

THE STRATEGY OF COLLECTING ZAKAT, INFAQ, AND SHODAQOH FUNDS FROM ORPHANAGE INSTITUTIONS IN URBAN MUSLIM COMMUNITIES IN BANDAR LAMPUNG

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Abstract

The research was motivated by the reduced interest of the Muzakki in channeling funds, both zakat, *infaq*, and *shodaqoh*, at the Amil Zakat Institution. Therefore, a good fundraising strategy is needed at the Amil Zakat Institution to increase interest and channeling of zakat funds by Muzakki, so that the objectives of the Amil Zakat Institution are achieved. The collection of Zakat, *Infaq*, and *Shodaqoh* (ZIS) funds is one of the important aspects of Islamic wealth management. The purpose of this research is to analyze the effective ZIS collection strategy at Amil Zakat Institution. This type of research is field research with a qualitative approach, with a case study method at one of the Amil Zakat Institutions (LAZ) at Rumah Yatim in the Bandar Lampung Region. The data collection method uses observation, interview, and documentation. This data was analyzed with an inductive approach to draw general conclusions from the specific data collected. The results showed that effective ZIS fundraising strategies include: Increasing public awareness through campaigns and education related to zakat; Optimizing the use of information technology, such as mobile applications, websites and social media; Partnership with government agencies and private companies in the management of professional zakat and corporate zakat; Improving services and ease of ZIS payment; Strengthening human resources and collection infrastructure. From this study, Amil Zakat institutions must design innovative and adaptive ZIS fund collection strategies in line with current developments to maximize the potential of ZIS funds for the welfare of the community.

Keywords: Fundraising strategy; *Infaq*; *Shodaqoh*; & Zakat.

A. Introduction

Poverty is a problem that cannot be resolved in Indonesia, poverty is a limitation that is carried by a person, a family, a community, or even a country that causes discomfort in life, poverty is no longer limited to economic inability, but also failure to

fulfill basic rights and differences in treatment for a person or group of people in living life with dignity. Poverty is a complex problem, so that in alleviating poverty, it is not only handled individually but must be handled by the community, government, and state. In efforts to alleviate poverty, many underprivileged people hope to have access to welfare. However, not everyone can easily get government assistance. Discussing the issue of government assistance in Islam, of course, cannot be separated from the discussion of zakat, *infaq*, and *shodaqoh*. Beyond the obligatory and sunnah matters, the question is how ZIS can improve the welfare of zakat *mustahik* so that they can get out of the shackles of poverty (Chaniago, 2015).

Zakat is an act of worship in the pillars of Islam that is not only related to divine value but also related to human relations with social value. Zakat is an asset or income that must be issued by every Muslim if it has reached the *nishab* or limit of the assets owned, the zakat issued will clean the assets owned. Zakat, as a way for Muslims to alleviate poverty should be managed in a modern and professional manner, so that it can be utilized to improve the welfare of the community, especially Muslims economically and socially. That way, the government is obliged to provide protection, guidance, and good service to *muzzaki*, *mustahik*, and *amil zakat* (Mufraini, 2006).

Based on Law Number 23 of 2011, the government has regulated that zakat management must be based on faith and piety to realize social justice, institutionalized according to Islamic law, openness, trustworthiness, and legal certainty by Pancasila and the 1945 Constitution (*UU No. 23 Tahun 2011*). The purpose of the management of zakat *infaq*, and *shadaqah* itself is to increase the effectiveness, efficiency of services, increase the results of use with the aim of community welfare and poverty alleviation. In this case, researchers conducted research at the Lampung Branch Orphanage Institution, which is located on Jl. Sultan Agung No. 37, Kedaton, Bandar Lampung City. Rumah Yatim is an Amir Zakat institution as well as a national-level social institution dedicated to improving the quality of the community's human development index and becoming a pioneer in the care and empowerment of orphans and the poor in Indonesia.

The management of zakat, *infaq*, and *shodaqoh* is one of the important aspects to improve the welfare of Muslims, especially for those who are in poor economic conditions (Sugeng & Ab Rahman, 2016). In Indonesia, where the majority of the population is Muslim, the potential for collecting ZIS funds is very large. However, optimizing the collection and distribution of these funds still faces various challenges. One of the institutions active in managing ZIS funds is Rumah Yatim, which plays an important role in helping orphans and the poor. Rumah Yatim, the representative of the Bandar Lampung region, has made various efforts to raise ZIS funds to support the social empowerment programs they run. However, the realization of fundraising often does not reach the expected target. The problems that apply in the Orphanage Institution are influenced by various two factors, namely internal and external, such as fundraising strategies, the level of public awareness, and public trust in zakat management institutions are external problems faced by the Orphanage Institution. The internal problem at Rumah Yatim is the lack of human resources to run planned programs.

