
PROSELYTIZING STRATEGY OF THE NATIONAL AMIL ZAKAT AGENCY (BAZNAS) IN SAMBAS DISTRICT

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ABSTRACT

This study aims to determine the da'wah strategy of the National Amil Zakat Agency (BAZNAS) of Sambas Regency in increasing people's awareness of zakat, optimizing the collection, distribution, and utilization of zakat, and implementing zakat as an instrument of poverty alleviation. This research uses a qualitative approach with descriptive method. The research location is in Sambas Regency, Indonesia, with primary data sources obtained through in-depth interviews with BAZNAS officers, Head and Treasurer of UPZ Sub-district, religious leaders, beneficiary village heads, and zakat recipient communities. Secondary data were obtained from BAZNAS documents, activity reports, poverty statistics, and local policies. The results showed that BAZNAS's da'wah strategy in increasing people's awareness involved a da'wah communication approach, religious education programs, and collaboration with religious leaders. Optimizing zakat management is done through community-based zakat campaigns, utilization of information technology, and implementation of social activities to strengthen social networks. In alleviating poverty, BAZNAS implements a zakat economic empowerment program that is proven to have a positive impact on the independence of mustahik. This research implies that the zakat management model of BAZNAS Sambas Regency can be used as a strategic reference for other regions in Indonesia, especially in building public trust, increasing zakat literacy, and encouraging the transformation of society from mustahik to muzakki in a sustainable manner.

Keywords: Da'wah Strategy; National Amil Zakat Agency (BAZNAS)

A. INTRODUCTION

Zakat occupies a strategic position as an instrument of 'ubūdiyyah worship as well as *an agent of socio-economic change* (Hafiduddin, 2002) . As the third pillar in Islam, zakat has two inseparable dimensions: spiritual purification (*tazkiyat al-nafs*) and material empowerment (*ri'āyah al-māl*) for mustahiq. When the wealth of an *aghniyā'* has reached *niṣāb* for one haul, the obligation of zakat transforms into a wealth redistribution mechanism to narrow the income gap and break the cycle of structural poverty (Q.S. at-Taubah [9]: 103).

The regulatory framework in Indonesia reinforces this function through Law No. 23/2011, Government Regulation No. 14/2014, and BAZNAS Regulation No. 4/2014. These provisions emphasize the mandate of the National Zakat Agency (BAZNAS) as a non-structural government institution that collects, manages, and distributes zakat, infaq, and sadaqah (ZIS) in a professional, trustworthy, transparent, and accountable manner (Agus Putra, 2020) . At the practical level, the optimization of BAZNAS performance is still faced with low public *zakat literacy*, limited collection innovation, and distribution gaps that have an impact on the effectiveness of poverty alleviation (Indonesia, 2023) .

This reality is reflected in Sambas Regency, West Kalimantan-an area of 6,394.70 km² and a socio-culturally heterogeneous population. BAZNAS Sambas only managed to mobilize ± IDR 10 billion of zakat in 2022, whereas the zakat potential survey estimated a much larger figure (Sambas, 2023). The compliance rate of muzakki is recorded at 25%, indicating a significant gap between the collection capacity and the economic potential of the ummah. Low understanding of zakat fiqh, concerns about institutional transparency, and the preference of some muzakki to distribute zakat directly to *mustahiq* also widen the *compliance gap*.

On the other hand, data from the Central Bureau of Statistics shows that the percentage of poor people in Sambas Regency is still above the average of West Kalimantan Province and national (Central Bureau of Statistics (BPS), 2017). This fact confirms the urgency of revitalizing zakat management as an instrument of *social safety net* as well as an accelerator of *local welfare state*. Integration of information technology-based da'wah strategy, strengthening governance, and innovation of utilization programs are considered crucial to increase public trust and participation. A review of recent literature highlights the limited number of studies that focus on BAZNAS's institutional da'wah model at the district/city level, especially in a border context such as Sambas that has distinctive geographical, economic, and cultural characteristics. The overall condition raises a *research gap* related to the effectiveness of BAZNAS's da'wah strategy in increasing awareness, collection, and utilization of zakat for poverty reduction.

