

Enhancing Da'wah Professionalism and Competence of *Amil Zakat* (Zakat Manager) in Indonesia

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Keywords

Amil Zakat, Da'i Competence, Da'wah Professionalism, Professional Certification, Training Center

Abstract

The effective management of zakat institutions depends significantly on the competence of amil zakat and their alignment with da'wah professionalism to fulfill religious and operational expectations. This study investigates the role of the Pusdiklat (Training and Education Center) and the LSP (Professional Certification Institution) in advancing da'wah professionalism and enhancing the competence of amil zakat in Indonesia. This paper adopts a qualitative approach. The research gathered data through in-depth interviews and document analysis from multiple zakat institutions partnered with Pusdiklat and LSP. Findings indicate that Pusdiklat's training programs have significantly improved amil zakat knowledge, skills, and attitudes while strengthening essential aspects of da'wah professionalism. Meanwhile, certification provided by LSP has facilitated the assessment and recognition of amil zakat professional competence, bolstered public trust in zakat institutions, and improved operational efficiency. However, challenges such as financial limitations, limited awareness about the importance of certification, and the need for enhanced collaboration among Pusdiklat, LSP, and zakat institutions were identified. In conclusion, this study finds that bolstering the competence of amil zakat through LSP holds substantial potential to elevate the performance and professionalism of zakat institutions in Indonesia.

Kata kunci

Amil Zakat, Kompetensi Dai, LSP, Profesionalisme Dakwah, Pusdiklat

Abstrak

Pengelolaan lembaga zakat yang efektif sangat bergantung pada kompetensi amil zakat serta keselarasan dengan profesionalisme dakwah untuk memenuhi tuntutan agama dan operasional. Studi ini menyelidiki peran Pusat Pendidikan dan Pelatihan (Pusdiklat) dan Lembaga Sertifikasi Profesi (LSP) dalam memajukan profesionalisme dakwah dan kompetensi amil zakat di Indonesia. Melalui pendekatan kualitatif, penelitian ini mengumpulkan data dari wawancara dan analisis dokumen lembaga zakat yang bermitra dengan Pusdiklat dan LSP. Hasilnya menunjukkan bahwa program pelatihan Pusdiklat secara signifikan meningkatkan pengetahuan, keterampilan, dan sikap amil zakat serta memperkuat profesionalisme dakwah. Sertifikasi LSP memfasilitasi penilaian kompetensi amil zakat, memperkuat kepercayaan publik, dan meningkatkan efisiensi operasional. Namun, terdapat tantangan berupa keterbatasan dana, rendahnya kesadaran tentang pentingnya sertifikasi,

dan perlunya kolaborasi yang lebih kuat antara Pusdiklat, LSP, dan lembaga zakat. Kesimpulannya, penguatan kompetensi amil zakat melalui LSP memiliki potensi besar dalam meningkatkan kinerja dan profesionalisme lembaga zakat di Indonesia.

Introduction

In today's dynamic socio-economic and religious landscape, managing adequate zakat funds has become increasingly important for zakat institutions in Indonesia. A key element of this management is the competence of amil zakat, which is responsible for the collection, distribution, and management of zakat following Islamic principles and sound financial practices. Both the professionalism in da'wah and the expertise of Amil Zakat play a critical role in ensuring Zakat's effective and sustainable administration. As zakat collections continue to grow annually, improving the professionalism of da'wah practices in zakat distribution has become more crucial. The Education and Training Center (Pusdiklat) and the BAZNAS Professional Certification Institute (LSP) have significantly contributed to enhancing the skills and competencies of Amil Zakat in Indonesia. (BAZNAS RI Decree: 2017)

Pusdiklat offers specialized training programs aimed at improving the knowledge and skills of zakat amil, while LSP BAZNAS provides certifications that assess and acknowledge their professional competence. Despite these initiatives, there remains a need for further exploration into the effectiveness and impact of these programs. While efforts to enhance the competency of Zakat Amil through training and certification exist, additional research is required to evaluate the effectiveness and potential improvements of Pusdiklat and LSP BAZNAS certification programs. This presents an opportunity for research to identify how these initiatives can be refined, expanded, or adapted to achieve their objectives better. (BAZNAS RI Decree: 2017) It is also essential to clarify the collaborative roles between Pusdiklat, LSP BAZNAS, and zakat institutions in jointly enhancing amil zakat competence.

Therefore, this research aims to address this knowledge gap by comprehensively examining the contributions of Pusdiklat and LSP BAZNAS RI in promoting da'wah professionalism and enhancing the competence of zakat amil in Indonesia. By considering the social and cultural contexts, as well as the practical needs of the field, this study aspires to provide valuable insights for practitioners, academics, and policymakers involved in zakat management. A deeper understanding of the factors influencing da'wah professionalism and zakat amil competence is expected to enhance the effectiveness and sustainability of zakat management significantly. Additionally, this research will assess the zakat literacy of Indonesian Muslims, which tends to be moderate compared to the higher literacy levels of preachers and zakat amil (Choirin *et al.*, 2024). The contributions of Pusdiklat and LSP BAZNAS are crucial in elevating zakat literacy among Indonesian Muslims to a higher standard, ensuring that adequate zakat preaching boosts zakat collection efforts.

Professionalism is commonly understood as the attitude and behavior that reflect a commitment to ethical standards, honesty, integrity, and responsibility in performing professional duties. According to Arens *et al.*, professionalism entails fulfilling responsibilities according to the duties and regulations of one's workplace, particularly in financial institutions. This defines professionalism as a purposeful attitude and behavior. Additionally, it encompasses competence and skills, emphasizing the technical expertise and in-depth knowledge necessary to perform specific tasks or jobs excellently (Arens *et al.*, 2017).

Moreover, professionalism is perceived as a commitment to service and the public interest. From this perspective, professionalism extends beyond pursuing personal or organizational goals; it also involves prioritizing community welfare. Albert Schweitzer, a philosopher, theologian, and physician, is frequently referenced for his dedication to humanitarian efforts. Djisman Simandjuntak underscores the significance of professionalism in managing human resources and organizations to achieve better outcomes. Conversely, Jimly Ashiddiqie focuses on the ethical dimensions of professionalism in legal practice and public service (Ashiddiqie, 2006). Similarly, Uzar Usman stresses the importance of education and character development for the younger generation (Usman, 1999).

