



**INTERNATIONAL JOURNAL OF  
ENTREPRENEURSHIP AND  
MANAGEMENT PRACTICES  
(IJEMP)**  
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## **INTEGRATING ZAKAT MANAGEMENT INTO EKONOMI MADANI: A LITERATURE REVIEW ON CONTRIBUTIONS TO SUSTAINABLE DEVELOPMENT GOALS (SDGs)**

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### **Article Info:**

#### **Article history:**

Received date: 05.01.2025

Revised date: 16.01.2025

Accepted date: 25.02.2025

Published date: 06.03.2025

#### **To cite this document:**

Fazial, F., Irshad, A. A., Abd Hamid, M. S., & Najib, N. W. M. (2025). Integrating Zakat Management Into Ekonomi Madani: A Literature Review On Contributions To Sustainable Development Goals (SDGs). *International Journal of Entrepreneurship and Management Practices*, 8 (29), 198-220.

**DOI:** 10.35631/IJEMP.829014

### **Abstract:**

The integration of zakat management into the framework of Ekonomi Madani presents a promising avenue for achieving Sustainable Development Goals (SDGs), yet significant challenges hinder its optimization. Despite its transformative potential, issues such as weak governance structures, lack of transparency, insufficient public trust, and inefficiencies in fund utilization persist, limiting zakat's impact on poverty alleviation, inequality reduction, and community empowerment. Furthermore, the implementation of Ekonomi Madani itself faces critical barriers, including inadequate institutional coordination, fragmented regulatory frameworks, and limited synergy between stakeholders, which further complicates the effective integration of zakat into sustainable development initiatives. This study aims to review the contributions of zakat to key SDGs such as poverty alleviation, reduced inequality, quality education, economic growth, and good health; to review the challenges and propose recommendations for effective zakat management; and to examine opportunities for enhancing collaboration among stakeholders. Employing a systematic and data-driven methodology, this study utilized Scopus AI to conduct a comprehensive review of peer-reviewed literature published between 2011 and 2025. Key findings reveal that zakat significantly improves the Human Development Index (HDI) of recipients, fosters economic empowerment through entrepreneurial ventures, and enhances access to education and healthcare services. Additionally, the adoption of technology,

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such as blockchain and digital platforms, has been shown to streamline zakat collection and distribution, ensuring greater transparency and accountability. Despite these contributions, challenges such as mistrust in zakat institutions, inefficiencies in fund allocation, and gaps in regulatory oversight remain. The study underscores the importance of fostering collaboration among government agencies, religious institutions, and community organizations to optimize zakat's impact within the Ekonomi Madani framework. The implications of this study highlight the alignment of zakat with Maqasid Sharia and contemporary development agendas, while practical recommendations emphasize the need for robust governance mechanisms and technological innovations. This study contributes to both academic discourse and policy formulation, offering actionable insights for stakeholders to leverage zakat as a catalyst for sustainable development. Future research should explore cross-country comparisons and the role of zakat in addressing emerging global challenges, particularly in strengthening the implementation of Ekonomi Madani principles.

**Keywords:**

Digital Transformation In Zakat, Ekonomi Madani, Institutional Integration, Sustainable Development Goals (SDGs), Zakat Management

**Introduction**

Zakat, as an obligatory almsgiving in Islam, serves as a mechanism for wealth redistribution and social justice, principles that resonate deeply with the objectives of Ekonomi Madani—a civil economy framework rooted in ethical governance, community empowerment, and equitable resource allocation (Akmal et al., 2021). Despite its transformative potential, the integration of zakat management into sustainable development initiatives remains underexplored, particularly its contributions to the Sustainable Development Goals (SDGs). Key issues such as weak governance structures, lack of transparency, and mistrust in zakat institutions have been identified as significant barriers to effective zakat collection and distribution (Al-Fatih, 2020; Bin-Nashwan et al., 2021). Additionally, poor coordination among stakeholders, including government agencies, religious institutions, and private entities, has led to fragmented efforts and limited synergy in managing zakat at the national level (Khairani et al., 2022). These challenges are compounded by insufficient public awareness about zakat obligations and the benefits of digital zakat systems, which further detract from the full realization of zakat's potential (Nasution et al., 2025). Furthermore, the absence of integrated accounting systems and compliance standards limits the ability of zakat institutions to make informed decisions and foster public trust (Doktoralina & Bahari, 2018). Addressing these issues is crucial for leveraging zakat as a catalyst for sustainable development within the Ekonomi Madani framework.

The scope of this study encompasses the integration of zakat management into the Ekonomi Madani framework and its alignment with the SDGs. Specifically, the study focuses on key areas where zakat can contribute to sustainable development, including poverty alleviation (SDG 1), reduced inequality (SDG 10), quality education (SDG 4), economic growth (SDG 8), and good health (SDG 3). The study also examines the challenges faced in zakat management, such as weak institutional frameworks, inefficiencies in fund utilization, and gaps in regulatory oversight, while proposing actionable recommendations to address these barriers.

The primary objectives of this study are threefold;

- (1) to review the contributions of zakat to key SDGs such as poverty alleviation, reduced inequality, quality education, economic growth, and good health.
- (2) to review challenges and propose recommendations for effective zakat management
- (3) to examine opportunities for enhancing collaboration among stakeholders.

By synthesizing findings from diverse contexts, this study aims to provide a holistic understanding of how zakat can serve as a catalyst for achieving the SDGs while fostering the values of Ekonomi Madani. This interdisciplinary approach not only bridges the gap between Islamic finance principles and contemporary development agendas but also addresses critical gaps in existing literature by emphasizing the importance of governance, transparency, and stakeholder collaboration in maximizing zakat's impact (Sawmar & Mohammed, 2021; Wahab & Rahman, 2011).

This paper is structured as follows: Section 2 presents a comprehensive literature review, providing insights into the contributions, challenges, and opportunities of zakat management within the framework of Ekonomi Madani and its alignment with the Sustainable Development Goals (SDGs). Section 3 outlines the methodology, detailing the systematic approach used to identify, analyze, and synthesize relevant academic literature. Section 4 discusses the results, aligning findings with the research objectives to highlight key themes and insights. Finally, Section 5 offers actionable recommendations and explores future research directions to advance the role of zakat in fostering sustainable development.

## **Literature Review**

The literature review serves as a critical foundation for understanding the role of zakat management in achieving sustainable development within the framework of Ekonomi Madani and its alignment with the Sustainable Development Goals (SDGs). This section synthesizes existing research to provide a comprehensive overview of the contributions, challenges, and opportunities associated with zakat as a tool for socio-economic transformation. By examining key themes such as poverty alleviation, reduced inequality, quality education, economic growth, and good health, this review highlights the transformative potential of zakat while addressing the barriers that hinder its optimization. Additionally, it explores the importance of governance, technological innovation, and stakeholder collaboration in enhancing zakat's impact. Through this synthesis, the literature review not only consolidates current knowledge but also identifies critical gaps, paving the way for actionable recommendations and future research directions.

