to be strengthened by written evidence of the letter issued. Even if there is later coordination to submit *mustahik* only by telephone or digital application, it is not strong enough to be used as a basis for coordination. So, the validity of coordination carried out by telephone or otherwise will be more accurate and reliable if it is corroborated by a letter accompanying certain conversations.

Amil of the Badan Amil Zakat Nasional of Tanah Datar Regency revealed that.

In moments that need to be handled quickly and appropriately in accordance with the principles of professionalism and compliance with regulations, telephone coordination is also needed, both for the field of collection and distribution. For the field of collection, for example, coordination of collection developments in the regions and coordination for the collection of aid for disaster victims and so on. For the field of distribution, for example, coordination to ensure that there is no overlapping assistance to certain mustahik individuals who deliberately move to the Badan Amil Zakat Nasional throughout West Sumatra for various reasons such as converting to Islam and so on. Therefore, good coordination between the Badan Amil Zakat Nasional in West Sumatra needs to be maintained so that the value of the benefits of zakat can be effective and effective (informant 9)

Amil of the Badan Amil Zakat Nasional of Tanah Datar Regency added. *The Badan Amil Zakat Nasional of West Sumatra Province coordinates with direct communication in order to collect and distribute aid to help victims of the Tanah Datar West Sumatra galodo disaster (informant 10)*

Based on the interview excerpt above, it can be stated that direct communication is a way of coordination that has the advantage of being effective in terms of time and efficient in terms of cost. Coordination in this way is needed to obtain quick information in the aspect of zakat collection, for example how much has been collected up to a certain period, how much assistance for disaster victims has been collected, and so on. Coordination through direct communication is strengthened by the existence of letters or supporting documents.

Furthermore, these activities become material for analysis for the management of the Badan Amil Zakat Nasional in West Sumatra, coordination activities occur due to careful planning from the parties, then produce coordination results in the implementation of meetings, sending letters, and delivering information quickly. This is in accordance with the theory of coordination, in terms of national zakat management reporting, the urgency of coordination of the Badan Amil Zakat Nasional is to make the implementation of national zakat transparent, increase public trust or trustworthiness, integrated and accountability. This theory is corroborated by the theory which states that coordination includes planning, activities, and results.

In addition, this discussion is supported by Arif Ulumudin's research in 2024 with the title "*The Effect of Zakat Policy Implementation on Coordination Between Zakat Service Institutions in Realizing the Effectiveness of Achieving the Zakat Program in Garut Regency*" conducted in 2024, it is stated that effective coordination between zakat institutions, often referred to as horizontal coordination, involves unifying and directing actions at the same level to create synergy, both internally and externally (Fathony, 2018; Ulumudin et al., 2024). The research shows that there are variables that have a fairly good effect in realizing the achievement of the zakat program, but the coordination between the Zakat Service Institutions is not optimal so that the contribution of the zakat service institutions to the implementation of zakat policies in realizing the effectiveness of achieving zakat programs is not optimal. This is partly due to

the policy implementers have not fully understood the role in their function in implementing coordination between zakat service institutions in improving the effectiveness of zakat program achievement.

Another research is Hibnu Basuki's research with the title "*Cooperation between Yogyakarta City Government and the National Amil Zakat Agency of Yogyakarta City*" in 2022. The result of the research is that the relationship between the Yogyakarta City Government program and the Yogyakarta Badan Amil Zakat Nasional program (for example: Jogja prosperous, Jogja Care) measured from the elements of perception equality, coordination, collaboration and alignment is in line with regional development goals. Even if there are problems, they can still be resolved properly. Furthermore, in the context of legal power on zakat, currently there are discourses on the formulation of local regulations on zakat management. Although the Mayor of Yogyakarta has issued Yogyakarta Mayor Instruction Number 1/INSTR/2016 on Optimizing Zakat Collection, along with the dynamics of regional development, it is deemed necessary to moderate the formulation of the regional regulation for a wider scope (Basuki & Triputro, 2022).

Another research is the research of Rama Wijaya Kesuma Wardani with the title "*Communication Management of the National Amil Zakat Agency of West Java Province*" in 2018, where in his writing he suggests that communication strategies basically greatly contribute to the success of the West Java National Amil Zakat Agency in increasing zakat collection from *muzakki*. At this level, the aspect that plays an important role is the planning of communication strategies of amil to *muzakki*, both interpersonal communication, intrapersonal and delivery of message content related to zakat.

From the three studies above, it is illustrated that horizontal coordination is in the form of good and smooth communication to produce positive energy in zakat management. To strengthen coordination, it is also necessary to support regulations in the form of Regional Regulations on zakat management. This is needed so that meetings held, letters coordinated, and communication via communication devices delivered can realize the achievement of optimization both in the aspect of collecting and distributing zakat.

CONCLUSION

Based on the research conducted, the results can be found that the coordination model for collecting zakat at the Badan Amil Zakat Nasional in West Sumatra has been carried out in a planned manner, the activities are implemented, and the results have benefited the people. Related to coordination activities, the following concrete steps are carried out: first, coordination meetings in the form of annual regional coordination meetings, second, coordination through official letters in the form of sending documents or letters between the Badan Amil Zakat Nasional of regency and city in West Sumatra. Third, coordination through direct communication in the form of telephone or other means of conveying fast information, the point is that communication is done quickly. Thus it can be stated that coordination planning has been carried out well so as to produce concrete coordination activities which in turn produce coordination results in the implementation of meetings sent letters, and the delivery of information quickly.

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