In this context, the fundraising strategy is a key factor that determines the success of ZIS fund management. An effective strategy can increase the amount of funds collected, which in turn will have a positive impact on the number of beneficiaries. Therefore, it is necessary to conduct an in-depth analysis of the fundraising strategy implemented by the Orphanage representatives of the Bandar Lampung region. In addition, the development of information and communication technology has opened

up new opportunities in the management of ZIS funds (Aan Jaelani, 2015). The use of digital platforms, social media, and online payment applications can be an effective tool to expand the reach and facilitate the fundraising process. However, the adoption of this technology also requires an appropriate strategy to be implemented properly and achieve optimal results. Through this research, it is hoped that a clear picture can be obtained of the strategies that have been implemented by Rumah Yatim in the Bandar Lampung region in collecting ZIS funds, as well as the factors that influence the success of these strategies. Thus, this research can provide constructive recommendations to increase the effectiveness of ZIS fundraising in the future, so that more orphans and the poor can be helped and empowered.

B. Methods

This type of research is field research. Furthermore, the approach used is a qualitative method that will emphasize the search for meaning, understanding, concepts, characteristics, symptoms, symbols, and descriptions of a phenomenon, and is presented narratively. The qualitative method here means that the data produced is an analysis that is qualitative or qualitative and not quantitative or amount, so that the data produced in this qualitative research does not use statistical analysis (calculation) as in quantitative research (Sugiono, 2009).

To collect data and information in this study, the authors used primary data and secondary data. Primary data is data about information on the strategy of collecting ZIS funds at the Orphanage Representative of the Bandar Lampung Region, with primary data collection done through interviews with leaders, staff, and *Muzakki* at the Bandar Lampung branch of the Orphanage. While the secondary data used is data sourced from books, journals, scientific papers, theses, archives, documentation, and others related to the ZIS fundraising strategy at the Orphanage Representative of the Bandar Lampung Region. In this study, interviews were aimed at exploring data related to the Fundraising Strategy at the Bandar Lampung Branch of the Orphanage (Zaluchu, 2021).

C. Findings and Discussion

1. Findings

Rumah Yatim Lampung Branch is one of the branches established in 2009, where the management is still following the Jakarta and Tangerang Offices. At that time, Rumah Yatim Lampung functioned as an institution to manage Zakat, *Infaq*, and *Shadaqah* and distribute them to those who were entitled to receive them, especially the people in Lampung Province. With the permission of Allah SWT and the support of the people of Lampung, Rumah Yatim Lampung officially had its own management and separated itself from the management of Rumah Yatim Tangerang, precisely in 2010 Rumah Yatim Lampung succeeded in establishing a special dormitory for boys located on Jl. Sultan Agung, Kedaton, Bandar Lampung. Then in 2012, Rumah Yatim Lampung again gained the trust of the community to establish a new dormitory, this time for girls. The dormitory is located on Jalan Wolter Monginsidi, Tanjung Karang, Bandar Lampung (Sugeng & Puspita, 2022a). With the establishment of two Orphanage dormitories operating in Lampung Province, it is hoped that it can bring many benefits. Professionalism in service to donors and distribution of assistance to *mustahik* is a priority and commitment of the Ar-Rohman Indonesia Orphanage Foundation program, especially for the Bandar Lampung Branch Orphanage (Istiqomah, 2021). According to the head of the dormitory, the development of Lampung Branch Orphanage is currently quite good, but this does not mean that there

are no shortcomings. The following is about the strategy of the Bandar Lampung Branch Orphanage in fundraising to be more widespread and trusted by donors. Of course there are still many aspects that need to be improved and improved. These efforts are made to maintain the trust given by donors and the people of Lampung in general. Rumah Yatim Bandar Lampung is a non-profit organization that focuses on collecting and managing zakat, *infaq*, and *sadaqah* funds. Therefore, LAZ Rumah Yatim needs to have a strategy to increase public interest in paying zakat, *infaq*, and alms both from individuals, groups, agencies, and other organizations. The following is the strategy used by Rumah Yatim Bandar Lampung in the process of collecting zakat, *infaq*, and *shodaqoh* funds.