Starting from the above explanation, this research aims to: (1) analyzing the da'wah strategy of BAZNAS Sambas Regency in increasing muzakki compliance; (2) evaluating the effectiveness of the zakat collection, distribution, and utilization system; and (3) formulating a *good governance-based* zakat optimization model to support regional poverty alleviation targets. This study is expected to contribute to the development of national zakat policy and enrich the scientific treasure of Islamic economics with a border region perspective.

B. METHOD

This research uses a descriptive qualitative approach that aims to gain an in-depth understanding of the implementation of BAZNAS's da'wah strategy in Sambas Regency and its impact on the community. This approach is in accordance with the characteristics of qualitative research that emphasizes process and meaning, not just numerical output. The research was conducted in Sambas Regency, West Kalimantan, which was purposively selected because it has complex social, cultural, and economic characteristics that are relevant to the context of zakat management and BAZNAS's dakwah. The data in this study are classified into two categories: primary data and secondary data. Primary data was obtained through in-depth interviews with BAZNAS officers, Head and Treasurer of UPZ Sub-district, Head of KUA, Village Head of zakat program recipients, and beneficiary communities. Meanwhile, secondary data were collected from official documents of BAZNAS Sambas Regency, Bappeda data, zakat program publications, and other relevant sources such as online media and activity reports.

Data Collection Methods The main techniques of data collection include: In-depth Interview: Used to comprehensively explore the experiences, views, and perceptions of informants regarding BAZNAS's proselytization strategy and its influence on the community. Documentation Study: Aims to complement and confirm primary data through reviewing official documents such as annual reports, regional zakat policies, poverty statistics, and BAZNAS program socialization materials. This research used semi-structured interview guidelines and questionnaires designed to explore issues in a flexible yet purposeful manner. The instruments

were structured based on the research objectives and developed based on modern da'wah and zakat management theories.

Data analysis was carried out in stages:

1. Data Reduction: Selection, categorization, and simplification of data according to the research focus.
2. Data Presentation: Organizing data in the form of narratives, thematic matrices, or supporting visualizations.
3. Conclusion Drawing and Verification: The process of interpreting the meaning of the data and testing for consistency with the objectives and theories used.

Data validity was tested through the triangulation method, which includes:

1. Source Triangulation: Comparison of information from various informants.
2. Triangulation of Methods: Comparison of interview results with documentation studies.
3. Researcher Triangulation: Discussion between researchers to compare analysis results.
4. Theoretical Triangulation: The application of multiple theoretical perspectives to examine findings.

Through this methodological procedure, the research is expected to produce valid findings and can be used as a basis for strengthening strategic policies for zakat management in border areas such as Sambas Regency.

C. RESULTS AND DISCUSSION

BAZNAS Da'wah Program in Sambas Regency

BAZNAS Sambas Regency has launched various da'wah and social programs covering the fields of education, health, and community economic empowerment. Here are some of the main programs that have been implemented. BAZNAS Sambas Regency has three flagship programs designed to improve community welfare holistically, namely BAZNAS Sehat, BAZNAS Pintar, and BAZNAS Peduli. Based on the results of an interview with Akhmad Hainani as Chairman of BAZNAS Sambas Regency said:

We have 3 excellent programs including BAZNAS Sehat, BAZNAS Pintar, and BAZNAS Peduli. With these three excellent programs, we hope to help the people of Sambas Regency, especially in terms of poverty levels.

This is reinforced by a statement from Ahadi explaining that:

It is true, KUA Sambas collaborates with BAZNAS Sambas Regency in an effort to alleviate poverty in Sambas Regency, especially in the fostered area of KUA Sambas Sambas District, where the three programs namely BAZNAS Sehat, BAZNAS Pintar, and BAZNAS Peduli have been implemented well.

The programs implemented by BAZNAS Sambas Regency have proven to have a positive impact on the local community, especially those in poor economic conditions. Various initiatives designed with a focus on community empowerment not only provide financial assistance, but also pave the way for more significant changes in their lives. This reflects BAZNAS' commitment to make zakat an effective instrument in driving social and economic development.

The implementation of this program is designed in a structured and sustainable manner, covering various aspects such as economic empowerment through productive zakat, educational assistance for children from underprivileged families, to the construction of basic infrastructure such as livable houses. The impact is felt directly by the community, where program beneficiaries

are not only helped materially, but also given the opportunity to improve their quality of life through skills training and business assistance.