The professionalism of preachers, including zakat collectors, significantly contributes to developing competence and professionalism. Research by Choirin *et al.* (2023) highlights that preachers' performance in delivering sermons and their daily behavior can shape millennials' perceptions of them as role models in understanding religious knowledge. The younger generation tends to be discerning in selecting admirable role models for studying religious principles. Furthermore, the content presented by preachers to their congregations or students influences millennials' assessments of their overall performance. Millennials evaluate the depth of knowledge and competency exhibited by these role models, which also applies to zakat collectors in their professional roles and their ability to manage community funds.

Professionalism in preaching refers to the quality and professional demeanor demonstrated during preaching activities, encompassing various aspects such as technical proficiency in delivering messages, integrity in upholding religious values, dedication to preaching objectives, and accountability towards the community served. It requires a systematic approach grounded in comprehensive religious knowledge and the ability to adapt to contemporary contexts and challenges. Professional preaching necessitates honesty, sincerity, competence, and a genuine commitment to effectively and relevantly disseminating religious teachings. However, professionalism in preaching must also be contextualized within specific religious principles. For instance, in Islam, professionalism in preaching encompasses technical competencies and adherence to Islamic teachings in all preaching activities, including honesty, integrity, and a focus on moral values.

"Amil" is a term in Islam that refers to someone in charge of collecting and distributing zakat, alms, and other charitable funds in Muslim society. The meaning and

duties of amil can differ slightly depending on the madhhab (school of thought) in Islam. The following is the definition of amil according to Islam's four primary schools of thought. In Islamic jurisprudence, the role of amil zakat is defined distinctly across different schools of thought. According to the Hanafi school, an amil is a person appointed by the government to collect and distribute zakat, focusing on integrity, honesty, and intelligence to assess the needs of zakat recipients. The Arabic text states (al-Manbahi, n.d.):

عامل يعم الساعي هو من يسعى في القبائل لجمع صدقة السوائم والعاشر من نصبه الإمام.
Amil is also known as the individual responsible for collecting data and distributing zakat on the orders of the imam.

This indicates that an amil is an individual appointed by the imam to collect zakat. The Maliki school similarly emphasizes that an amil should be well-versed in zakat laws and administrative duties, irrespective of their wealth, as their position is professional. The Arabic text, in this case, reads (al-Majjajiy, 2010; Tahir, 2007):

العامل على الزكاة كالساعي والجابي والمفرق ولو كان غنيا لأنه يأخذ منها بوصف العمل، لا بوصف الفقر.

Even though he has wealth, Amil Zakat is responsible for collecting, processing data, and distributing zakat. His role as Amil was based on his job, not because of his poverty.

The Shafi'i school stresses the importance of knowledge and the ability to manage zakat properly, with the Arabic text saying (al-Hadramiy, 2000):

العاملون عليها و منهم الساعي الذي يبعثه الإمام لأخذ الزكوات وبعثه واجب وشرطه فقه بما فوض إليه، ومنها أن يكون مسلما مكلفا حرا عدلا بصيرا ذكرا لأنه نوع ولاية والكتاب والقاسم والحاشر الذي يجمع أرباب الأموال والعريف الذي يعرف أرباب الإستهقاق والحساب والحافظ والجندي والجابي ... الخ

Amil are officers sent by the imam to collect zakat; their task is an obligation. The requirements for becoming an amil include understanding the duties entrusted to him. Some of the conditions for becoming amil are being a Muslim, adult, independent, fair, intelligent and male, because this is an area of authority (competence). Their duties include recording, distributing, and collecting zakat from property owners and determining the people entitled to receive zakat. They are also responsible for weighing, storing, and other zakat-related tasks.

العاملون عليها ومنهم الساعي الذي يبعثه الإمام لأخذ الزكوات وبعثه واجب وشرطه فقه بما فوض إليه.

Finally, the Hanbali school outlines the amil as an appointed figure tasked with collecting, safeguarding, and distributing zakat, with the Arabic text stating (al-Hanbaliy, 2003):

العاملون عليها كجواب يبعثه الإمام لأخذ زكاة من أربابها وحافظ و كاتب وقاسم ومن يحتاج إليه فيها ... الخ

Amil is an employee assigned by the imam to collect zakat from property owners and is responsible for safeguarding, recording, and distributing zakat. They also play an important role in zakat management and carry out various tasks related to zakat management.

In all schools, amil zakat is a professional position requiring competence, integrity, and a sound understanding of zakat management. The definition and duties of amil may vary slightly depending on the social, cultural, and legal context of each Muslim society. However, the point is that Amil is responsible for managing zakat and charity funds fairly, honestly, and by Islamic principles. Nawazil al-Zakat by 'Abdullah Bin Mansur al-Ghapaili as follows: (al-Najidi, U., A., S., 2007)

يتفق الفقهاء بأن وصف العاملين عليها يراد به السعاة الذين ينصبهم الإمام لجمع الزكاة من أهلها. ويختلفون في تفاصيل ذلك المعنى والزيادة عليه. فالحنفية يقتصرون على الوصف المذكور، بينما يوسع الجمهور معنى العاملين عليه ليشمل مع جمع الزكاة تفريقها وتوزيعها.

Fiqh experts agree regarding the nature of amil zakat that amil is an officer appointed by the imam to collect zakat from those who pay zakat. Meanwhile, they differ regarding the meaning and added value of the amil. Hanafiyah scholars limit amil to the characteristics previously explained at the beginning. Meanwhile, jumhur (majority) Muslim scholars expand the definition of family to include the entire task of collecting and distributing zakat.

According to laws and government regulations in Indonesia, amil zakat is a person or institution authorized by the government or local authority to collect, manage, and distribute zakat and other charitable funds by applicable regulations. By applicable regulations, they must be registered and officially recognized by the National Board of Zakat (BAZNAS) or Regional Zakat Amil Agency (BAZNAS at the City/Regency Level). The source can be seen in various laws and regulations related to zakat in Indonesia, including:

1. Law Number 23 of 2011 concerning Zakat Management regulates the authority, functions, and responsibilities of the National Board of Zakat (BAZNAS) and the Regional Zakat Amil Agency (BAZNAS at the City/Regency Level) in collecting, managing, and distributing zakat.
2. Government Regulation Number 14 of 2014 concerning the Implementation of Law Number 23 of 2011 concerning Zakat Management, which provides more detailed guidelines regarding the role and duties of the National Board of Zakat (BAZNAS)

and Regional Zakat Amil Agency (BAZNAS at the City/Regency Level) in Zakat management.