Competitive Level Strategy

The competitive level strategy at LAZ Rumah Yatim can include several approaches that may be taken to differentiate themselves and achieve excellence in the collection and distribution of zakat. Here are some competitive strategies according to Mr. Syafrudi as the head of the Bandar Lampung Orphanage branch, that are commonly used at the Bandar Lampung Orphanage Institution: First, they systematically identify and assess the main competitors in the zakat market. By analysing factors such as operational scale, reputation, and approach to collecting and distributing zakat, Rumah Yatim can identify opportunities and challenges faced in an effort to maintain its position as a leading amil zakat institution (S. Syafrudi, komunikasi pribadi, 3 Mei 2024).

Furthermore, the differentiation strategy becomes the main focus. Rumah Yatim emphasizes transparency and high accountability in every aspect of their activities, both to donors and zakat recipients. They also develop programs that not only provide financial assistance, but also provide real and sustainable social impact in the communities served.

Collaboration with external parties through strategic networks and partnerships is one of the strategies to expand their positive impact. In an effort to maintain a competitive advantage, Rumah Yatim continues to improve their internal capabilities, especially in terms of management and innovation. Investment in information technology is crucial to improve operational efficiency and expand the reach of their services. Through digital platforms, they simplify the zakat collection process, transparent financial reporting, and communication with key stakeholders. Rumah Yatim is also very responsive to changes in the external environment and the needs of the communities they serve. They constantly observe and evaluate their strategies to ensure relevance and effectiveness in the long term. The measurement of success is done through various metrics which include the amount of zakat collected, the number of beneficiaries served, the level of donor satisfaction, as well as the social impact generated (Toriquddin, 2015).

In terms of success evaluation, Rumah Yatim regularly measures various metrics including the amount of zakat funds collected, the number of beneficiaries served, the level of donor satisfaction, as well as the social impact generated from their programs. This evaluation helps them to continuously improve and adjust their strategies to remain relevant and effective in fulfilling their mission in the long run.

Functional Level Strategy

Functional level strategy implemented by LAZ Rumah Yatim Bandar Lampung to optimize their operational efficiency and effectiveness in the management of zakat. This strategy includes several key elements that support the organization's goals in

providing quality services to people in need. First, the careful integration between various operational functions demonstrates Rumah Yatim's holistic approach in managing the entire process from collection, distribution, to zakat management. This is important to ensure that each stage is carried out with high transparency and accountability, so that the trust of donors and beneficiaries is maintained. LAZ Rumah Yatim Bandar Lampung has successfully implemented functional level strategies in their operations very effectively. One of their achievements is in the use of information technology to automate the process of collecting zakat funds and financial reporting.

The application of information technology in the automation of fund collection process and financial reporting provides advantages in terms of data speed and accuracy. This not only improves operational efficiency, but also increases the level of transparency in the management of resources provided by donors. By implementing a sophisticated digital system, Rumah Yatim can collect zakat funds more efficiently and produce accurate and timely financial reports. Donors can clearly see how their donated funds are being used, increasing transparency and trust within the donor community (Saputra, 2020).

Risk management being the main focus shows that Rumah Yatim not only considers the financial aspects of decision making, but also takes mitigation measures that are appropriate to the challenges faced. This reflects their commitment to maintaining the sustainability and stability of the organization in the long term. With risk management being the main focus, Rumah Yatim has proven to be crucial in dealing with financial challenges. For example, when there are fluctuations in zakat receipts or increasing operational costs, they have prepared appropriate mitigation strategies to maintain financial stability and continuity of their programs.

Good collaboration between departments through open communication and regular forums allows Rumah Yatim to remain responsive to environmental changes and community needs. This is a crucial element in ensuring that the organization's strategy remains relevant and effective in the face of the ever-changing dynamics around it. Good inter-departmental collaboration through open communication and regular forums also plays an important role in their success. This allows Rumah Yatim's internal teams to effectively coordinate in responding to changes in the external environment and supporting community needs more adaptively.

Overall, this functional level strategy shows that LAZ Rumah Yatim Bandar Lampung does not only focus on operational aspects separately, but also integrally integrates various functions to achieve their goal of providing quality, transparent, and responsive services to the needs of the communities they serve. Thus, through the implementation of a well-integrated functional level strategy, LAZ Rumah Yatim Bandar Lampung not only improves their operational efficiency, but also ensures that they remain a reliable institution in managing zakat with transparency, accountability, and responsiveness to the needs of the communities they serve (Apriliyani & Malik, 2021).