These programs are also expected to make a significant contribution in supporting the Sambas Regency Government's efforts to alleviate poverty. With the collaboration between BAZNAS, the local government, and the community, poverty alleviation efforts become more focused and integrated. This cooperation creates an ecosystem that supports community empowerment, strengthens the local economy, and reduces social inequality.

The success of this program shows that zakat-based approach is not only relevant in religious context, but also a practical solution in addressing socio-economic challenges. By continuing to expand the reach of the program, improving its implementation mechanism, and ensuring transparency and accountability, it is hoped that BAZNAS programs can become an inspiring *Role model* in zakat management for sustainable development in Sambas Regency and other regions.

The programs are as follows:

a. BAZNAS Healthy

The BAZNAS Sehat program focuses on improving public health. Activities include free health check-ups, provision of medical assistance, as well as health awareness campaigns. Through this program, BAZNAS Sambas District seeks to ensure that the community has adequate access to health services and information needed to maintain their health.

BAZNAS Sambas Regency gained legality through local regulations that support its existence as an official institution authorized to collect and distribute zakat. With the support of this regulation, BAZNAS Sambas Regency has a strong legal foundation to carry out its duties and functions. This legality also ensures that BAZNAS operations are in accordance with applicable rules and regulations, increasing public trust in the transparency and accountability of the management of zakat, infaq and sadaqah funds. The support of this local regulation also enables BAZNAS to coordinate more effectively with the local government and other relevant institutions in implementing poverty alleviation and community economic empowerment programs.

One of the important programs run by BAZNAS Sambas Regency is medical assistance. This program aims to provide medical assistance to people in need, including the cost of medication, surgery, and the purchase of medicines. With this medical assistance program, it is hoped that it can ease the burden on underprivileged people in accessing health services, and improve their quality of life. This medical assistance is one of the tangible forms of the use of zakat, infaq, and sadaqah funds managed by BAZNAS, showing the institution's commitment to helping the community directly and on target.

This medical assistance is implemented, among others, in Sulung Village, Sejangkung Sub-district. The health dimension in Sulung Village, Sejangkung Sub-district, Sambas Regency, West Kalimantan Province, has a score of 0.5, which means that it can be assisted. In terms of handling residents who have substandard growth quality (stunting) in Sulung Village, the program that has been implemented is the

provision of food and nutrition intake for the village posyandu group, both posyandu toddlers and posyandu elderly, this program has been running and seen an increase in health.

Badan Amil Zakat Nasional through the 2019 Health Program assisted in the procurement of Medical Equipment for 2 Posyandu in Sulung Village, this assistance was valued at Rp.23,900,000, - consisting of:

1. Assistance with 2 Digital Baby Scales.
2. Medical equipment check (Benechek Plus) 2 pieces.
3. 2 pieces of examination mattress.
4. 10 pieces of cadre clothing donation.
5. Fabric Scales 2 pieces.
6. Supplementary Food Assistance for Toddlers and the Elderly

Sulung Village, Sejangkung Subdistrict, before becoming the Assisted Area of Kampung Zakat, Sulung Village was an area that prioritized Stunting Loci intervention. Now in 2022, Sulung Village is free of stunting loci. (*Progress Report of Kampung Zakat Sulung Village, Sejangkung Sub-district, Sambas Regency, West Kalimantan Province in 2022..* , 2022)

In addition to medical assistance, BAZNAS Sambas Regency also conducts regular free health check-up programs in various villages. This program aims to detect and prevent diseases early on, so that people can get timely treatment. This free health check-up includes various services, such as general check-ups, chronic disease screening, and health counseling. With this program, BAZNAS not only helps the community in terms of treatment, but also in prevention efforts and health education, which will ultimately improve the overall health status of the community.

In addition to medical assistance and free health check-ups, BAZNAS Sambas District also organized a health campaign to raise public awareness on the importance of maintaining health and preventing infectious diseases. These health campaigns include various educative and informative activities that aim to provide the community with a better understanding of healthy living practices and disease prevention measures. This was conveyed by Ambar that:

Our village has received assistance from BAZNAS Sambas Regency as a Zakat Village. There are so many programs that we have run according to the instructions of BAZNAS Sambas Regency. One of them is related to this health campaign. We strive that the assistance provided by BAZNAS Sambas Regency can help underprivileged people in terms of health, food and education.