3. Minister of Religion Regulation Number 33 of 2018 concerning Guidelines for Empowerment and Development of Zakat Amil Institutions (LAZ) and Zakat Collection Units (UPZ), which regulates procedures for empowerment, guidance, and supervision of Zakat Amil institutions in Indonesia.

Method

This research employs a qualitative approach to examine the roles of Pusdiklat and LSP BAZNAS in enhancing the professionalism of da'wah and improving the competence of amil zakat in Indonesia. The qualitative method was selected to facilitate an in-depth exploration of participants' views, experiences, and perceptions and to gain insights into the social and cultural contexts that influence zakat practices in the country. Data will be collected through comprehensive interviews with nine persons from various stakeholders, including staff and training participants from Pusdiklat, administrators and certification candidates from LSP BAZNAS, and representatives from zakat institutions collaborating with both Pusdiklat and LSP BAZNAS. The interviews will focus on their perceptions of the effectiveness of the training and certification programs, the impact of these programs on zakat practices, and the factors affecting their implementation and adoption.

Table 1. Name list of interviewee

No.	Name	Age	Gender	Institution
1.	Rizky Dias Saputra	31	M	Pusdiklat Manager
2.	Rahayuarti Fieraningtyas	40	F	Pusdiklat Administrator
3.	Imam Arifiadi Ramadhan	32	M	LSP Manager
4.	Denis Nasyyatul Aisyiyah	24	F	LSP Administrator
5.	Mulyadi, S.Pt., MM	67	M	Baznas Tapin - Kalsel
6.	Yusuf K	28	M	Unmuh Makassar
7.	Sutardi Karim	51	M	BAZNAS Mamuju Tengah
8.	Ahmad Muhajir	40	M	LAZ Graha Dhuafa Indonesia
9.	Bayu Diktiarsa Pratama	30	M	LAZ Salam Setara Amanah Nusantara

In addition to interviews, the research will also analyze documents related to the training and certification programs offered by Pusdiklat and LSP BAZNAS, including training materials, curriculum, and certification guidelines. By integrating these two data sources, the research aims to provide a comprehensive understanding of the contributions made by Pusdiklat and LSP BAZNAS in this context.

Results and Discussion

BAZNAS Education and Training Center (Pusdiklat)

The BAZNAS Education and Training Center (Pusdiklat) is an institution that provides education and training for zakat throughout Indonesia. The BAZNAS Education

and Training Center was established based on the Decree of the Chairman of BAZNAS No. 176 of 2017 by the Indonesian Minister of Religion for the 2014-2019 period, Mr. Lukman Hakim. The training methods provided by the BAZNAS Education and Training Center to improve the skills and professionalism of mail include distance learning (online), face-to-face learning, presentations, discussions, questions and answers, assignments, and practice/demonstrations. All activities provided are intended to improve Indonesia's soft and military skills. The BAZNAS Education and Training Center Institute is tasked with providing education and training to improve the quality of amil throughout Indonesia. Currently, the BAZNAS Education and Training Center structure is led by Mrs. Sarniti, who is responsible for the BAZNAS leadership's national zakat coordination.

Furthermore, four divisions are in charge of implementing the functions of the Education and Training Center, namely the curriculum sector, the education and apprenticeship sector, the training sector, and the operational sector. Each field has staff to carry out its BAZNAS education and training duties. However, many personnel still need to be filled, so each amil holds a functional position.

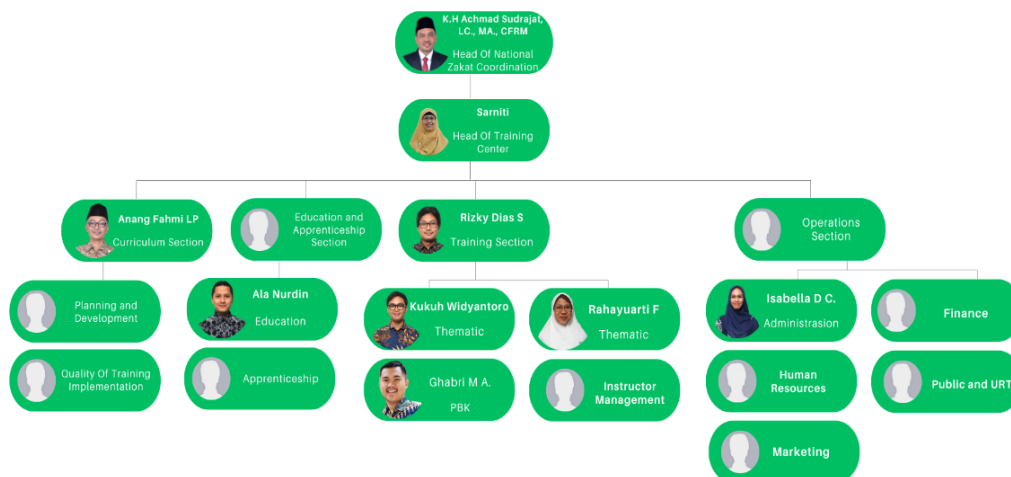


Figure 1. Structure of the BAZNAS Education and Training Center

Source: Pusdiklat BAZNAS (2024)

BAZNAS Professional Certification Institute (LSP)

The BAZNAS Professional Certification Institute (LSP) is an institution that has obtained a license from the National Professional Certification Agency (BNSP) by carrying out the duties and functions of conducting zakat competency tests throughout Indonesia (BAZNAS, 2022). LSP BAZNAS not only carries out certification and competency tests for regional BAZNAS institutions, but it also includes the Zakat Amil Institution (LAZ) and the BAZNAS Zakat Collection Unit (UPZ), which are under its auspices. The certification and competency test activities carried out by LSP BAZNAS aim to increase the professionalism of amil in managing zakat, infaq (alms), Corporate Social Responsibility (CSR) funds, and Other Religious Social Funds (DSKL).

