

## Indonesian Knowledge Publisher

Editorial Office: WR Supratman Street, Bentiring Permai, Muara Bangka Hulu, City of Bengkulu, Province of Bengkulu, Sumatera, Indonesia  
Email: [editor@indonesianknowledge.org](mailto:editor@indonesianknowledge.org). Website: [indonesianknowledge.org](http://indonesianknowledge.org)

Volume 01 Issue 01 2026 (January – April)



# Indonesian Journal of Islamic Research

ISSN XXXX-XXXX (Online)  
Editor: Ihsan Rahmat

Publication details, including author guidelines

Url: <https://ejournal.indonesianknowledge.org/index.php/ijire/about/submissions>

**Donor Management in Zakat Institutions: Comparing Inisiatif Zakat Indonesia and the Bengkulu Branch of LAZNAS Dewan Dakwah**

Sesilia Tri Andevi, Farizal Hammi Farij

### Article History

Received: 03 January 2025

Revised: 13 January 2026

Published: 28 January 2026

### How to cite (APA 7th)

Andevi, S. T., & Farij, F. H. (2026). Donor Management in Inisiatif Zakat Indonesia and the LAZNAS Dewan Dakwah Bengkulu, Indonesia. *Indonesian Journal of Islamic Research*, 1(1), 39–44.

Correspondence regarding this article should be addressed to:

Sesilia Tri Andevi. UIN Fatmawati Sukarno Bengkulu. Raden Fatah Street, Pagar Dewa, Selebar, Bengkulu City, Bengkulu, Indonesia. Email: [striandevi@gmail.com](mailto:striandevi@gmail.com)



Indonesian Knowledge Publisher (as publisher) makes every effort to ensure the accuracy of all information (the "Content") contained in its publications. However, the editorial board and publisher make no representations or warranties whatsoever regarding the accuracy, completeness, reliability, or suitability of the Content for any particular purpose. Any opinions, interpretations, and conclusions expressed in this publication are solely those of the authors and do not necessarily reflect the views of the editors or publisher of Indonesian Knowledge Publisher. The accuracy of the Content should not be relied upon without independent verification through primary or authoritative sources. The publisher, editors, and journal management shall not be held responsible for any losses, claims, liabilities, damages, or expenses arising directly or indirectly from the use of the Content published in this journal.

Indonesian Journal of Islamic Research (IJRe) is published by Indonesian Knowledge Publisher comply with the Principles of Transparency and Best Practice in Scholarly Publishing at all stages of the publication process (COPE). IJRe also may contain links to web sites operated by other parties. These links are provided purely for educational purpose.



This work is licensed under [Attribution-ShareAlike 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/)

Copyright © 2026 by Sesilia Tri Andevi, Farizal Hammi Farij.

The author(s) whose names are listed in this manuscript declare that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interests in the subject matter or materials discussed in this manuscript. Financial interests include, but are not limited to, honoraria, grants, consultancies, employment, stock ownership, royalties, expert testimony, or patent licensing arrangements. Non-financial interests may include personal, academic, ideological, institutional, or professional relationships and beliefs. All authors have confirmed that the information presented in this manuscript is accurate, original, and ethically accountable.



## Donor Management in Inisiatif Zakat Indonesia and LAZNAS Dewan Dakwah Bengkulu, Indonesia



Sesilia Tri Andevi<sup>1\*</sup>, Farizal Hammi Farij<sup>2</sup>

UIN Fatmawati Sukarno Bengkulu, Bengkulu, Indonesia

\*Corresponding Author: [striandevi@gmail.com](mailto:striandevi@gmail.com)

### ABSTRAK

**Tujuan:** Penelitian ini bertujuan membandingkan praktik manajemen donatur pada dua lembaga zakat, yaitu Inisiatif Zakat Indonesia (IZI) dan Laznas Dewan Dakwah Cabang Bengkulu, untuk memahami strategi yang digunakan dalam meningkatkan partisipasi dan loyalitas donatur. **Metode:** Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus. Data dikumpulkan melalui wawancara, observasi partisipatif, dan dokumentasi, kemudian dianalisis secara deskriptif-komparatif untuk mengidentifikasi persamaan dan perbedaan strategi pengelolaan donatur. **Temuan:** Hasil penelitian menunjukkan bahwa IZI menitikberatkan pada pemahaman karakteristik donatur melalui komunikasi langsung, kunjungan, serta pemanfaatan media sosial dan edukasi zakat. Sebaliknya, Laznas Dewan Dakwah lebih mengandalkan interaksi personal melalui kegiatan keagamaan dan penerapan Customer Relationship Management (CRM) untuk menjaga komunikasi dengan donatur. Meskipun menggunakan pendekatan yang berbeda, kedua lembaga berhasil membangun kepercayaan, meningkatkan partisipasi masyarakat, serta memperluas jangkauan donatur. Transparansi pencatatan dan pelaporan donasi turut mendukung kepuasan dan loyalitas donatur. **Implikasi:** Temuan ini menunjukkan bahwa kombinasi pendekatan relasional, transparansi, dan pemanfaatan teknologi berkontribusi positif terhadap efektivitas pengelolaan zakat. Strategi yang disesuaikan dengan karakteristik donatur dapat menjadi acuan bagi lembaga zakat dalam meningkatkan penghimpunan dana dan keberlanjutan hubungan dengan donatur.