These health campaigns may include counseling on the importance of a balanced diet, personal hygiene and environmental sanitation. BAZNAS also organizes seminars and workshops that bring in medical personnel and health experts to provide up-to-date information on various health issues, including how to prevent infectious diseases such as polio, flu, tuberculosis, and sexually transmitted diseases. In addition, the campaign

also utilizes various communication media, such as brochures, posters and social media, to spread health messages widely.

With this health campaign, BAZNAS Sambas Regency seeks to build public awareness that maintaining health is a shared responsibility. The community is encouraged to adopt a healthy lifestyle, conduct regular health checks, and immediately seek medical assistance if needed. This increased awareness is expected to reduce the incidence of infectious diseases and improve the overall quality of life of the community. This health campaign also shows BAZNAS' commitment to preventive and promotive health efforts, in addition to curative efforts that have been carried out through medical assistance and free health checks.

BAZNAS Sambas Regency together with UPZ Tebas Kec. and PWRI held a mass circumcision activity at the Tebas multipurpose building on Thursday, December 28, 2023. A total of 20 children enthusiastically participated in the mass circumcision and was attended by the Tebas KUA, Police Chief, DANRAMIL, Sambas District Health Office, Head of Tebas Health Center, and Religious Shop. The Head of UPZ Tebas Kec. H.Bur'ie said "Hopefully this activity will continue in the future and the circumcised children will become pious children". Tebas sub-district head appreciated the mass circumcision activities carried out by BAZNAS UPZ Sub-district and PWRI Kec. Tebas (BAZNAS, 2025). Akhmad Hainani as Chairman of BAZNAS Sambas Regency said "this activity is a Healthy Baznas program, in addition to Mass Circumcision activities as well as Medical Fee Assistance".

The Baznas Sehat program is an initiative of BAZNAS Sambas Regency designed to improve the health welfare of the community through various activities. In addition to mass circumcision activities, which are usually aimed at children from underprivileged families, the program also provides assistance with medical expenses. With these two programs, Baznas Sehat seeks to not only address health cases that require immediate intervention but also support prevention and long-term care efforts. This program is part of BAZNAS' commitment to provide better access to healthcare to the people of Sambas Regency and assist the underprivileged in obtaining necessary medical care.

In addition, BAZNAS also collaborated with the Amil Zakat Institution Baitulmaal Muamalat which took part in the health sector in 2020, in terms of procuring floating ambulances and medical devices. This assistance is to help Sulung residents in advanced health treatment to sub-district and district level health facilities using water facilities.

The beneficiaries of this program are 346 families (1,300 people), so this assistance is of great benefit to the community of Sulung Village. Data shows a decrease in maternal and infant mortality rates, plus an increase in the number of patients seeking treatment at the puskesmas, which used to be 0 patients, now there is an increase in public awareness to be taken for treatment, because there are facilities that will take them. Operational costs for operator incentives are funded by LAZ BMM for 1 year running. The assistance is worth Rp. 113,200,000, - which is divided from Rp. 72,400,000, - for

Procurement of Floating Ambulance Boats and Equipment and operational costs and program assistance worth Rp. 40,800,000, -. The assistance provided is as follows:

1. Viber Boat (Longboat 6 meters) 1 Set
2. Yamaha E 15 PK DMHS Outboard Engine 1 Set
3. Construction of 1 Garage
4. Oxygen cylinder 1 Piece
5. Wheelchair 1 Piece
6. Regulator 1 Piece
7. Oxygen Trolley 1 Piece
8. Folding Stretcher 1 Piece
9. Underpad 12 Pack

In 2022 Amil Zakat Institution Baitulmaal Muamalat distributed the BPKH Blessing Qurban 1443 H Kemaslahatan Program in the form of canned meat as many as 108 cans in Kampung Zakat Desa Sulung, Sejangkung District and the beneficiaries of the canned meat were the Beneficiaries of the Kampung Zakat Program, PKH recipients, BLT recipients from the village, KKM students who served in Sulung Village.

b. BAZNAS Pintar

BAZNAS Pintar is one of the flagship programs designed to support the public education sector, especially for the underprivileged. This program stems from the belief that education is one of the main keys in alleviating poverty and improving the quality of life of the community. By paying special attention to education, BAZNAS Sambas Regency seeks to create better opportunities for the younger generation to develop and achieve a brighter future. One of the tangible manifestations of this program is the provision of educational scholarships to outstanding and economically disadvantaged students. This scholarship aims to ease the burden of education costs, so that students can continue their education without having to worry about financial limitations. In addition, BAZNAS Pintar also provides educational facilities such as books, stationery, and other learning equipment, which are basic needs in supporting teaching and learning activities.