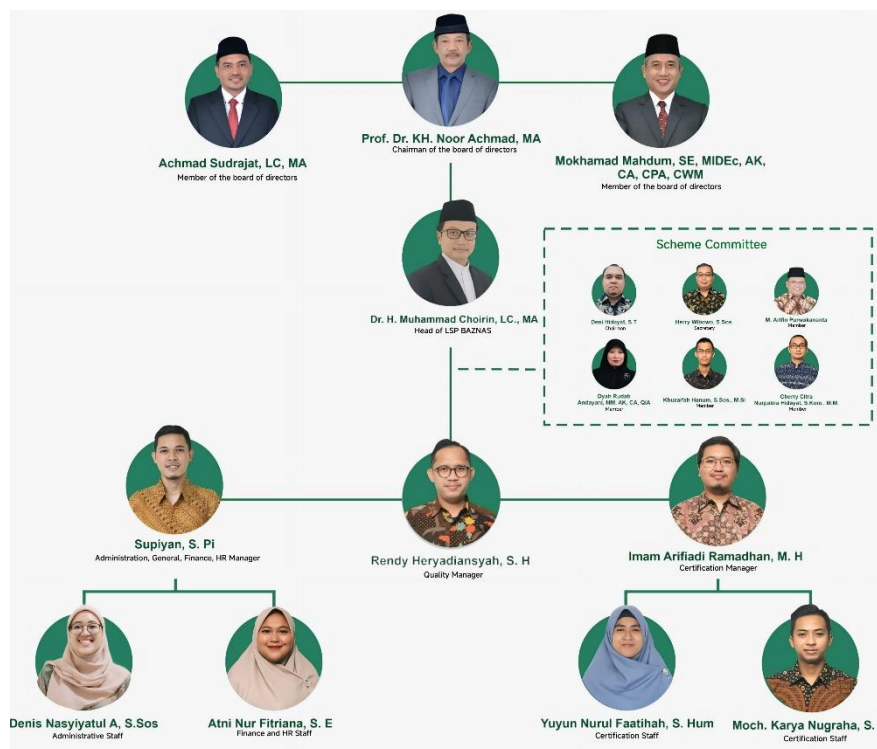


Figure 2. Structure of the BAZNAS Professional Certification Institution
 Source: LSP BAZNAS (2024)

LSP BAZNAS was formed based on the Decree of the Chairman of BAZNAS Number 178 of 2017 with a license from the Decree of the National Professional Certification Agency (BNSP) No. KEP.2718/BNSP/XII/2021. The activities carried out by LSP BAZNAS seek to increase the development of amil human resources in carrying out the competency standardization function of the profession as amil zakat in Indonesia. This is because of the implementation of Law Number 23 of 2011 concerning national zakat management and Government Regulation Number 14 of 2014 concerning the implementation of the mandate of Law Number 23 of 2011 concerning Zakat Management, which implies the BAZNAS institution as a whole. The BAZNAS Professional Certification Institute certifies amil qualifications in managing zakat in Indonesia. Currently, the head of LSP BAZNAS is led by Muhammad Choirin. In carrying out its duties, it is responsible for three steering committees. Next, coordinate with the six members of the scheme committee. Then, three managers are supervised: General Administration, Finance and HR Manager, Quality Manager, and Certification Manager. Each manager coordinates with staff to carry out their duties.

The number of professional Amil certification achievements issued by LSP BAZNAS continues to increase yearly. In 2018, the number of amil certifications issued was 77 amils, which continued to increase until 2023 as many as 453 amils had been certified. This shows a growth in the number of amil certifications of 69.66% from the

previous year. This achievement shows that LSP BAZNAS strives to improve amil competency in Indonesia by providing guidance and improving the quality of amil in managing zakat in Indonesia.

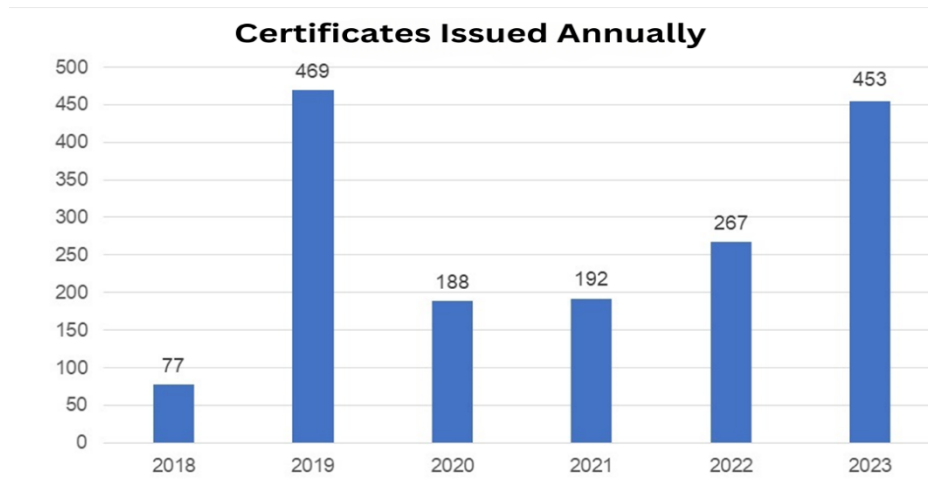


Figure 3. Report on the Number of BAZNAS LSP Certificates Issued
 Source: LSP BAZNAS (2024)

Currently, amil certified by LSP BAZNAS covers 25 provinces in Indonesia. A total of 1,537 amil were certified; LSP BAZNAS continues to strive to increase the number of amil certified from year to year and from various zakat management institutions, including regional BAZNAS (Provincial BAZNAS and Regency/City BAZNAS), LAZ, Zakat Management Unit (UPZ BAZNAS) to the general public. This effort ensures that more competent amil workers can professionally manage zakat funds.



Figure 4. Distribution of Certified Amil by Province
 Source: LSP BAZNAS (2024)

Professionalism in Zakat Management

Professionalism in zakat management is the application of high standards and work ethics by zakat amil (zakat managers) to ensure effectiveness and efficiency in the

collection, management, and distribution of zakat. Professional behavior is related to the attitude of carrying out tasks following the abilities and capacities possessed. Amil Zakat has a significant role in transparency and accountability (al-Majjajiy, 2010). The professionalism of the zakat amil seeks to open itself regarding the collection and allocation of zakat funds by creating trust for the community and providing tremendous benefits from the allocation of zakat funds. Apart from building transparency and accountability, Amil must also have high levels of competence and integrity. The amil profession occupies a noble position because it is mentioned in the Qur'an as a task to collect, maintain, manage, and distribute funds to needy people. The amil profession deserves respect for its abilities. Progress in zakat management comes from Amil's professionalism in managing zakat and providing high trust for the community.