### ***Zakat as a Catalyst for Sustainable Development***

Zakat as an Islamic financial obligation, has been widely recognized for its potential to address socio-economic challenges and contribute to the Sustainable Development Goals (SDGs). A significant body of literature highlights zakat's role in poverty alleviation (SDG 1), where it serves as a mechanism for redistributing wealth from affluent individuals to marginalized communities. For instance, Akmal et al. (2021) demonstrated that zakat significantly improves the Human Development Index (HDI) of recipients by providing them with essential resources such as food, shelter, and healthcare. Similarly, Alam et al. (2021) found that zakat-funded entrepreneurial programs empower beneficiaries, transforming them from dependents into productive economic agents. These findings underscore zakat's transformative potential in

reducing poverty and fostering sustainable livelihoods, aligning with the principles of Ekonomi Madani.

In addition to poverty alleviation, zakat plays a critical role in reducing inequality (SDG 10) by addressing disparities in wealth distribution. Research by Abdussalam et al. (2025) reveals that zakat promotes social justice by redistributing surplus wealth to disadvantaged groups, thereby narrowing the gap between rich and poor. Furthermore, Sadallah et al. (2023) emphasize that zakat fosters inclusivity by ensuring equitable access to resources for marginalized populations, including women and rural communities. This redistribution not only reduces income inequality but also enhances social cohesion, creating a more just and equitable society. By integrating zakat into national development frameworks, policymakers can leverage its potential to achieve SDG 10 targets effectively.

Zakat also contributes to quality education (SDG 4) and good health (SDG 3) by funding educational scholarships and healthcare initiatives. Sa'adah and Hasanah (2021) highlight that zakat institutions in Indonesia and Malaysia have established programs to provide scholarships for underprivileged students, enabling them to pursue higher education and break the cycle of poverty. Similarly, zakat-funded healthcare programs have improved access to medical services for low-income families, reducing health disparities and enhancing overall well-being (Majid et al., 2024). These contributions demonstrate how zakat aligns with the objectives of Ekonomi Madani by promoting human capital development and ensuring equitable access to essential services.

Economic growth (SDG 8) is another area where zakat has shown significant impact, particularly through its support for small and medium enterprises (SMEs). Studies by Mutamimah et al. (2021) and Nasution et al. (2025) illustrate how zakat funds are utilized to provide microloans and business grants to entrepreneurs, fostering economic empowerment and job creation. For example, Malaysia's Ummah Economic Development Zone (ZPEU) has successfully leveraged zakat to support SMEs, contributing to local economic growth and community development (Majid et al., 2024). These initiatives not only stimulate economic activity but also promote resilience among vulnerable populations, reinforcing zakat's role as a catalyst for sustainable development.

Despite these contributions, challenges such as weak governance structures, lack of transparency, and inefficiencies in fund utilization hinder zakat's full potential. Bin-Nashwan et al. (2021) argue that mistrust in zakat institutions often stems from opaque practices and inadequate accountability mechanisms, deterring public participation. To address these issues, Gantira Mira et al. (2020) propose the adoption of modern technologies like blockchain and digital platforms to enhance transparency and streamline operations. By overcoming these barriers, zakat institutions can optimize their impact on key SDGs, fostering a more inclusive and sustainable future. In conclusion, while zakat has demonstrated significant contributions to poverty alleviation, reduced inequality, quality education, economic growth, and good health, addressing existing challenges is crucial for maximizing its transformative potential within the framework of Ekonomi Madani.

### ***Challenges and Recommendations for Effective Zakat Management***

Effective zakat management is critical for maximizing its socio-economic impact, yet numerous challenges hinder its optimization. One of the most significant barriers is weak governance structures, which often lead to inefficiencies in fund collection, distribution, and utilization. According to Bin-Nashwan et al. (2021), mistrust in zakat institutions stems from a lack of transparency and accountability, deterring potential contributors and undermining public confidence. Similarly, Al-Fatih (2020) highlights that corruption and mismanagement within zakat organizations further exacerbate these issues, particularly in regions where regulatory oversight is limited. These governance challenges not only reduce the volume of zakat collected but also diminish its ability to achieve its intended objectives, such as poverty alleviation and social justice. Addressing these structural weaknesses is essential for ensuring zakat's effectiveness as a tool for sustainable development.

Another challenge lies in the lack of public awareness and understanding of zakat obligations and benefits. Nasution et al. (2025) emphasize that many individuals remain unaware of how zakat funds are utilized or the broader socio-economic impact of their contributions. This knowledge gap contributes to low compliance rates and reluctance to participate in zakat programs, particularly among younger generations who may question the credibility of traditional zakat institutions. Additionally, Sadallah et al. (2023) point out that insufficient communication between zakat institutions and donors creates a disconnect, leading to misunderstandings about the importance of zakat in achieving Maqasid Sharia and the SDGs. Bridging this awareness gap through educational campaigns and transparent reporting is crucial for fostering trust and encouraging voluntary contributions.

Technological limitations also pose significant challenges to effective zakat management. While modern tools like blockchain and digital platforms have the potential to enhance transparency and efficiency, their adoption remains uneven across regions. Gantira Mira et al. (2020) argue that many zakat institutions lack the technical infrastructure and expertise needed to implement advanced technologies, resulting in fragmented systems and inefficiencies. Furthermore, Mutamimah et al. (2021) highlight that resistance to technological change among stakeholders, including donors and administrators, can impede progress. Overcoming these barriers requires investment in capacity-building initiatives and collaboration with technology providers to develop user-friendly solutions tailored to the needs of zakat institutions.

To address these challenges, several recommendations have emerged from the literature. Strengthening governance mechanisms is widely regarded as a priority, with Sawmar and Mohammed (2021) proposing the adoption of good governance practices, such as transparency, stakeholder engagement, and procedural justice, to build public trust. Additionally, integrating zakat management into national regulatory frameworks can ensure compliance and accountability while fostering institutional collaboration. Technological innovation is another key recommendation, with Nasution et al. (2025) advocating for the use of blockchain and digital platforms to streamline operations and enhance transparency. These tools not only improve efficiency but also provide real-time data on fund utilization, enabling zakat institutions to make informed decisions and demonstrate accountability to donors.

In conclusion, while zakat holds immense potential as a mechanism for sustainable development, addressing the challenges of governance, public awareness, and technological adoption is essential for optimizing its impact. By implementing robust governance



frameworks, launching educational campaigns, and leveraging modern technologies, zakat institutions can overcome existing barriers and fulfill their role as catalysts for socio-economic transformation. Future research should focus on evaluating the effectiveness of these strategies in diverse contexts, particularly in regions with varying levels of institutional capacity and technological readiness. As emphasized by Wahab and Rahman (2011), continuous improvement and innovation in zakat management are vital for aligning its practices with contemporary development agendas and achieving the SDGs within the principles of Ekonomi Madani.