Not only focusing on formal education, the program also includes courses and skills training. This training is designed to equip students with practical skills relevant to the needs of the working world, so that they not only have an academic education, but also applicable abilities to increase their competitiveness in the future. Through this course, students can learn a variety of skills, from information technology to entrepreneurial expertise, which can help them become independent and productive individuals. With BAZNAS Pintar, it is hoped that not only will there be greater access to education for children from underprivileged families, but also an environment that encourages intellectual growth and character development. This program has a long-term vision to create a young generation of Sambas Regency that is qualified, competent, and ready to compete at the local and national levels.

Support from the community, local government, and various related parties is an important element in the success of BAZNAS Pintar. With good cooperation, this program can continue to grow and provide greater benefits, not only in improving access to education, but also in building a brighter future for Sambas Regency through investment in superior human resources. Providing scholarships to outstanding students from underprivileged families to continue their education to a higher level. Providing learning facilities and equipment such as books, stationery, and school uniforms for students in need.

c. BAZNAS Peduli

BAZNAS Peduli is a program focused on social assistance and community economic empowerment. This includes business capital assistance for MSMEs, entrepreneurship training, as well as various social service activities such as the distribution of basic necessities and other basic needs assistance to the poor and poor. This program is designed to help the community become more independent and improve their standard of living. No less important in this program is the assistance of repairing livable houses for the underprivileged. Various collaborations were carried out by BAZNAS Sambas Regency including the Sambas Regency Kajari who also provided assistance. The Chairman of BAZNAS Sambas Regency always advised the recipients of house renovation assistance.

After the house has stood well, good and decent, our message is not to forget to pray because prayer is a pillar of religion, because whatever we do in this world if we don't pray is meaningless and we are among those who are arrogant in the eyes of Allah.

The message of the Chairman of BAZNAS Sambas Regency during the inauguration of the house renovation program emphasizing the importance of prayer as a pillar of religion is a very meaningful form of da'wah. This message is not only a spiritual reminder, but also a concrete manifestation of da'wah bil lisan (conveying verbal advice) and da'wah bil hal (conveying da'wah through concrete actions). These two approaches complement each other in building people's awareness of the importance of practicing Islamic law as a whole.

1. Da'wah Bil Lisan: Delivering Spiritual Messages

When the Chairman of BAZNAS delivers a message about the importance of prayer, he is doing da'wah bil lisan, which is using words to convey religious values. This message emphasizes that prayer is the pillar of religion, which is the main foundation in the life of a Muslim. All deeds, including worldly successes such as owning a decent house, will be meaningless without obedience to Allah, including enforcing prayer. Not performing prayers shows arrogance before Allah, as prayers are a form of worship that directly shows servitude and gratitude to Him.

Messages like these remind program beneficiaries to not only focus on the worldly aspects, but also strengthen their spiritual relationship with Allah. In this way, material success is balanced with the strengthening of faith and piety.

2. Da'wah Bil Hal: Realizing Islam in Real Action

The house renovation program itself is a clear example of da'wah bil hal, which is preaching through concrete actions that demonstrate Islamic values. Providing decent houses to people in need is a form of implementation of the values of zakat and sadaqah, which aims to help the poor and improve their welfare. This action emphasizes Islam as a religion of *rahmatan lil 'alamin*, which is present to benefit all humanity. By providing decent housing, BAZNAS shows concern for the underprivileged, as well as teaching the values of social solidarity to Muslims (National Amil Zakat Agency Regulation Number 4 of 2014 concerning Guidelines for Preparing Annual Work Plans and Budgets, 2014) . Through dakwah bil hal, beneficiaries not only get physical assistance, but also feel the attention and affection of other Muslims, which can then motivate them to get closer to Allah.

3. Integration of Da'wah Bil Lisan and Da'wah Bil Hal

The combination of da'wah bil lisan and bil hal in a moment like the inauguration of a house shows a holistic and effective da'wah approach. Da'wah bil lisan fills the spiritual side and provides direction to beneficiaries so that they do not forget to pray, while da'wah bil hal is clear evidence that Islamic teachings are not only about ritual worship, but also concern for social life and the welfare of the people.