The International Institute for Standardization (ISO) provides rules regarding professional standards that must be possessed by zakat management institutions in Indonesia. The ISO standard must be owned is ISO 9001, an important quality management standard in a Zakat institution. With the implementation of ISO 9001, zakat institutions aim to improve services to the community regarding zakat management based on Islamic law as an obligation for Muslims to carry out the pillars of Islam. A study by Majid (2020) found that implementing the ISO 9001 standard in zakat management institutions improved the performance of zakat amil as measured through the satisfaction of muzak and all related stakeholders, including the community (Majid, 2020).

The Role of the Education and Training Center in Improving the Quality of Amil

The role of the Education and Training Center in improving the quality of amil is carried out through several programs: thematic training, competency-based training, soft skills training, certification and development programs. These programs are expected to increase Amil's capacity to manage zakat in Indonesia.



Figure 5. Types of BAZNAS Education and Training Center Training

Source: LSP BAZNAS (2024)

Of all the training programs organized by the BAZNAS Education and Training Center, thematic programs are the most extensive programs available to improve amil competency. The training programs held are training on retail collection management,

digital collection management, corporate zakat collection management, designing zakat utilization programs, evaluating and monitoring zakat distribution programs, zakat financial management, control, risk management, and internal audit, and operational management of zakat institutions.



Figure 6. Details of the BAZNAS Education and Training Center Training Program
 Source: LSP BAZNAS (2023)

Three programs have been implemented for the development program: BAZNAS Executive Development Program (BEDP), Regional BAZNAS Leadership Pre-Service Education, and Amil Development Program (ADP). For competency-based training and certification schemes, seven programs are being held: regional BAZNAS leadership scheme, chief executive scheme, collection manager scheme, distribution manager scheme, collection supervisor scheme, distribution supervisor scheme, and qualification scheme for three areas of zakat management. All programs implemented are expected to improve zakat competence and skills.

Table 2. Recapitulation of Implementation of BAZNAS Education and Training Center

Year	Number of Training	Number of participants
2018	20	655
2019	33	985
2020	65	4320
2021	39	2456
2022	59	5402
2023	93	5846
Total	309	19664

Source: Pusdiklat BAZNAS (2024)

Since the training began in 2018 and will continue until 2023, a total of 19,664 participants have taken part in the program implemented by the BAZNAS Education and

Training Center. Then, 309 programs were participated in, and this number continues to increase from year to year. Apart from that, the program implemented by the BAZNAS Education and Training Center has received exceptionally high attention among the community and Zakat management institutions. Therefore, the program held by the BAZNAS Education and Training Center is expected to continue to pay attention to the need for zakat development in the future.

Based on the regional distribution of amil education and training implemented by the BAZNAS Education and Training Center in 2023, it will cover 11 provinces in Indonesia. The implementation of BAZNAS Education and Training Center activities has covered the province of Aceh, West Sumatra Province, DKI Jakarta Province, Banten Province, West Java Province, Central Java Province, Yogyakarta Special Region Province, East Java Province, South Kalimantan Province, South Sulawesi Province, and North Sulawesi Province. Thus, it is hoped that the activities carried out by the BAZNAS Education and Training Center will continue to increase and spread throughout Indonesia.

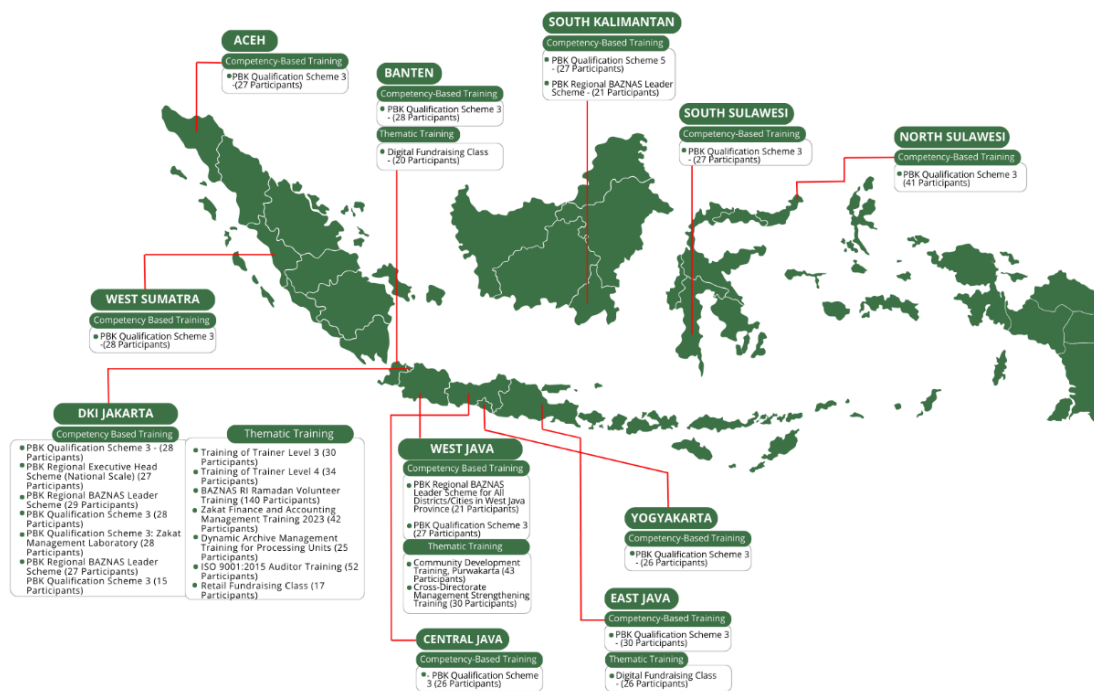


Figure 7. Distribution of Pusdiklat Training Implementation Areas in 2023
 Source: Pusdiklat BAZNAS (2024)

The Role of LSP BAZNAS in Increasing Zakat Amil Capacity

The BAZNAS Professional Certification Institute is important in improving competency and amil certification in Indonesia. LSP BAZNAS has several certification schemes to improve Amil's career path. For the certification level of central BAZNAS leaders who have been certified, 11 central BAZNAS leaders and 524 regional BAZNAS leaders have been certified. Then, at the director and manager level, six central BAZNAS directors have been certified, and 79 regional BAZNAS managers have held certificates. Next, in the implementing staff and verifier schemes, 539 implementing staff have been certified by LSP BAZNAS, and four verifiers have held certificates. LSP BAZNAS has carried out 1,163 certificate holders to increase the capacity of amil zakat in Indonesia.