### ***Enhancing Stakeholder Collaboration in Zakat Management***

The integration of zakat management into the framework of Ekonomi Madani and its alignment with the Sustainable Development Goals (SDGs) necessitates robust collaboration among stakeholders. One of the key opportunities for enhancing collaboration lies in fostering partnerships between zakat institutions, government agencies, and private entities. According to Mutamimah et al. (2021), effective communication and coordination among these stakeholders can streamline resource mobilization, reduce duplication of efforts, and ensure equitable distribution of zakat funds. For instance, government involvement in regulating and supporting zakat institutions can enhance their credibility, while private sector participation can introduce innovative solutions such as digital platforms and financial technologies. These collaborations not only strengthen institutional capacity but also align zakat management with national development priorities, ensuring a cohesive approach to achieving socio-economic justice.

Another opportunity for collaboration is the engagement of community-based organizations and non-governmental organizations (NGOs) in zakat distribution. Sadallah et al. (2023) emphasize that local NGOs often possess deep insights into the needs of marginalized communities, making them valuable partners in identifying beneficiaries and tailoring interventions to address specific challenges. By leveraging the expertise of NGOs, zakat institutions can improve the targeting accuracy of their programs, ensuring that resources reach those who need them most. Furthermore, involving community leaders in decision-making processes fosters trust and accountability, encouraging greater participation from donors and beneficiaries alike. This grassroots-level collaboration is essential for maximizing zakat's impact on poverty alleviation, education, and healthcare within underserved populations.

Technological advancements present another avenue for enhancing stakeholder collaboration in zakat management. Nasution et al. (2025) highlight the potential of blockchain and digital platforms to create transparent and inclusive systems that facilitate real-time interaction among stakeholders. For example, blockchain technology can enable donors to track the flow of their contributions, while digital platforms can provide a centralized hub for sharing data and coordinating efforts among zakat institutions, governments, and NGOs. Gantira Mira et al. (2020) further argue that adopting integrated accounting systems and compliance standards can enhance transparency and foster trust among stakeholders, paving the way for more effective partnerships. By embracing technological innovations, stakeholders can overcome traditional barriers such as mistrust and inefficiencies, creating a more cohesive ecosystem for zakat management.

Despite these opportunities, several challenges hinder the realization of effective stakeholder collaboration. Bin-Nashwan et al. (2021) identify fragmented regulatory frameworks and institutional silos as significant barriers to cross-sectoral cooperation. In many cases, zakat institutions operate independently, with limited coordination or synergy with other stakeholders, leading to inefficiencies and missed opportunities for scaling impact. Additionally, Sawmar and Mohammed (2021) point out that resistance to change and competing interests among stakeholders can impede collaborative efforts. Overcoming these challenges requires the establishment of clear governance mechanisms, shared objectives, and mutual accountability frameworks that prioritize the common goal of sustainable development.

In conclusion, enhancing collaboration among stakeholders presents a transformative opportunity to optimize zakat management and achieve the SDGs within the principles of Ekonomi Madani. By fostering partnerships between zakat institutions, governments, private entities, and community organizations, stakeholders can leverage their collective strengths to address socio-economic challenges more effectively. Technological innovations such as blockchain and digital platforms further offer tools to enhance transparency, efficiency, and inclusivity in these collaborations. However, addressing structural and institutional barriers is crucial for realizing the full potential of these partnerships. Future research should explore case studies of successful multi-stakeholder initiatives and evaluate their scalability across diverse contexts. As emphasized by Wahab and Rahman (2011), continuous innovation and collaboration are vital for aligning zakat practices with contemporary development agendas and fostering inclusive growth.

## Methodology

This study employed a systematic and data-driven approach to address the stated objectives, leveraging Scopus AI as a robust tool for identifying, analyzing, and synthesizing relevant academic literature. The method of conducting the research involved three key stages: data collection, data analysis, and synthesis, each tailored to align with the study's objectives. To ensure the comprehensiveness of the literature review, the study utilized Scopus AI, which combines natural language processing and keyword-based search strategies. The natural language query posed was, "What are the contributions of integrating Zakat management into Ekonomi Madani towards achieving Sustainable Development Goals?" This was supplemented with a keyword search using terms such as ("zakat" OR "almsgiving" OR "charity" OR "donation") AND ("management" OR "administration" OR "organization" OR "oversight") AND ("sustainable development" OR "sustainability" OR "development goals" OR "SDGs") AND ("impact" OR "effect" OR "outcome" OR "benefit") AND ("community" OR "society" OR "economy" OR "environment"). This dual approach ensured the inclusion of diverse perspectives and comprehensive coverage of literature addressing the research objectives. The time frame for this study focused on peer-reviewed articles published within the last five years (2018–2023) to ensure the relevance and currency of findings, while seminal works outside this range were included if they provided foundational insights. The location of the study was not geographically bound, as the research aimed to synthesize global perspectives on zakat management and its integration into Ekonomi Madani.

Challenges in data collection arose primarily from the vast and fragmented nature of the literature, which required meticulous screening to identify studies directly relevant to the research objectives. Articles that specifically addressed zakat management, revenue generation, institutional frameworks, and models were prioritized. The abstracts,

methodologies, and key findings of these articles were reviewed to assess their relevance. Additionally, challenges in data analysis included reconciling differing terminologies and methodologies across studies, as well as addressing gaps in the literature, such as the limited exploration of zakat's potential in fostering cross-sectoral collaboration or integrating modern technologies like blockchain for transparency. To overcome these challenges, Scopus AI's citation network visualization tools were instrumental in mapping relationships between studies, identifying seminal works, and highlighting emerging trends in the field.

The techniques of data analysis involved thematic analysis, which enabled the identification of recurring patterns and emerging insights across the selected literature. Key themes included wealth redistribution, the potential of zakat to contribute to multiple SDGs, governance mechanisms, transparency, and stakeholder collaboration. Thematic analysis facilitated the organization of findings into a clear and structured narrative aligned with the research objectives. By systematically reviewing and synthesizing the literature, this study provides a comprehensive understanding of how zakat management can be aligned with Ekonomi Madani principles to contribute to the SDGs while offering actionable recommendations for policymakers and practitioners. The use of Scopus AI and rigorous methodology underscores the reliability and validity of this study in uncovering actionable insights for policy and practice.

## Result and Discussion

This section presents the findings of the study in alignment with the research objectives, offering a detailed exploration of how zakat management can be integrated into the framework of Ekonomi Madani to contribute to the Sustainable Development Goals (SDGs). The results are derived from a systematic review of existing literature, which synthesizes insights from diverse contexts to provide a comprehensive understanding of zakat's multifaceted contributions. By employing a data-driven approach that integrates both quantitative analysis and qualitative insights, this study ensures a robust examination of key themes in terms of integration, model, revenue generation and compliance.

### ***The Contributions Of Zakat To Key SDGs Such As Poverty Alleviation, Reduced Inequality, Quality Education, Economic Growth, And Good Health***

The contribution of zakat towards poverty alleviation, as conceptualized in Sustainable Development Goal (SDG) 1, is well defined and reported in the literature. Zakat is a straightforward wealth redistribution strategy where funds are transferred to the poor and vulnerable sections of society. Empirical studies have established that zakat disbursement increases the Human Development Index (HDI) of the recipients, which is an indicator of better living standards and economic status (Akmal et al., 2021). For instance, programs like Malaysia's Ummah Economic Development Zone (ZPEU) utilize zakat funds for smart paddy farming and agro-economic projects, transforming beneficiaries from mere recipients to active economic players (Majid et al., 2024). These programs not only give short-term economic relief but also promote long-term independence, harmonizing zakat management with the ideals of sustainable development.