**Kata Kunci:** Manajemen Donatur, Lembaga Zakat, Penggalangan Dana Zakat.

### ABSTRACT

**Purpose:** This study aims to compare donor management practices in two zakat institutions, namely Inisiatif Zakat Indonesia (IZI) and the Bengkulu Branch of LAZNAS Dewan Dakwah, to understand the strategies employed to enhance donor participation and loyalty. **Method:** This study adopted a qualitative approach with a case study design. Data were collected through interviews, participant observation, and documentation, and were analyzed using a descriptive-comparative method to identify similarities and differences in donor management strategies. **Findings:** The findings indicate that IZI emphasizes understanding donor characteristics through direct communication, personal visits, social media engagement, and zakat education programs. In contrast, LAZNAS Dewan Dakwah relies more on personal interactions through religious activities and the implementation of Customer Relationship Management (CRM) to maintain communication with donors. Despite employing different approaches, both institutions successfully foster trust, increase public participation, and expand their donor base. Transparent donation recording and reporting systems further contribute to donor satisfaction and loyalty. **Implications:** The findings suggest that the integration of relationship-based approaches, transparency, and technology utilization positively contributes to the effectiveness of zakat management. Strategies tailored to donor characteristics can serve as a valuable reference for zakat institutions seeking to improve fundraising performance and sustain long-term relationships with donors.

**Keywords:** Donor Management, Zakat Institutions, Zakat Fundraising

## INTRODUCTION

Economic and social challenges in Indonesia are not solely the responsibility of government institutions but also involve non-governmental organizations. Among these, zakat institutions play an important role in addressing poverty, social inequality, and economic disparities by collecting and distributing zakat funds from individuals and corporations to eligible beneficiaries (Ali & Hatta, 2014; Herianingrum et al., 2024; Rahmat et al., 2025). Beyond their charitable function, zakat institutions contribute to social welfare and community development by channeling financial resources toward sustainable empowerment programs. Consequently, the effectiveness of their fundraising and donor management practices has become increasingly important in ensuring the continuity and impact of zakat-based social interventions.

In Indonesia, zakat management is primarily conducted by the National Amil Zakat Agency (BAZNAS) and various Amil Zakat Institutions (LAZ). The growth in zakat collection over recent years reflects increasing public awareness of zakat obligations and highlights the strategic role of zakat institutions in supporting social welfare and economic development (Malik, 2016; Owoyemi, 2020). To maximize fundraising effectiveness, these institutions employ a variety of approaches, including Zakat Collection Units (UPZ), digital fundraising platforms, crowdfunding mechanisms, and conventional collection methods. The collected funds are subsequently distributed to disadvantaged groups in accordance with Islamic principles of justice, accountability, and social welfare.

Zainuddin et. al., (2025) and said the rapid advancement of digital technology has transformed donor management practices within zakat institutions. Websites, mobile applications, social media platforms, and digital marketing strategies are increasingly utilized to attract donors, facilitate donations, and strengthen donor engagement. At the same time, transparency and accountability in financial reporting have become essential factors in maintaining donor trust and loyalty. Consequently, zakat institutions are required not only to mobilize resources effectively but also to establish sustainable relationships with donors through both interpersonal and technology-based approaches. Examples of such practices can be observed at the IZI and LAZNAS Dewan Dakwah. Both institutions actively implement fundraising and donor management strategies to increase donor participation and optimize zakat collection. While their organizational approaches differ, both seek to develop long-term relationships with donors and enhance the effectiveness of zakat management.

Despite the growing importance of donor management in zakat institutions, existing studies remain limited and largely focus on specific aspects, such as donor loyalty and donation management information systems. Comprehensive research examining how zakat institutions acquire, manage, and retain donors is still relatively scarce. Therefore, this study aims to analyze and compare donor management practices at the Bengkulu branches of IZI and LAZNAS Dewan Dakwah, thereby providing deeper insights into fundraising strategies and donor relationship management within zakat institutions.