2. Discussion

A Review of the Obstacles and Factors that Obstruct Orphanages in Raising Zakat *Infaq*, and *Shodaqoh* Funds

The next analysis lies in the obstacles and factors that hinder the Bandar Lampung Orphanage in carrying out the activities of collecting zakat, *infaq*, and *shodaqoh* funds. The obstacles are categorized into two, namely internal constraints and external constraints.

a. Internal Constraints

Researchers describe some of the internal obstacles faced by Rumah Yatim Bandar Lampung in collecting Zakat, *Infaq*, and *Shodaqoh* funds, which are as follows:

- 1) Lack of confidence among staff causes them to be reluctant to take initiatives and create new innovations. They tend to focus only on completing routine tasks without any effort to develop further. Lack of confidence can hinder productivity and creativity in the organization. Without enough confidence, staff may not feel comfortable to propose new ideas or take risks in creating better solutions (Abubakar, 2011).
- 2) Lack of Innovation, staff tend not to be innovative because they are stuck in their existing work routines. They need motivation and encouragement from leaders to inspire them to think outside the box. Lack of innovation can lead to stagnation in the development of organizational programs and strategies. Organizations need to encourage a culture of innovation among staff so that they feel supported and motivated to develop new ideas.
- 3) Lack of Promotion, the Bandar Lampung Orphanage program is limited to existing methods and does not yet have a promotion strategy specifically tailored to the local community. In addition, the lack of social media presence can affect existing programs. Ineffective promotion can hinder potential donors to know and support the Orphanage program. The presence of social media and a promotional strategy that suits the characteristics of the local community is essential to increase reach and participation in ZIS fundraising.

Overall, this analysis highlights those internal constraints such as lack of confidence, lack of innovation, and limited promotional strategies can affect the effectiveness of Rumah Yatim Bandar Lampung in managing and collecting ZIS funds. Concrete steps are needed to overcome these problems so that the organization can be more effective in achieving its service goals to the community.

b. External constraints

The following are the external obstacles faced by Rumah Yatim Bandar Lampung in collecting zakat, *infaq*, and *shodaqoh* funds:

- 1) Public awareness of the importance of zakat is still low. This is a major obstacle in the collection of ZIS (Zakat, *Infaq*, Sadaqah) funds. This statement indicates that low public awareness of the importance of zakat is the main factor that hinders Rumah Yatim in collecting ZIS funds. This low awareness can lead to a lack of participation in donating zakat. Many people do not fully understand or appreciate the importance of zakat as a religious obligation and good deed. For example, in a given community, only a few people actively donate their zakat, while most have not considered it a priority in their lives (Abdullah, 2021).
- 2) The level of community trust, although there is an increase in trust towards Rumah Yatim from year to year, there is still concern or hesitation from some people to donate their zakat through official institutions. This could be due to a higher trust in direct recipients or a distrust of zakat management by official institutions. Rumah Yatim has made efforts to increase transparency and accountability, but there are still some people who prefer to give zakat directly to individuals or families they know and trust. They may feel more confident that their zakat will go directly to those in need, without going through the process of intermediary institutions.
- 3) Illegal Amil Zakat Institutions, the rise of illegal Amil Zakat Institutions (LAZ) is an obstacle for Rumah Yatim in raising funds. Not all LAZs carry out their goals correctly; some commit fraud, which reduces public confidence to donate

through Rumah Yatim for fear of being deceived. The existence of illegal LAZs that carry out fraudulent activities or are not in accordance with the objectives of zakat institutions is a serious problem in Rumah Yatim's efforts to raise funds. This can reduce public trust in legitimate zakat institutions such as Rumah Yatim, because people become worried about fraud or inappropriate use of funds. There have been reports of illegal LAZs utilizing public trust for personal or unclear purposes. For example, there are cases where an individual or group claims to be a legitimate zakat institution, but actually uses the funds for personal interests or non-transparent operations.