Figure 8. Types of Amil Certification Schemes Published
 Source: LSP BAZNAS (2024)

In 2022, LSP BAZNAS will carry out thematic training activities, competency-based training, and development education. For thematic training, 165 participants took part, 1,210 people took part in Competency-based Training (PBK), and as many as 48 participants took part in educational programs by LSP BAZNAS. The total number of participants in 2022 who will take part in the LSP BAZNAS certification stage will be 13,818. Compared with the number of amil who passed and held certificates, 1,163 participants or only 8.42% passed certification.

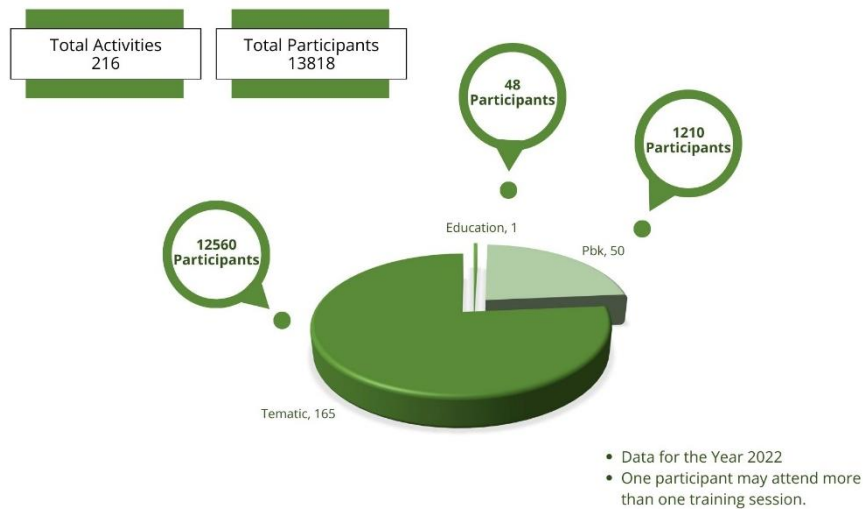


Figure 9. Details of LSP BAZNAS Training Program Participants
 Source: LSP BAZNAS (2024)

Based on the type of zakat management institution, data on amil that has been certified for Regency/City BAZNAS, a total of 850 amil have been certified as amil zakat, as many as 272 provincial BAZNAS amil have been certified, 222 amil BAZNAS RI (Central BAZNAS) have been certified. Next, the Amil Zakat Institution (LAZ) has certified as many as 109 amils; for the general public, as many as 84 amils have been certified. One thousand five hundred thirty-seven zakat amils have been certified from 2018 to 2023 since LSP BAZNAS was founded. LSP BAZNAS plays a role in improving the quality of human resources in all zakat management institutions and the general public to prepare sharia-compliant and professional competencies in managing zakat in Indonesia.

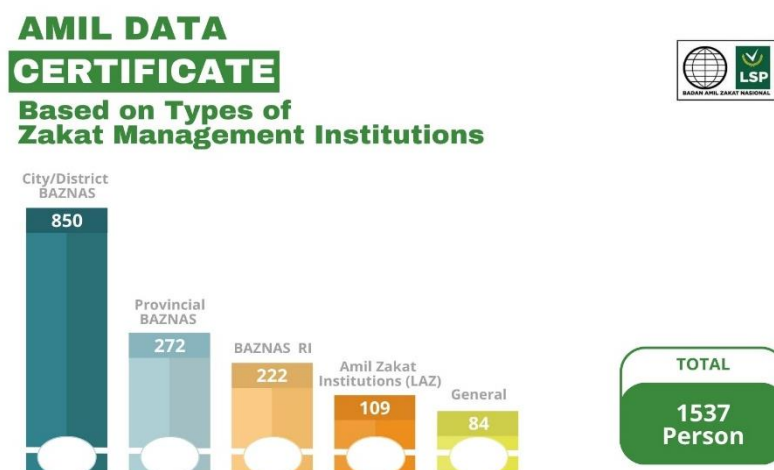


Figure 10. Certified Amil Data Based on Type of Zakat Management Institution
 Source: LSP BAZNAS (2024)

Based on amil data certified by LSP BAZNAS every year, since it started operations in 2018, 77 people have certified amil zakat. This continues to increase until 2023, with as many as 344 amil zakats. The recapitulation of certified amils shows that 1193 amils have met the Special Work Competency Standards (SKKK), and as many as 344 amils have met the Indonesian National Work Competency Standards (SKKNI). Therefore, profiling amil zakat that has been certified has a competitive advantage that makes Indonesian amil zakat skills recognized in Indonesia.

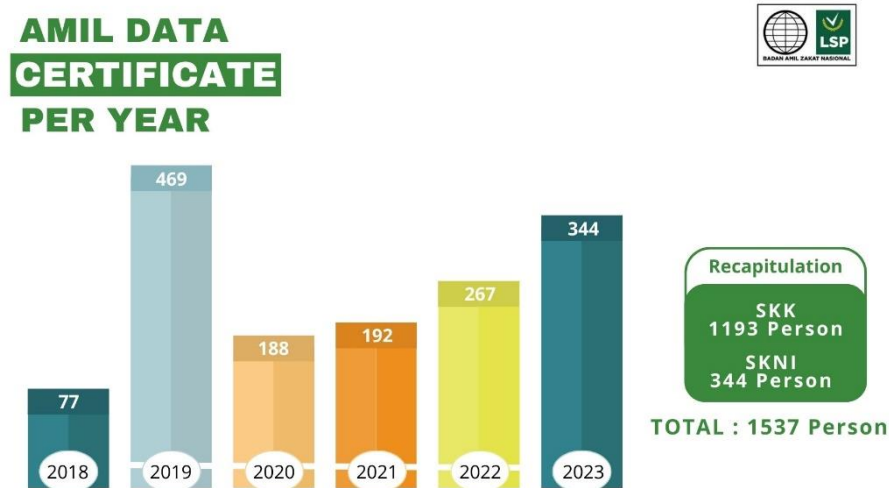


Figure 11. LSP BAZNAS Certified Amil Data Every Year
 Source: LSP BAZNAS (2024)

Based on amil data that has been certified by the LSP BAZNAS Special SKK scheme, there are 16 BAZNAS RI leaders, 529 regional BAZNAS leaders, six directors, 22 distribution and utilization managers, 58 collection managers, 556 implementing staff, and six The verifier has been certified as SKK Special Amil by LSP BAZNAS.