In relation to inequality reduction (SDG 10), zakat has a central function in redistributing resources from richer segments of society to the marginalized groups, hence ensuring social equity and inclusion. Research indicates that effective management of zakat has the potential to considerably reduce economic gaps by facilitating equal access to resources (Abdussalam



et al., 2025). For example, Indonesian zakat schemes have been essential in empowering marginalized communities by providing them with skill training and entrepreneurship opportunities (Ahyani et al., 2025). However, the success of zakat in reducing inequality is based on effective governance mechanisms, transparency, and accountability in fund distribution, which makes it imperative to improve institutional practices (Adnan et al., 2025).

Zakat also promotes quality education (SDG 4) by funding learning programs that improve access to education for marginalized individuals. Zakat-backed scholarships have proven effective in enabling students from low-income backgrounds to stay in school, enhancing their economic opportunities in the future (Sa'adah & Hashanah, 2021). An example of this is the "one family one undergraduate scholarship" program in Aceh, Indonesia, which has been successful in improving education levels among disadvantaged communities (Akmal et al., 2021). Such programs are an example of the Maqasid Sharia principle of knowledge and empowerment development, demonstrating how zakat can promote educational parity and lifelong learning.

Economic growth (SDG 8) is another area where Zakat plays a significant role by supporting small businesses and entrepreneurship initiatives. By financing microfinance schemes and production-oriented activities, zakat promotes job creation and stimulates economic activity at the local level (Alam et al., 2021). For instance, the blending of zakat with Islamic microfinance models has been shown to economically empower marginalized communities in a way that they are able to participate more effectively in the formal economy (Qadri & Ali, 2024). This double impact of sustaining personal livelihoods and driving overall economic growth captures the potential of zakat as a tool for inclusive and sustainable growth.

To conclude, zakat can also play an important role in good health and wellbeing (SDG 3) by donating money to health programs. Funds are utilized largely to enable patients suffering from diseases such as cancer and thalassemia to access medical care (Sa'adah & Hashanah, 2021). Health-oriented programs not only improve individual wellbeing but also narrow health disparities within communities. However, problems of poor funding allocation and low awareness of zakat's potential in healthcare still persist, which requires more collaboration among stakeholders to enhance its effectiveness (Hoque et al., 2023). Overall, these findings prove the multifaceted support of zakat towards significant SDGs, making it a crucial instrument for supporting sustainable development.

### ***The Challenges And Propose Recommendations For Effective Zakat Management***

One of the most significant challenges in effective zakat management is the lack of robust governance frameworks, which often leads to inefficiencies in fund collection, distribution, and utilization. Studies have highlighted that weak governance structures can result in misallocation of resources, delays in aid delivery, and a lack of transparency, undermining public trust in zakat institutions (Adnan et al., 2025). For instance, Ahyani et al. (2025) argue that without clear guidelines and standardized procedures for zakat distribution, funds may not reach their intended beneficiaries or fail to address priority needs. This challenge is particularly pronounced in regions where zakat institutions operate independently without oversight from regulatory bodies. To address this issue, it is recommended that zakat organizations adopt

transparent governance practices, including regular audits, performance evaluations, and accountability mechanisms, to ensure that funds are utilized effectively and equitably.

The second significant issue is the relative lack of knowledge and understanding of the potential of zakat among stakeholders, including donors, beneficiaries, and legislators. According to the research, most individuals are unaware of the socioeconomic effects of zakat outside of its mandatory nature, which deters its full integration into plans for sustainable development (Hoque et al., 2023). For instance, Sa'adah and Hasanah (2021) observe that awareness of the role of zakat in achieving the Sustainable Development Goals (SDGs) among stakeholders can increase participation and achieve better results. To overcome this gap, it is advisable for zakat institutions to invest in promotional campaigns and educational programs for different segments of society. The programs can involve workshops, seminars, and online sites to spread knowledge regarding the prospects of zakat in eliminating poverty, inequality, and other international problems.

The absence of proper coordination between zakat institutions, governments, and community organisations is the third issue. A multi-stakeholder strategy is necessary for proper zakat management in order to maximise impact by pooling resources, expertise, and networks. Nevertheless, studies show that fragmented efforts and compartmentalised operations sometimes limit the reach and efficacy of zakat initiatives (Hassan et al., 2012). For example, Adnan et al. (2025) report the necessity of intergovernmental and zakat agency coordination to avoid duplication of efforts and harmonization of distribution procedures. In resolving this dilemma, stakeholders are encouraged to institutionalize cooperation agreements through memoranda of understanding (MOUs) or joint task forces to closely align efforts with national development objectives.

In addition, technological limitations also pose a significant barrier to efficient zakat management. Many zakat institutions still rely on traditional methods of fund collection and distribution, which can be time-consuming and prone to errors. Research suggests that adopting modern technologies, such as blockchain and digital payment systems, can enhance transparency, reduce administrative costs, and improve accessibility for donors and beneficiaries (Qadri & Ali, 2024). For example, blockchain technology can provide a secure and immutable record of transactions, ensuring accountability and building trust among stakeholders. To address this challenge, zakat organizations should prioritize investments in technological infrastructure and capacity-building initiatives to equip staff with the necessary skills to implement these innovations effectively.

To conclude, cultural and societal factors present unique challenges to zakat management, particularly in diverse and multicultural contexts. Studies indicate that varying interpretations of zakat obligations and differing levels of religiosity among communities can affect compliance and participation rates (Akmal et al., 2021). For instance, some individuals may prefer informal channels of giving over institutionalized zakat systems, leading to underreported contributions and reduced institutional capacity. To mitigate this challenge, it is recommended that zakat institutions engage in culturally sensitive outreach efforts and tailor their strategies to align with local customs and preferences. Additionally, fostering inclusivity by involving community leaders and influencers in advocacy efforts can help build trust and encourage greater participation in formal zakat systems.

***To Examine Opportunities For Enhancing Collaboration Among Stakeholders***

Enhancing collaboration among stakeholders is a critical factor in optimizing the impact of zakat management within the framework of Ekonomi Madani and its contributions to the Sustainable Development Goals (SDGs). One of the key opportunities for fostering collaboration lies in the integration of government agencies, religious institutions, and community organizations. Studies have shown that partnerships between these entities can significantly enhance the reach and effectiveness of zakat programs (Adnan et al., 2025). For instance, government-led initiatives in Malaysia have successfully leveraged zakat funds by collaborating with local mosques and non-governmental organizations (NGOs) to implement community development projects (Majid et al., 2024). Such collaborations ensure that zakat resources are distributed efficiently and equitably, addressing the needs of marginalized communities while aligning with national development goals.