## METHODS

This study This study employed a qualitative approach to gain an in-depth understanding of donor management systems within zakat institutions. Data were collected through in-depth interviews, observations, and document analysis, enabling the generation of rich descriptive and contextual insights.

Furthermore, the comparative approach allowed the researchers to identify differences in donor management practices between Inisiatif Zakat Indonesia (IZI) and the Bengkulu Branch of LAZNAS Dewan Dakwah, thereby facilitating a more comprehensive understanding of effective donor management practices.

The study was conducted over a one-month period, from November 18 to December 18, 2024, at two zakat institutions located in Bengkulu City, Indonesia. The Bengkulu Branch of IZI is located on Rafflesia Street No. 06, Nusa Indah, Ratu Agung District, while the Bengkulu Branch of LAZNAS Dewan Dakwah is situated on Kapuas 4 Street No. 3, Padang Harapan, Gading Cempaka District. To address the research question concerning donor management systems in these institutions, a qualitative case study design was employed.

Data were gathered through in-depth interviews with 12 informants who were directly involved in donor management activities within the two institutions. The collected data were analyzed systematically following the qualitative data analysis procedures proposed by Creswell & Poth (2016). To enhance the credibility and trustworthiness of the findings, both source triangulation and methodological triangulation were applied throughout the research process to verify the consistency and accuracy of the data.

## RESULTS

Donor management at Inisiatif Zakat Indonesia (IZI) is implemented through a systematic approach designed to establish long-term relationships with donors by understanding their characteristics and preferences. Its fundraising strategy combines direct engagement through personal communication with indirect approaches utilizing social media platforms and partnerships with external organizations. IZI also leverages digital technologies to facilitate the donation process, enhance transparency, and strengthen donor trust. In managing donor relationships, the institution conducts zakat awareness and educational programs through seminars, the distribution of educational materials, and capacity-building activities for beneficiaries (*mustahiq*) to promote self-reliance.

Flagship programs, including healthcare services, humanitarian assistance for Palestine, and foster-parent initiatives, serve as key attractions for donors. Furthermore, IZI employs a donor profiling system to improve fundraising effectiveness and enable more personalized and transparent communication. *Zakat*, *infaq*, and *sadaqah* (ZIS) contributions are collected through direct pickup services or bank transfers, accompanied by detailed transaction records and donation receipts. Donor information is subsequently entered into a centralized database to facilitate reporting and analysis, while periodic data maintenance is conducted to update donor information and strengthen donor relationships. This holistic approach contributes to increased donor loyalty, enhanced program effectiveness, and the sustainable management of zakat funds.

Similarly, donor management at LAZNAS Dewan Dakwah Bengkulu is structured to foster strong and sustainable relationships with donors. The process involves understanding donor characteristics, maintaining effective communication, and providing flexible donation channels. One of its distinctive approaches is the implementation of *Kajian Subuh* (morning religious study sessions), which function not only as religious outreach activities but also as fundraising opportunities through the introduction of institutional programs to participants.

In addition, Customer Relationship Management (CRM) practices play a significant role in maintaining communication with donors, disseminating information, and addressing donor inquiries and concerns. Donation methods include direct collection services and bank transfers, with verification conducted through proof of donation. Donor data are systematically documented through a donor database system to enhance fundraising efficiency while ensuring transparency and accountability. Following each donation, donors receive transaction confirmations and may verify that their contributions have been received and allocated appropriately. As a form of appreciation and spiritual engagement, the institution also organizes collective prayers for donors, both in person and through digital communication channels. These practices reflect the institution's commitment to creating a positive donation experience and fostering a supportive community dedicated to its social and religious mission.

## DISCUSSION

The findings reveal both similarities and differences in donor management practices between IZI and LAZNAS Dewan Dakwah Bengkulu. IZI places greater emphasis on understanding donor characteristics through direct communication and social media engagement, while prioritizing zakat awareness and educational activities. This approach is consistent with previous studies highlighting the importance of direct interaction and digital platforms in strengthening donor trust and loyalty. In contrast, LAZNAS Dewan Dakwah emphasizes personal engagement through religious study gatherings and offers flexible donation mechanisms to encourage donor participation. This strategy aligns with research suggesting that interpersonal interaction and convenient donation channels can enhance donor commitment and trust toward charitable organizations (Chen et al., 2021; Naskrent & Siebelt, 2011; Fadhilah & Biwota, 2025).

The two institutions also differ in terms of program focus and fundraising strategies. IZI adopts a holistic community development approach encompassing economic empowerment, education, healthcare, and humanitarian assistance while utilizing a broad range of digital communication channels to attract and retain donors. Conversely, LAZNAS Dewan Dakwah focuses more specifically on da'wah activities, the training of prospective Islamic preachers, Qur'an distribution programs, and mosque development initiatives. Its fundraising efforts include programs such as the *Celengan S2* savings-box scheme and the placement of donation boxes in strategic public locations. Despite these differences, both institutions share a common objective: to increase public participation in *zakat* and charitable giving while cultivating transparent, accountable, and sustainable relationships with donors.