With messages like this, beneficiaries not only get a livable house, but also get spiritual motivation to be more obedient in carrying out their religious obligations. Hopefully, they will not only feel the worldly benefits of this program, but also be able to take advantage of the opportunity to improve their relationship with Allah.

4. Impact of Da'wah in the House Surgery Program

This message also teaches the wider community that Islam is a religion that pays attention to the balance between worldly and heavenly aspects. Programs such as house renovation not only help improve the quality of life of beneficiaries physically, but also bring spiritual awareness that can change their lives as a whole. This kind of da'wah message is also an example for other Muslims that in every deed, it must always be accompanied by strengthening the values of worship. That way, every program carried out will have a double impact, namely social impact and spiritual impact that complement each other. The message about the importance of prayer delivered in the inauguration of the house renovation is a form of da'wah that is full of wisdom. By combining da'wah bil lisan and bil hal, the Chairman of BAZNAS not only helps the community in terms of material, but also reminds them to uphold Islamic law. This approach reflects that the zakat program is not only about meeting the physical needs of the community, but also building people who are faithful, pious, and able to live a life that is blessed by Allah SWT.

Through these three excellent programs-BAZNAS Sehat, BAZNAS Pintar, and BAZNAS Peduli-BAZNAS Sambas Regency is committed to making a real contribution in improving the overall welfare and quality of life of the community. The BAZNAS Sehat program focuses on improving health by providing medical assistance, free health checks, and health campaigns to prevent disease and increase health awareness. The BAZNAS Pintar program aims to improve the quality of education through the provision of scholarships, educational assistance, and skills training for children and youth from underprivileged families, so that they can achieve better education and increase their future potential. Meanwhile, BAZNAS Peduli works on social aspects by providing assistance in the form of basic necessities, disaster relief, and community empowerment programs to help those in need and strengthen social resilience. Through these three programs, BAZNAS Sambas Regency seeks to create a holistic positive impact, covering aspects of health, education, and social welfare, to encourage the development of a better and competitive society.

Equally important is the house renovation program in several villages and sub-districts in Sambas Regency. The house renovation program in Sambas Regency is an important initiative that aims to improve the living conditions of underprivileged communities. The program involves the renovation and repair of uninhabitable houses, so that people can live in a healthier and safer environment. By improving quality of life, reducing health risks, and encouraging community participation, the program has had a significant positive impact. The implementation of the program begins with the identification and verification of houses that require renovation, with funds coming from various sources such as the local government, BAZNAS, private parties, and community donations. Close collaboration between the local government, BAZNAS, non-governmental organizations, the private sector, as well as community and religious leaders is key to the success of this program.



House renovation in Dagang Barat Hamlet

Source: KUA Kecamatan Sambas in 2024

In addition, training and close supervision are also conducted to ensure the quality standards of the renovations. The benefits derived from this program include improved social welfare, economic empowerment through skills training, as well as improved housing safety. This house renovation program not only improves housing conditions but also brings positive changes to the lives of people in Sambas Regency.

This is in line with H. Ahadi's statement:

"As a religious institution that is given trust by the people, of course it works seriously, showing healthy performance. In addition, the magnitude of the zakat potential that we have today, of course, will not be covered alone by the BAZNAS commissioners whose personnel are quite limited. However, all this potential, of course, we can optimize, if there is synergy and full support from amil who are in UPZ both in Districts, Villages, Madrasah / Schools, Mosques, Mushalla, companies and other places, according to their roles and functions ".

Prior to the renovation of the house, a ZIS meeting was held with residents by providing full support led by the Head of UPZ Sambas District. According to Hadini said that

"During the meeting, 8 million funds were collected, after which there was a lot of support from other parties such as 10 sacks of cement from the Babul jannah Sambas Grand Mosque".

Prior to the start of the house renovation process, a ZIS (Zakat, Infaq, and Sadaqah) meeting was held with the residents led directly by the Head of the Zakat Collection Unit (UPZ) of Sambas District. This activity is a very important first step in ensuring the program runs well, is transparent, and has the full support of the local community. Rembuk ZIS aims to:

- a. Involve residents in the decision-making process related to the house renovation program, so that they feel they own the program and support its implementation.
- b. Explain the process and benefits of the program to the community, including the criteria for beneficiaries to avoid misunderstandings or social jealousy.
- c. Raising moral and material support from local residents, so that this program is not only the responsibility of BAZNAS or UPZ, but also a joint effort of the entire community.