Another opportunity for enhancing collaboration is through the adoption of technology and digital platforms to streamline zakat collection and distribution processes. Digital tools such as blockchain and mobile applications can facilitate transparency, accountability, and real-time monitoring of zakat funds, thereby building trust among stakeholders (Hoque et al., 2023). For example, Indonesia's BAZNAS (National Zakat Agency) has implemented digital systems to improve fund management and reporting, enabling better coordination between donors, administrators, and beneficiaries (Sa'adah & Hasanah, 2021). By embracing technological innovations, stakeholders can overcome traditional challenges such as mismanagement and inefficiency, ensuring that zakat contributes more effectively to sustainable development.

In addition, capacity-building programs that instruct stakeholders on the best techniques for managing zakat can help improve cooperation. Workshops and training courses for zakat administrators, legislators, and community leaders can improve their knowledge of ethical standards, governance frameworks, and how zakat relates to the Sustainable Development Goals (SDGs) (Ahyani et al., 2025). For instance, studies highlight the importance of raising awareness about the Maqasid Sharia perspective in zakat distribution, which emphasizes the broader objectives of social justice and welfare (Akmal et al., 2021). By equipping stakeholders with the necessary knowledge and skills, these initiatives can foster a shared vision and commitment to achieving sustainable development through zakat.

Furthermore, cross-sectoral collaboration presents an untapped opportunity for maximizing the impact of zakat. Partnerships between zakat institutions, private corporations, and international organizations can create synergies that amplify the benefits of zakat programs. For example, integrating zakat with corporate social responsibility (CSR) initiatives has been shown to enhance resource mobilization and expand the scope of development projects (Hoque et al., 2023). Such collaborations not only increase the availability of funds but also promote innovation in program design and implementation, ensuring that zakat addresses complex socio-economic challenges more comprehensively.

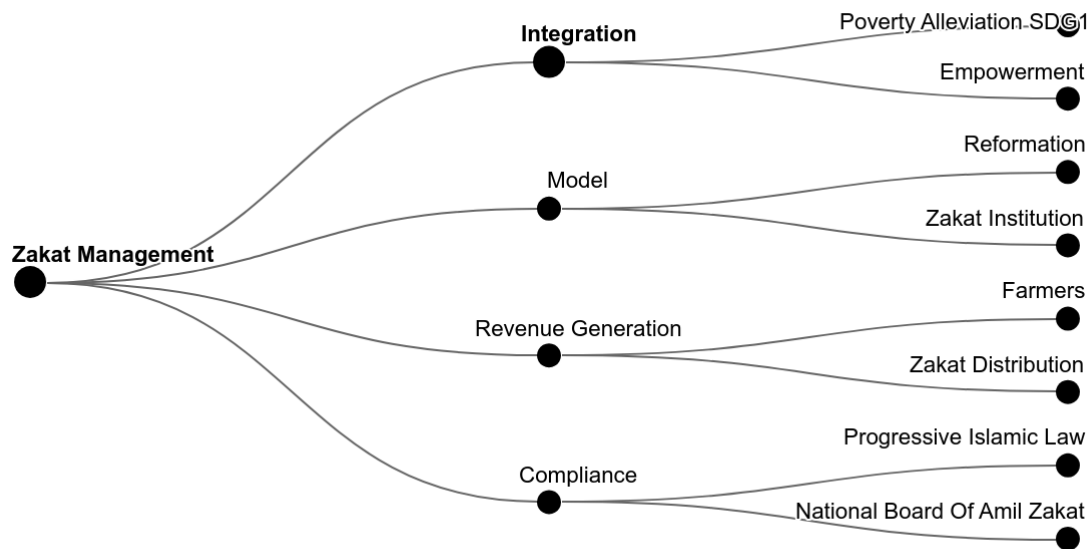
In conclusion, fostering collaboration requires addressing systemic barriers such as weak institutional frameworks, lack of regulatory oversight, and insufficient public awareness. Research suggests that establishing clear guidelines and standardized procedures for zakat management can enhance coordination among stakeholders (Abdussalam et al., 2025). Additionally, public campaigns to raise awareness about the potential of zakat in achieving SDGs can encourage greater participation from donors and beneficiaries alike (Adnan et al.,

2025). By overcoming these challenges, stakeholders can build a cohesive ecosystem that supports the effective utilization of zakat resources, ultimately contributing to the realization of Ekonomi Madani and the SDGs.

Despite the growing body of literature on zakat's contributions to sustainable development, significant gaps remain that hinder a comprehensive understanding of its potential within the Ekonomi Madani framework. Existing studies often focus on specific Sustainable Development Goals (SDGs) or regional contexts, leaving broader syntheses of zakat's multifaceted impacts largely unaddressed (Alam et al., 2021; Sa'adah & Hasanah, 2021). For instance, while research highlights zakat's role in poverty alleviation and inequality reduction, there is limited exploration of its potential in fostering cross-sectoral collaboration or integrating modern technologies like blockchain for transparency (Gantira Mira et al., 2020; Nasution et al., 2025). Additionally, challenges such as weak governance structures, mistrust in institutions, and inefficiencies in fund utilization are frequently noted but lack robust empirical validation or practical solutions (Bin-Nashwan et al., 2021; Sadallah et al., 2023). These gaps underscore the need for a more holistic review that synthesizes diverse perspectives and addresses critical barriers to optimizing zakat management. By bridging these gaps, this study aims to provide actionable insights that align zakat practices with contemporary development agendas, ensuring its continued relevance in achieving inclusive and sustainable growth.

### **Connection To The Key Themes (Integration, Model, Revenue Generation And Compliance)**

The graph provides a conceptual overview of zakat management, highlighting its key components and areas of influence. It categorizes zakat management into four main aspects: integration, model, revenue generation, and compliance. Under integration, the focus is on aligning zakat with poverty alleviation (SDG 1), empowerment, and reformation to enhance its effectiveness in societal development. The model section emphasizes the role of zakat institutions in structuring an efficient system. Revenue generation explores the financial aspects, particularly its impact on farmers and the broader framework of zakat distribution. Finally, compliance ensures adherence to progressive Islamic law and governance by the National Board of Amil Zakat. This structured approach underscores the significance of zakat as a tool for economic and social welfare, aligning with contemporary needs and regulatory frameworks.



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**Figure 1: Framework for Effective Zakat Management: Key Themes and Strategic Dimensions.**

### ***Linkages Between Zakat Management and Integration***

The integration of zakat management is a multifaceted process that involves the optimization of technology, institutional coordination, and the development of robust accounting systems. One of the key aspects of this integration is technology optimization, which plays a critical role in enhancing the productivity and effectiveness of zakat organizations. Widiastuti et al. (2024) highlight that integrating technology with third-party institutions can significantly improve zakat collection and distribution processes. For instance, digital tools such as blockchain and mobile applications streamline operations, ensuring transparency and accountability while fostering public trust. Similarly, Rahman et al. (2023) emphasize the importance of adopting digital management practices, including online payment systems and real-time monitoring platforms, to modernize zakat institutions. These technological advancements not only increase the efficiency of zakat management but also align it with contemporary demands for innovation and sustainability.