To overcome the existing obstacles, the study suggests several steps for improvement, including increasing the motivation of Rumah Yatim employees themselves. To increase the motivation of Rumah Yatim employees, the steps taken include open communication about the organization's vision and goals, providing recognition and appreciation for employee achievements, and improving through training and career development. In addition, encouraging active participation in decision-making, providing constructive feedback, and building a positive work culture are the main focuses. By providing a healthy work-life balance, as well as providing motivating incentives, Rumah Yatim can create a work environment that supports and inspires employees to contribute optimally to achieving the organization's mission and goals. This can be done through regular staff training, improving the quality of service, and holding more socialization and education activities in the community (Rafita dkk., 2023).

In addition, it is important to continue to develop and adopt new technologies that can simplify the donation process and increase transparency (Abang Abai dkk., 2020). In addition to increasing the work motivation of Rumah Yatim employees themselves, it is necessary to overcome other external obstacles that have been mentioned previously, in more detail the author suggests several steps to improve in overcoming the obstacles faced by Rumah Yatim in fundraising, including:

- 1) Improving Education and Socialization: Rumah Yatim Bandar Lampung implements a more intensive education and socialization strategy to increase public awareness and understanding of zakat, *infaq*, and *shodaqoh*. They hold workshops, seminars, and educational campaigns regularly, and utilize various media such as television, radio, and social media to reach a wider audience. Thus, it is hoped that the community can be more motivated to actively participate in charity activities run by Rumah Yatim.
- 2) Optimizing Technology: Rumah Yatim Bandar Lampung takes a step forward in optimizing the use of technology by developing a mobile application that makes it easier for donors to donate directly and transparently. They also increase the use of user-friendly online platforms, allowing donors to access information, make donations, and monitor the use of funds in real time. This not only increases efficiency in fund management, but also expands the reach of the organization in reaching potential donors in various regions.
- 3) Improving Collaboration: Rumah Yatim Bandar Lampung actively builds collaborations with community leaders, government agencies, and private companies to increase support and participation in their programs. These collaborations include organizing joint events, joint social campaigns, and joint funding for projects that support the welfare of the wider community. By expanding this network of collaborations, Rumah Yatim can be more effective in achieving its goals and social mission.
- 4) Improving Services: Rumah Yatim Bandar Lampung continues to strive to

improve the quality of its services by providing various easily accessible payment methods, including online payments and direct bank transfers. In addition, they conduct regular staff training to improve interpersonal skills and service to beneficiaries. By increasing the efficiency and accessibility of services, it is hoped that it can provide a greater and positive social impact for people in need.

This study shows that an effective fundraising strategy involves various aspects, ranging from community education, technology optimization, strategic partnerships, service improvement, to strengthening the internal institution. The obstacles faced are more related to education and technology, as well as coordination between institutions. Therefore, innovation and adaptation are the keys to maximizing the potential of zakat, *infaq*, and *shodaqoh* funds for community welfare (Sugeng & Puspita, 2022b).

D. Conclusion

In conclusion, Rumah Yatim Bandar Lampung has successfully implemented a strong differentiation strategy to differentiate itself in the collection and distribution of zakat in its operational area. They adopt a systematic approach to identify and assess key competitors, to capitalize on opportunities and overcome existing challenges. Transparency and accountability are the main focus, with the use of information technology, it is possible for donors to directly track the use of collected zakat funds. In addition, Rumah Yatim also highlights programs that not only provide financial assistance but also provide real social impact, such as educational assistance programs that involve personal assistance. They are active in building collaboration with external parties through strategic partnerships, which helps expand their positive impact in the community. This approach not only increases donor trust and satisfaction, but also ensures that their strategies remain relevant and effective in the long run.

Continuous evaluation is carried out to ensure that Rumah Yatim continues to improve and adjust their strategy according to the needs of the external environment and the communities they serve. Rumah Yatim Bandar Lampung has successfully implemented a strong differentiation strategy to differentiate themselves in the collection and distribution of zakat in their operational areas. They adopt a systematic approach to identify and assess key competitors, so as to capitalize on opportunities and overcome existing challenges. Transparency and accountability are the main focus, with the use of information technology, it is possible for donors to directly track the use of collected zakat funds. In addition, Rumah Yatim also highlights programs that not only provide financial assistance but also provide real social impact, such as educational assistance programs that involve personal assistance. They are active in building collaboration with external parties through strategic partnerships, which helps expand their positive impact in the community. This approach not only increases donor trust and satisfaction but also ensures that their strategies remain relevant and effective in the long run. Continuous evaluations are conducted to ensure that Rumah Yatim continues to improve and adjust its strategies according to the needs of the external environment and the communities it serves.

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