The head of UPZ Sambas Sub-district played an important role in this meeting with:

- a. Lead discussions and deliberations, ensuring all parties understand the program objectives and have the opportunity to express input or opinions.
- b. Providing an understanding of ZIS, emphasizing the importance of zakat, infaq, and sadaqah as an obligation as well as a social solution to reduce poverty and improve community welfare.
- c. Building public trust in the zakat management process, especially related to transparency and accountability in determining beneficiaries and implementing programs.

With *rembuk* ZIS, the community is not only a beneficiary, but also an active part of the program implementation. Residents are invited to:

- a. Provide moral support to beneficiary families.
- b. Participate in mutual cooperation, both in the form of labor and material donations that can help speed up the house construction process.

This activity provides many benefits, among others:

- a. Increase the sense of community and social care among residents.
- b. Building trust in BAZNAS and UPZ as trustworthy institutions in managing zakat.
- c. Resolve potential social conflicts, such as jealousy between residents, by transparently explaining the beneficiary selection process.

Rembuk ZIS is an important part of *da'wah bil hal* that strengthens Islamic values in social life. With a deliberative approach, residents not only understand the program but also feel spiritual benefits in the form of increased awareness of the importance of zakat, *infaq* and *sadaqah* as part of worship that supports social welfare. This strengthens the sense of mutual help and *ukhuwah Islamiyah* in the community of Sambas Regency.

Through the ZIS meeting led by the Head of UPZ, the house renovation program is not only a social activity, but also a medium to strengthen Islamic values, increase community involvement, and realize mutual cooperation as a noble tradition in line with religious teachings. The ZIS consultation process conducted prior to the implementation of the house renovation program also reflects participatory values in zakat management. By involving the community directly, this program not only provides material solutions in the form of livable houses but also builds collective awareness about the importance of joint contributions in overcoming social problems, especially poverty.

1. Strengthening *Da'wah* through ZIS *Rembuk*

This *Rembuk* is a forum to strengthen *da'wah*, both verbally and in real action. In this forum, the Head of UPZ can provide an in-depth explanation of the philosophy of zakat, *infaq* and *sadaqah*, so that people better understand the benefits not only for recipients (*mustahik*) but also for givers (*muzakki*) (Holil, 2019). The direct involvement of the community in this *rembuk* is part of public education, where citizens can learn and be inspired to contribute actively in the future.

2. Fostering Solidarity and Social Justice

With open deliberation, residents are involved in determining priorities and understand that decisions are made based on the most pressing needs. This prevents potential conflict or social jealousy as everything is explained openly. This approach strengthens the sense of solidarity between those who can afford it and those who need help. Instilling the value of justice, where all parties are invited to understand that zakat is an instrument to reduce social inequality (Suharto, 2004).

3. Long-term Impact

The ZIS Rembuk not only impacted the smooth running of the house renovation program, but also created long-term effects for community life. Collective awareness increases, where people better understand the role of zakat in social development. Community support for BAZNAS and UPZ increased, as they felt part of the program, not just passively involved (Apriliyani et al., 2020) . The growth of sustainable awareness, where citizens become more sensitive to the conditions of others and are motivated to be active in religious or other social programs.

4. Affirmation of UPZ Role

Through this meeting, UPZ in each sub-district further strengthens its role as an extension of BAZNAS in bringing zakat services closer to the community. UPZ is not only in charge of collecting and distributing zakat, but also at the forefront of socializing Islamic values, such as zakat, infaq and sadaqah, and supporting action-based da'wah programs. The ZIS meeting prior to the implementation of the house renovation program is a strategic step that shows the integration between Islamic principles, participatory management principles, and strengthening social relations in the community. By involving the community from the beginning, this program becomes more than just an effort of material assistance. This program is also an effective means of da'wah, building ukhuwah Islamiyah, and strengthening collective commitment in supporting the goals of Islamic law, namely creating a prosperous, just and caring society.