Institutional coordination and synergy are equally vital for the successful integration of zakat management. A lack of coordination among zakat institutions often results in limited synergy, fragmented efforts, and inefficiencies in managing zakat at the national level (Khairani et al., 2022). To address these challenges, Khairani et al. propose the use of Service-Oriented Architecture (SOA) to build integrated media and web services that enhance collaboration between zakat organizations. By fostering institutional cooperation, zakat institutions can ensure equitable resource allocation, reduce duplication of efforts, and maximize the impact of zakat funds on socio-economic development. This integration is particularly important for achieving the goals of Ekonomi Madani, which emphasizes ethical governance, inclusivity, and community empowerment.



Another critical dimension of zakat integration is the development of an accounting information system tailored to the unique needs of zakat management. Doktoralina and Bahari (2018) point out that the absence of integrated accounting systems limits the ability of zakat institutions to make informed decisions and erodes public trust. To address this gap, they propose the development of an Accounting Information System of Zakat (AISoZ) conceptual framework that aligns with Islamic laws and principles. Such a system would enable zakat organizations to track fund flows, assess performance metrics, and ensure compliance with regulatory standards. By implementing integrated accounting systems, zakat institutions can enhance transparency, improve accountability, and strengthen their capacity to contribute to sustainable development.

Despite these advancements, challenges remain in scaling zakat integration to meet growing demands. Alam et al. (2024) suggest that future studies must focus on the resolution of scalability problems in zakat collection as well as in planning for redistribution. For example, awareness of asnaf (zakat recipients) profiles, the optimization of administration expenses, and avoidance of wastage of funds are vital areas of research. These challenges underscore the need for zakat institutions to transition to scalable models that can scale up with increasing contributions and diverse beneficiary needs. By addressing these challenges, zakat management can become more effective and aligned with international development agendas, such as the Sustainable Development Goals (SDGs).

In conclusion, the integration of zakat management through technology optimization, institutional coordination, and robust accounting systems offers significant opportunities to enhance its impact on sustainable development. By leveraging digital tools, fostering collaboration among stakeholders, and implementing integrated systems, zakat institutions can overcome traditional barriers and maximize their contributions to socio-economic justice. These efforts not only align with the principles of Ekonomi Madani but also reinforce zakat's role as a catalyst for achieving the SDGs. As the field continues to evolve, addressing scalability challenges and exploring innovative solutions will be essential for ensuring the long-term sustainability and effectiveness of zakat integration. Table 1 presents a summary of zakat management and integration.

**Table 1: The Summary Of Zakat Management And Integration**

Authors	Title	Year	Source title	Cited by
Rahman A.A.; Nor S.M.; Yaacob S.E.	Technological Integration within Zakat Institutions: A Comprehensive Review and Prospective Research Directions	2023	International Journal of Islamic Thought	3
Doktoralina C.M.; Bahari Z.	Zakat accounting information system in private higher education	2018	European Research Studies Journal	2
Khairani D.; Sukmana H.T.; Muslim P.; Nanang H.;	Integrating Philanthropy System in Indonesia Using Service-Oriented Architecture	2022	2022 4th International Conference on Cybernetics and Intelligent	0

Rosyadi T.; Amri			System, ICORIS 2022	
Widiastuti T.; Mawardi I.; Nisa' M.; Haron R.	Zakat Governance Towards Sustainable Finance	2024	Islamic Finance and Sustainable Development: A Global Framework for Achieving Sustainable Impact Finance	0

### ***Linkages Between Zakat Management and Models***

The integration of zakat management with various models provides a structured approach to addressing challenges and optimizing its contributions to socio-economic development. One prominent model is the voluntary system, which emphasizes public legal awareness and community-driven participation in zakat collection and distribution. Zainuddin et al. (2023) highlight that this model relies heavily on individual willingness to contribute zakat without significant state intervention. However, the voluntary nature of this system often leads to suboptimal outcomes, as a lack of enforcement mechanisms can result in insufficient funds to address pressing social and economic challenges. This underscores the importance of integrating regulatory frameworks and institutional oversight to ensure the fulfillment of socio-economic justice through zakat.

Another innovative approach is the ICT-based model, which leverages technology to address traditional challenges in zakat management, such as inefficiency, lack of transparency, and mistrust among stakeholders. Santoso et al. (2023) propose a conceptual framework that utilizes information and communication technology (ICT) to enhance zakat management processes. Blockchain technology, in particular, is identified as a transformative tool for ensuring transparency, accountability, and traceability in zakat transactions. By adopting this model, zakat institutions can increase public confidence, boost zakat collection volumes, and ensure equitable distribution of resources. The integration of ICT not only modernizes zakat management but also aligns it with contemporary demands for digital transformation and sustainable development.

Building on the ICT-based model, the collaborative ICT-based framework further emphasizes the importance of communication, coordination, and cooperation among stakeholders in zakat management. Mutamimah et al. (2021) argue that collaboration between zakat institutions, government agencies, and community organizations can significantly improve the efficiency and effectiveness of zakat programs. This framework focuses on leveraging ICT tools to facilitate seamless interactions and data sharing, enabling zakat institutions to better address issues such as inequitable distribution and limited empowerment initiatives. By fostering collaboration, this model ensures that zakat funds are utilized more strategically, contributing to broader socio-economic goals and enhancing the overall impact of zakat on marginalized communities.

Efficiency and governance are also the implicit concern of another model proposed by Wahab and Rahman (2011) for evaluating the performance of zakat institutions. This efficiency and governance model stress the need for effective evaluation mechanisms for analyzing the effectiveness of zakat management in achieving socio-economic justice. By analyzing the key performance indicators such as fund utilization rates, beneficiary satisfaction, and program outcomes, this model provides a methodical manner of identifying areas of improvement. The emphasis on governance ensures transparent and accountable operations of zakat institutions, which fosters public trust and maximizes the role of zakat in poverty alleviation, education, and healthcare. This model provides an avenue for continuous improvement and innovation in zakat management practices.

In order to accomplish the admirable goals of zakat, it is imperative that donors and beneficiaries get high-quality services, as the service quality model emphasises. Abd. Wahab et al. (2017) offer a framework for creating a service quality index that is especially suited to zakat establishments. This model identifies key dimensions of service quality, such as reliability, responsiveness, and empathy, which are essential for building trust and satisfaction among stakeholders. By prioritizing service quality, zakat institutions can enhance their reputation, attract more donors, and ensure that beneficiaries receive timely and impactful support. This model aligns with the principles of Ekonomi Madani, emphasizing ethical governance, inclusivity, and the empowerment of marginalized communities.