## CONCLUSION

This study found that donor management practices at Inisiatif Zakat Indonesia (IZI) and the Bengkulu Branch of LAZNAS Dewan Dakwah differ in their approaches to building relationships with donors. IZI places greater emphasis on regular communication, donor education, and direct fundraising activities, whereas LAZNAS prioritizes monthly donation schemes and daily charitable savings programs facilitated through its *Kajian Subuh* (morning religious study) activities. In its donor management process, IZI implements several stages, including direct visits, donor identification and registration, donation collection, issuance of transaction receipts, collective prayers, and data entry into its management system. In contrast, LAZNAS follows a process consisting of religious outreach and socialization activities, donor data registration,

Customer Relationship Management (CRM) services, issuance of transaction receipts, donation confirmation procedures, and prayer activities.

Despite these differences, both institutions share common practices in maintaining transparent record-keeping systems and providing transaction receipts, enabling donors to track their contributions effectively. Furthermore, spiritual activities such as collective prayers foster a sense of community and belonging that may encourage sustained donor participation. Through their respective approaches—whether based on direct interpersonal engagement or the utilization of technology—both institutions demonstrate the potential to expand their donor base and enhance the effectiveness of *zakat* fundraising and fund management.

## REFERENCES

- Ali, I., & Hatta, Z. A. (2014). Zakat as a Poverty Reduction Mechanism Among the Muslim Community: Case Study of Bangladesh, Malaysia, and Indonesia. *Asian Social Work and Policy Review*, 8(1), 59-70.
- Chen, H., Li, W., Lyu, T., & Zheng, X. (2021). Understanding people's participation in online charities: a dual-process approach of trust and empathic concern. *Industrial Management & Data Systems*, 121(7), 1642-1663.
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Fadhilah, N. A. C., & Biwota, S. M. (2025). Cultivating Innovation: The Mediating Role of Flexible Work Arrangements between Islamic Organizational Culture and Innovative Work Behavior in Philanthropic Institutions. *Indonesian Journal of Da'wah Management Scholars*, 1(02), 64-71.
- Herianingrum, S., Supriani, I., Sukmana, R., Effendie, E., Widiastuti, T., Fauzi, Q., & Shofawati, A. (2024). Zakat as an Instrument of Poverty Reduction in Indonesia. *Journal of Islamic Accounting and Business Research*, 15(4), 643-660.
- Malik, B. A. (2016). Philanthropy in practice: role of zakat in the realization of justice and economic growth. *International Journal of Zakat*, 1(1), 64-77.
- Naskrent, J., & Siebelt, P. (2011). The influence of commitment, trust, satisfaction, and involvement on donor retention. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 22(4), 757-778.
- Owoyemi, M. Y. (2020). Zakat management: The crisis of confidence in zakat agencies and the legality of giving zakat directly to the poor. *Journal of Islamic Accounting and Business Research*, 11(2), 498-510.
- Rahmat, I., Ardita, R., & Ramdhani, R. Zakat Lin Reducing Stunting: A Case Study of Collaboration between Zakat Institutions and Local Government in Bengkulu City, Indonesia. *Jurnal Manajemen Dakwah*, 11(2), 1-21.
- Zainuddin, S. A., Rahman, M. S. A., Darus, M. I., Yiannaki, S. M., Aziz, R. C., Ridzuan, F., ... & Afip, L. A. (2025). The Role of Digital Transformation in Enhancing Financial Accountability and Donor Engagement in Waqf Institutions. In *Integrating Artificial Intelligence, Security for Environmental and Business Sustainability: Volume 1* (pp. 295-304). Cham: Springer Nature Switzerland.

## ACKNOWLEDGMENT

The author would like to thank Inisiatif Zakat Indonesia (IZI) and the Bengkulu Branch of LAZNAS Dewan Dakwah in Province of Bengkulu for the direction and discussion that are very helpful in the development of ideas and the improvement of this article.

## **ETHICAL STATEMENT**

This research is carried out by adhering to the principles of research ethics that uphold respect for human rights, human dignity, fairness in the treatment of research subjects, balance between benefits and risks, and scientific integrity, which includes honesty and openness in reporting data and research results.

## **AI DECLARATIONS**

The authors declare that artificial intelligence (AI)–assisted tools were used to support the literature review process in the introduction, particularly for identifying relevant studies and improving clarity of synthesis. All interpretations, critical analyses, and scholarly judgments remain the full responsibility of the authors.