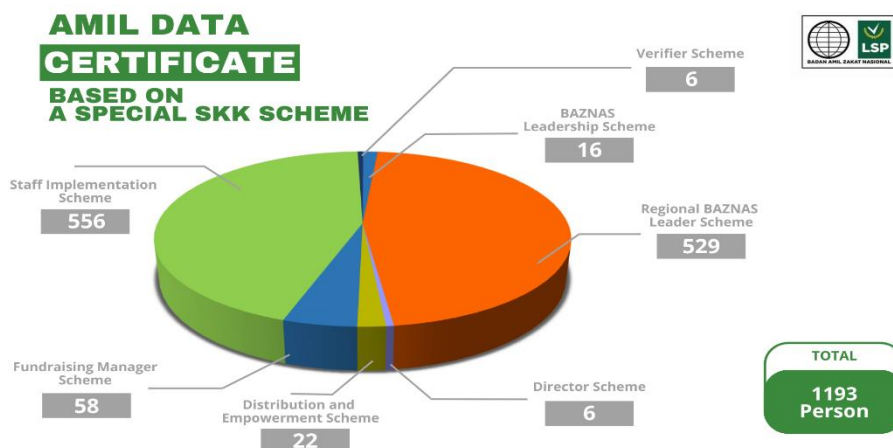


Figure 12. Certified Amil Data Based on the Special SKK Scheme
 Source: LSP BAZNAS (2024)

Furthermore, Amil has been certified based on the Indonesian National Work Competency Standards (SKKNI) scheme and the Indonesian National Qualifications Framework (KKNI), whose standards are set by the Ministry of Manpower of the Republic of Indonesia. Data on amil who have complied with SKKNI and KKNI certification shows that as many as 48 regional BAZNAS leaders, 25 regional BAZNAS chief implementers, and 271 amil people with qualifications in three areas of zakat management have been certified. Thus, LSP BAZNAS's performance is expected to continue to improve the quality of human resources for zakat managers in Indonesia.

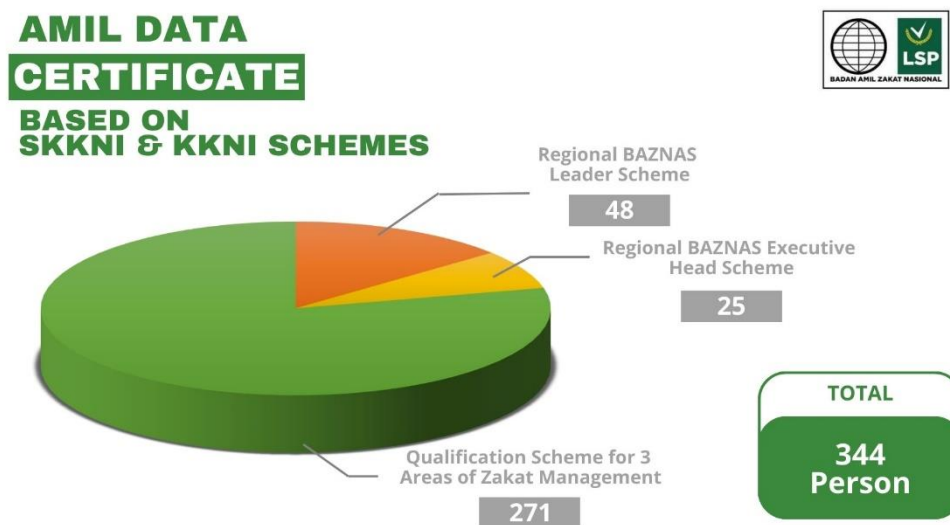


Figure 13. Certified Amil Data Based on the SKKNI and KKNi Schemes
Source: LSP BAZNAS (2024)

LSP BAZNAS has produced thousands of alumni who occupy strategic positions in several zakat management institutions in Indonesia. This way, LSP BAZNAS collaborates with various strategic partners to manage zakat. Several Amil Zakat Institutions (LAZ), such as LAZ Rumah Zakat, LAZ Indonesian Zakat Initiative, and LAZ Yatim Mandiri. The LSP BAZNAS partnership also includes universities such as Gadjah Mada University (UGM), UIN Walisongo, Wahid Hasyim University, and others. With more and more partnerships being established, it is hoped that LSP BAZNAS will be able to improve the quality of producing competent and professional amil in Indonesia.

Challenges and Opportunities for the BAZNAS Education and Training Center in Improving Amil's Skills

The BAZNAS Education and Training Center is important in increasing Amil's professionalism in optimizing zakat management in Indonesia. However, some challenges and opportunities give Pusdiklat the potential to continue contributing and positively impacting Zakat management nationally. Challenges of the BAZNAS Education and Training Center in Improving Amil Skills. Other units at BAZNAS carry

out their training. Implementing training to increase amil competency is carried out by Pusdiklat as a special unit and other divisions in BAZNAS. Therefore, work still needs to be more optimal. Thus, increasing amil competency is not only measured by the programs implemented by the Education and Training Center. Therefore, it is hoped that Pusdiklat will play an important role as a center for training, education, and increasing amil competency in Indonesia.

Coordination between regional Zakat Management Institutions and other units in implementing training programs must still be higher. Another challenge faced by the BAZNAS Education and Training Center is that there needs to be coordination with zakat management institutions in the regions, which are central to implementing training programs in coordination with the Education and Training Center as a special unit in charge of implementing amil training programs. Therefore, improving coordination and monitoring by Pusdiklat is important in coordinating zakat management institutions in the regions.

HR Training or Development has yet to be made into a Core Work Program in the Work Program of Zakat Management Institutions. The Amil competency improvement program is the most important as the leading actor in zakat management in Indonesia. Therefore, Pusdiklat conducts outreach to all zakat management institutions in the regions to routinely hold amil competency development every year. The number of human resources at the BAZNAS Education and Training Center still needs to be increased, and it has multiple positions. HR issues at the BAZNAS Education and Training Center face the challenge of extra workload. Currently, in the organizational structure of the Pusdiklat, certain positions still need to be occupied, so Amil's human resources have to hold concurrent positions, which has an impact on Amil's performance, which is yet to be optimal and efficient. Therefore, it is necessary to increase the number of human resources so that the workload and the tasks being carried out are productive.