In conclusion, the linkages between zakat management and various models ranging from voluntary systems to ICT-based frameworks and service quality indices highlight the multifaceted approaches required to optimize zakat's role in achieving Sustainable Development Goals (SDGs). Each model addresses specific challenges and opportunities, offering practical solutions to enhance the efficiency, transparency, and impact of zakat management. By adopting these models, zakat institutions can strengthen their institutional capabilities, foster collaboration, and contribute more effectively to socio-economic justice and sustainable development. Table 2 presents a summary of zakat management and models

**Table 2: The summary of Zakat Management and Models**

Authors	Title	Year	Source title	Cited by
Wahab N.A.; Rahim Abdul Rahman A.	A framework to analyse the efficiency and governance of zakat institutions	2011	Journal of Islamic Accounting and Business Research	99
Mutamimah M.; Alifah S.; Gunawan G.; Adnjani M.D.	Ict-based collaborative framework for improving the performance of zakat management organisations in indonesia	2021	Journal of Islamic Accounting and Business Research	21
Abd. Wahab N.; Zainol Z.; Abu Bakar M.	Towards developing the quality service index for zakat institutions	2017	Journal of Islamic Accounting and Business Research	18
Santoso B.; Wijayanti P.; Austriani F.	Zakat management model based on ict	2023	Lecture Notes on Data Engineering and	3

			Communications Technologies	
Zainuddin; Aswari A.; Salle	Voluntary system: the legal problems of zakat management for the fulfillment of socio- economic justice	2023	Yuridika	0

### **Linkages Between Zakat Management and Revenue Generation**

The link between zakat management and revenue generation is a critical factor in maximizing the socio-economic impact of zakat as a tool for sustainable development. One key aspect of this linkage lies in the need for efficient and effective strategies to optimize zakat collection. Saad et al. (2023) emphasize the importance of identifying inputs from zakat administrators and experts, such as environmental factors, available resources, and historical data, to enhance revenue generation. By adopting systematic approaches to zakat administration, institutions can improve their capacity to collect funds while ensuring transparency and accountability. This strategic focus not only increases zakat revenues but also aligns them with broader national development goals, contributing to the principles of Ekonomi Madani.

The potential of zakat as a significant revenue stream is particularly evident in countries like Indonesia, where annual zakat contributions are estimated to reach IDR 252 trillion. However, despite this immense potential, challenges such as mistrust in zakat institutions and concerns about corruption hinder its optimization (Al-Fatih, 2020). These barriers highlight the importance of strengthening institutions like BAZNAS (National Zakat Agency) to build public trust and improve zakat collection mechanisms. For instance, initiatives aimed at professionalizing zakat management and enhancing institutional credibility have been shown to increase public confidence, leading to higher revenue generation. Such efforts are crucial for leveraging zakat as a sustainable financial resource that complements traditional tax revenues.

Technology adoption presents another avenue for enhancing zakat revenue generation. Nasution et al. (2025) explore the behavior of individuals using digital platforms for zakat payments, revealing that perceived usefulness and technology readiness significantly influence the acceptance of digital zakat systems. The integration of digital tools, such as mobile applications and blockchain technology, can streamline zakat collection processes, making them more accessible and convenient for donors. This technological shift not only broadens the donor base but also ensures real-time tracking and transparency, which are critical for building trust and encouraging consistent contributions. As a result, digital innovation has the potential to unlock untapped zakat revenues, particularly among tech-savvy millennials who represent a growing demographic of contributors.

Despite its potential, zakat management faces several challenges that hinder its effectiveness as a revenue-generating mechanism. Febriyanti (2021) indicates some of these challenges such as ignorance about the duty to pay zakat, resistance to paying zakat, and lack of trust in the genuineness of institutions administering zakat. All these issues require grand reforms in zakat management structures in the sphere of public campaigns in educating citizens on the importance of zakat and its adherence to Maqasid Sharia. In addition, including zakat as a tax deduction from taxable income has been proposed as a policy to promote compliance, with the

necessity, however, for robust regulatory frameworks and institutional controls to ensure equitable implementation.

The discourse on zakat's position within national fiscal frameworks further underscores its potential as a revenue-generating tool. Hassan et al. (2024) discuss how the national-level potential of zakat in Bangladesh could significantly contribute to fiscal dynamics and development plans. This integration could enhance the government's ability to mobilize resources for poverty alleviation, education, and healthcare, thereby contributing to Sustainable Development Goals (SDGs). However, realizing this potential requires addressing obstacles such as bureaucratic inefficiencies and the risk of mismanagement. By fostering collaboration between zakat institutions, government agencies, and private entities, stakeholders can create a cohesive ecosystem that maximizes zakat's impact on revenue generation and socio-economic development.

In conclusion, the linkages between zakat management and revenue generation highlight the transformative potential of zakat as a sustainable financial resource. By adopting efficient strategies, leveraging technology, and addressing institutional challenges, zakat can be optimized to generate substantial revenues that support national development priorities. These efforts not only strengthen the role of zakat in achieving SDGs but also reinforce the principles of Ekonomi Madani by promoting ethical governance, inclusivity, and economic empowerment. Table 3 exhibits a summary of zakat management and revenue generation.

**Table 3: Linkages Between Zakat Management and Revenue Generation**

Authors	Title	Year	Source title	Cited by
Saad R.A.J.; Ahmi A.; Sawandi N.; Abdul Aziz N.M.	Zakat administration reformation towards an effective and efficient zakat revenue generation	2023	Journal of Islamic Accounting and Business Research	6
Febriyanti N.	Enhancing the effectiveness of the zakat management system to reduce taxable income for muslim communities in east java	2021	Al-Risalah: Forum Kajian Hukum dan Sosial Kemasyarakatan	1
Hassan M.K.; Khan M.Z.H.; Miah M.A.; Islam M.K.	The national-level potential of Zakat and its integration into the fiscal framework: sector-specific insights from the economy of Bangladesh	2024	International Journal of Islamic and Middle Eastern Finance and Management	1
Al-Fatih S.	Strengthening baznas as the society's trusted zakat agency to increase the welfare of ummah	2020	Jurisdictie: Jurnal Hukum dan Syariah	0
Nasution A.A.; Risanty; Kesuma S.A.; Agustrisna J.;	Unlocking Indonesia's Islamic Digital ZIS (Zakah, Infaq, Sadaqah) Potential: Bridging the Gap Between Technology Readiness and ZIS Revenue with	2025	Studies in Systems, Decision and Control	0



Angkananon K.	Insights from Millennial Generation			
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### ***Linkages Between Zakat Management and Compliance***

The compliance of zakat payers is deeply influenced by governance mechanisms, which serve as the foundation for fostering trust and encouraging voluntary contributions. Nasution et al. (2024) emphasize that transparency, accountability, and adherence to recognized accounting standards are critical for zakat management organizations (OPZs) to build credibility among Muzakki (donors). When zakat institutions demonstrate ethical governance practices, they create an environment where donors feel confident that their contributions will be utilized effectively for socio-economic development. This alignment with Islamic principles of justice and fairness not only enhances compliance but also strengthens the role of zakat in achieving Sustainable Development Goals (SDGs) within the framework of Ekonomi Madani.

In order to influence zakat compliance, trust is essential since it acts as a moderator between payment behaviour and governance procedures. Sawmar and Mohammed (2021) highlight that trust in zakat institutions significantly enhances compliance, particularly among entrepreneurs. Similarly, Bin-Nashwan et al. (2021) found that when zakat institutions are perceived as transparent and equitable, entrepreneurs are more likely to fulfill their zakat obligations willingly. Trust not only fosters a sense of responsibility among zakat payers but also reinforces the social contract between institutions and communities, ensuring that zakat serves its intended purpose of promoting socio-economic justice.