Figure 2. Home Improvement Progress
Data source: <https://sambaskua.blogspot.com/>

The Zakat, Infaq, and Sadaqah (ZIS) meeting held prior to the implementation of the house renovation program in Sambas District shows the important role of community participation in achieving common goals. The direct involvement of the Head of UPZ Sambas District in leading this rembuk indicates a strong and organized leadership in program management. Based on Hadini's statement, "the collection of funds amounting to 8 million rupiah as well as additional support in the form of 10 sacks of cement from the Babul Jannah Sambas Grand Mosque, reflects the solidarity and high social concern of various parties".

This indicates that collaboration between religious institutions, communities and other parties can contribute significantly to the success of social programs. The

community-based approach in the implementation of social programs and shows that with the support and active participation of the community, program objectives can be achieved more effectively. The material and financial support obtained not only helps in the physical renovation process, but also strengthens the social network and sense of community among residents. *Da'wah Strategy Through Campaign and Socialization of Zakat*

The results showed that BAZNAS Sambas Regency actively implements *da'wah* strategy through campaign approach and zakat socialization that is educative and participatory. This strategy includes various media and methods such as counseling in mosques and schools, utilization of social media, printed brochures, Friday sermons, and door-to-door approach. This campaign not only aims to increase public understanding of zakat obligations, but also to build trust through information transparency. Zulkifli's statement emphasized that publication is not a form of *riya'*, but as an effort of education and public accountability.

Implementatively, activities such as the "One Thousand Rupiah Movement" program in schools are part of the formation of zakat awareness from an early age. This is supported by the involvement of educational institutions, testimonies of zakat recipients, as well as the involvement of religious figures in sermons and lectures. The emphasis on interactive and innovative approaches in zakat *da'wah* has proven to be able to increase community participation and enthusiasm to become *muzakki* voluntarily.

Utilization of Information Technology in Zakat Management

BAZNAS Sambas Regency also applies digital approach through Zakat Management Information System (SIMZ), E-Zakat, mobile application, and reporting dashboard as a form of innovation in zakat management. The official website, social media, and CRM system are utilized to improve efficiency and accountability of the institution. The utilization of social media and WhatsApp group UPZ accelerates the flow of communication between zakat implementation units. This innovation shows success in reaching the digital generation and expanding access to zakat payment safely, easily, and transparently. This is in line with the informant's statement that the utilization of technology is not only a necessity, but also a need in the era of information disclosure. Real-time tracking and digital reports strengthen public trust in BAZNAS' performance. Technology also plays a role in designing a more targeted and responsive *mustahik* data-based zakat distribution strategy.

Social Activities and Community Empowerment

In addition to the collection and distribution aspects of zakat, the results show that BAZNAS runs various socio-economic empowerment programs. Activities include humanitarian assistance, scholarships, entrepreneurship training, health counseling, and women and children empowerment programs. BAZNAS collaborates with local government and other institutions to strengthen the community's social network. This strategy reflects that BAZNAS's *da'wah* approach is holistic - not only conveying religious messages, but also presenting real solutions to the problems of poverty and

social inequality. The application of da'wah values in the form of social services is concrete evidence of the transformation of zakat as an instrument to improve people's welfare. Programs that are inclusive and responsive to local needs make BAZNAS more accepted by the community and able to carry out its strategic role in social development in Sambas Regency.

D. CONCLUSION

This research confirms that the da'wah strategy implemented by BAZNAS Sambas Regency has been progressive through religious communication approach, collaboration with religious leaders, and implementation of religious education programs that encourage public awareness and compliance in paying zakat. This strategy has proven effective in strengthening the da'wah function as well as building public trust in zakat institutions. Optimizing the collection, distribution, and utilization of zakat is done through community-based campaigns and socialization as well as the use of information technology. Digitalization of zakat management through mobile application, website, and zakat management information system contributes to increase transparency and efficiency of BAZNAS work. Integrated community activities, such as economic empowerment and social assistance, further strengthen BAZNAS' position as an institution that is responsive to the needs of the people. The implementation of zakat economic empowerment programs has a real impact on poverty reduction efforts. The programs run not only help financially, but also provide skills and business access for mustahik to be able to transform into muzakki. Thus, BAZNAS Sambas Regency has shown that structured and inclusive zakat management is able to make a significant contribution to improving the welfare of the people and strengthening the local economy.

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