Opportunities for the BAZNAS Education and Training Center in Improving the Professionalism of Amil's Performance

The level of awareness of the need for amil zakat training throughout Indonesia is starting to grow. The awareness of zakat amil is improving, and they continue to improve their competence and skills in carrying out professional zakat management. This means that most amil do not come from an educational background in Islamic economics or zakat, so the skills training program implemented by Pusdiklat and LSP BAZNAS is essential to increase the professionalism of amil in zakat institutions in Indonesia. Thus, it is hoped that improvements in the quality of amil will continue to grow and comply with zakat management standards in Indonesia. It is hoped that Amil, who is competent, will optimally increase the value of the Zakat collection.

Building a Complete Website and System to Support Online and Offline Learning. Website ownership is significant for zakat management institutions. Apart from being an information center and building networking channels, it supports learning for zakat

earners in the regions, training and skills program activities carried out by the BAZNAS Education and Training Center, and building a Learning Management System (LMS). The amil training and skills implementation program implemented by the BAZNAS Education and Training Center has limitations in accommodating all zakat management institutions in Indonesia. Therefore, it is necessary to develop effective and efficient learning and training facilities by regularly building website channels and online learning so that amil skills improve over time.

Preparing a Comprehensive and Adaptive Curriculum and Module for Zakat Management. Improving the quality of zakat is a priority to produce effective and optimal zakat management. Therefore, the BAZNAS Education and Training Center needs a comprehensive training curriculum that is comprehensive and adaptive to current developments—expanding Teacher Networks and Teacher Management. The number of teachers and trainers available at the BAZNAS Education and Training Center is relatively limited in accommodating all Zakat Amil training programs. Therefore, regeneration systems and networks of teachers and trainers need to be implemented in the regions to maximize the performance of zakat managers.

LSP BAZNAS Challenges in Improving the Professionalism of Amil's Performance

In carrying out the duties and roles of each institution, both institutions face several challenges and problems. Amil certification has yet to be made a prerequisite in the BAZNAS leadership selection process or promotion to the position of amil zakat amil. Suppose amil certification is made a prerequisite in selecting regional BAZNAS leaders and promoting amil positions in the regions. In that case, the increase in amil certification carried out by LSP BAZNAS will accelerate rapidly so that the target of improving the quality of amil human resources in zakat management in Indonesia can be achieved more quickly.

Amil's certification has yet to be made a component of Amil's performance assessment and career path. There are still relatively few amil who go through the certification process compared to the total of all amil who work in zakat institutions. Improving the quality of amil in zakat institutions must be made into amil certification as a prerequisite in evaluating the performance and functional position of amil. The amil competency development program differs from the work needs of human resources in the field. There is still a large gap between the suitability of the competencies that must be possessed and the work requirements of amil in the employment sector, meaning that several zakat institutions still need to consider the prerequisites for the importance of amil certification. Apart from that, there is still no match between the skills possessed and the work processes carried out by Amil in zakat management institutions, which means that there is still a low level of participation by Amil in participating in the Pusdiklat and LSP BAZNAS programs.

HR training or development has yet to be made into a core work program in the work programs created by zakat institutions. The importance of developing professional

amil skills and amil certification has yet to be actualized in the work programs and daily activities of amil zakat in Indonesia. Therefore, this issue must be reformed from within the structure and improvements from the outside to improve the quality of human resources in the future.

Opportunities for LSP BAZNAS in Improving the Professionalism of Amil's Performance

The LSP BAZNAS has several opportunities to optimize its role in enhancing skills and achieving amil zakat certification in Indonesia. One significant opportunity lies in establishing a broad collaboration network within the Zakat sector, nationally and internationally. While strategic partnerships between LSP BAZNAS, Pusdiklat, and key zakat management stakeholders in Indonesia already exist, these relationships require further strengthening to develop amil zakat competencies effectively. Strengthening stakeholder collaboration is vital for ensuring sustainable competency development, as highlighted in various studies on organizational network building (Atikah, 2023).

Additionally, the support provided by the government, particularly the Ministry of Religious Affairs, represents another substantial opportunity. This support includes programs aimed at enhancing amil competencies and promoting certification. Effective collaboration between LSP BAZNAS and the government can accelerate the professionalization of amil zakat roles, aligning with national objectives for zakat management improvements (Abdullah *et al.*, 2022)

Furthermore, the inclusion of zakat management in Indonesia's Standard Classification of Business Fields (Klasifikasi Baku Lapangan Usaha Indonesia, KBLI) underscores its economic importance and links competency development with workforce absorption. By implementing well-designed certification schemes, Amil Zakat can achieve higher professional qualifications, thereby improving employment prospects and institutional performance. The extensive Zakat Management Institutions (LPZ) network, encompassing BAZNAS at central and regional levels and LAZ across Indonesia, also provides a robust foundation for competency enhancement. This network facilitates outreach and collaboration, which is essential for scaling Amil Zakat certification programs. Moreover, the dynamic growth of zakat studies, particularly in Islamic economics, has created new avenues for improving zakat management practices, including calculation methods and institutional efficiency (ALAM *et al.*, 2024).

Finally, developing certification schemes at LSP BAZNAS and Pusdiklat offers opportunities to address various amil competency levels and career progression needs. Tailored schemes can improve skills, promote better career pathways, and enable amil zakat to respond more effectively to national and global zakat management demands. This approach aligns with competency-based training models, which have proven effective in enhancing professional capacity in various fields (Munifatussaidah & Prasetyo, 2023). In summary, by leveraging collaboration networks, governmental support, comprehensive zakat studies, and well-structured certification schemes, LSP BAZNAS can significantly

advance the skills and professionalization of amil zakat in Indonesia. If strategically pursued, these opportunities will enhance institutional effectiveness and public trust in zakat management systems.

Conclusion

Increasing amil certification in zakat management in Indonesia is crucial to building and realizing increased professional amil competency in Indonesia. Some of the current problems with amil human resources include a mismatch between educational skills and work; there are no prerequisites for amil certification in the process of promotion to positions; coordination between zakat management institutions is still not optimal, making it important to implement an accelerated amil certification scheme at this time. Apart from that, it is necessary to improve amil skills with the role of the BAZNAS Education and Training Center as a center for implementing training programs and improving amil skills. Apart from that, Amil's professionalism in managing zakat requires collaboration and synergy between LSP and Pusdiklat in carrying out program management and increasing Amil's certification education and training in zakat management institutions in Indonesia.

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