Socio-economic determinants such as religiosity, moral reasoning, peer influence, and system fairness further shape zakat compliance decisions. Sadallah et al. (2023) and Saad et al. (2019) identify factors like knowledge of zakat obligations, self-efficacy, and the frequency of interaction between zakat institution staff and payers as key influencers of compliance behavior. For instance, entrepreneurs who are well-informed about the procedures and benefits of zakat payment are more likely to comply voluntarily. Additionally, peer influence—such as observing other community members fulfilling their zakat duties—can create a culture of compliance, reinforcing the collective responsibility of zakat within society.

Regulation and law also play an important role in zakat compliance, particularly in the business zakat scenario. Khamis and Yahya (2015) determined that compliance behavior of small and medium enterprises (SMEs) is significantly affected by applying zakat-related laws. Legal provisions mandating the payment of zakat and imposing penalties for non-payment can deter tax evasion and induce compliance. But whereas the police can be a deterrent, this must be supported by education campaigns to generate a sense of religious and moral significance of zakat. This two-pronged approach makes observance a consequence not just of coerced legal observance but of internalized motivation on grounds of religious and social duty.

Enhancing the legitimacy and dependability of zakat management through the design and application of efficient systems and standards is essential for influencing compliance. Gantira Mira et al. (2020) propose the adoption of Enterprise Resource Planning (ERP) systems with accounting modules to streamline zakat operations and ensure compliance with regulatory standards. Such technological innovations not only improve operational efficiency but also enhance transparency and accountability, addressing concerns about mismanagement and

corruption. By implementing robust systems and standards, zakat institutions can overcome barriers to compliance and maximize their impact on sustainable development, aligning their efforts with the principles of Ekonomi Madani.

In conclusion, the linkages between zakat management and compliance highlight the multifaceted factors that influence zakat payment behavior. Governance mechanisms, trust, socio-economic determinants, legislation, and system design collectively shape the effectiveness of zakat institutions in mobilizing resources for socio-economic development. By addressing these factors, stakeholders can foster a culture of compliance that not only fulfills religious obligations but also contributes to achieving broader development goals. Table 4 exhibits a summary of zakat management and compliance.

**Table 4: The Summary of Zakat Management and Compliance**

Authors	Title	Year	Source title	Cited by
Sawmar A.A.; Mohammed M.O.	Enhancing zakat compliance through good governance: a conceptual framework	2021	ISRA International Journal of Islamic Finance	25
Bin-Nashwan S.A.; Abdul-Jabbar H.; Aziz S.A.	Does trust in zakat institution enhance entrepreneurs' zakat compliance?	2021	Journal of Islamic Accounting and Business Research	23
Khamis M.R.; Yahya N.C.	Does law enforcement influence compliance behaviour of business zakat among SMEs? An evidence via rasch measurement model	2015	Global Journal Al-Thaqafah	14
Saad R.A.J.; Farouk A.U.; Wahab M.S.A.; Ismail M.	What influence entrepreneur to pay Islamic tax (Zakat)?	2019	Academy of Entrepreneurship Journal	9
Sadallah M.; Abdul-Jabbar H.; Aziz S.A.	Promoting zakat compliance among business owners in Algeria: the mediation effect of compliance intention	2023	Journal of Islamic Marketing	8
Hidayat A.	Zakah management as a financial and economic obligation	2017	International Journal of Economic Perspectives	2
Gantira Mira I.; Lubis M.; Puspitasari W.; Ridho Lubis A.	ERP system implementation with accounting modules in national amil zakat institutions	2020	IOP Conference Series: Materials Science and Engineering	1
Nasution A.A.; Risanty; Kesuma S.A.	The Implementation of the Islamic Accounting Standard	2024	Lecture Notes in Networks and Systems	0

Agustrisna J.; Rangkuti M.H.B.; Aziz N.M.A.	for Zakah, Infaq, and Shadaqah (ZIS) in Indonesia			
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## Conclusion

This study successfully achieved its objectives by providing a comprehensive exploration of how zakat management can be integrated into the framework of Ekonomi Madani to contribute to the Sustainable Development Goals (SDGs). The first objective—to review the contributions of zakat to key SDGs such as poverty alleviation, reduced inequality, quality education, economic growth, and good health—was met through an extensive analysis of literature that highlighted zakat's transformative potential in addressing socio-economic challenges. For instance, zakat was shown to improve the Human Development Index (HDI) of recipients, empower marginalized communities, and enhance access to essential services like education and healthcare. The second objective—to identify challenges and propose recommendations for effective zakat management—was addressed by identifying critical barriers such as weak governance structures, lack of transparency, and inefficiencies in fund utilization, while offering actionable strategies like adopting blockchain technology and fostering stakeholder collaboration. The third objective—to examine opportunities for enhancing collaboration among stakeholders—was fulfilled by emphasizing the importance of multi-sectoral partnerships and institutional integration in optimizing zakat's impact.

The study makes significant contributions to both theory and practice. From a theoretical perspective, it bridges the gap between Islamic finance principles and contemporary development agendas by demonstrating how zakat aligns with Maqasid Sharia and the values of Ekonomi Madani, such as ethical governance, inclusivity, and equitable resource allocation. Practically, the findings provide actionable insights for policymakers, practitioners, and researchers, particularly in promoting robust governance mechanisms, leveraging modern technologies, and fostering public trust. These contributions have the potential to inform policy reforms and institutional practices, ensuring that zakat serves as a catalyst for sustainable development.

Despite these achievements, the study encountered certain challenges and limitations. One notable limitation is the reliance on secondary data, which may not fully capture the nuances of zakat management across diverse cultural, legal, and institutional contexts. Additionally, the focus on specific SDGs leaves room for further exploration of zakat's contributions to areas such as environmental sustainability and gender equality. To address these gaps, future research should adopt mixed-method approaches, combining quantitative analyses with qualitative case studies to provide deeper insights into zakat management practices. Longitudinal studies are also needed to assess the long-term impact of zakat on socio-economic development, while cross-country comparisons could shed light on how different regulatory frameworks influence zakat outcomes. Furthermore, future studies should explore zakat's role in addressing emerging global challenges, such as climate change and digital inequality, to ensure its continued relevance.

Ideas for improvement include expanding the scope of research to include underexplored areas like zakat's environmental impact or its integration with green financing models. Additionally, empirical validation of proposed models and strategies through field experiments or pilot programs could enhance the generalizability of findings. Strengthening collaboration between academic researchers, zakat institutions, and government agencies could also foster innovation and ensure that research translates into practical solutions. In conclusion, this study underscores the transformative potential of zakat as a tool for achieving sustainable development within the principles of Ekonomi Madani. By addressing existing challenges and leveraging opportunities for innovation, zakat institutions can play a pivotal role in fostering social justice, economic empowerment, and inclusive growth, paving the way for a more equitable and sustainable future.

### Acknowledgement

The authors would like to express their sincere gratitude to the Kedah State Research Committee, UiTM Kedah Branch, for the generous funding provided under the Tabung Penyelidikan Am. This support was crucial in facilitating the research and ensuring the successful publication of this article.

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