

Transparency and Accountability in Zakat Institutions

Hafidz Ridho Ansori¹, Evony Silvino Violita²

Universitas Indonesia, Indonesia

Email: hafidzridhoansori@gmail.com

ABSTRACT

This research focuses on the implementation of transparency and accountability principles in the management of zakat, infak, and sedekah (ZIS) funds by Yayasan Baitul Maal XYZ (YBM XYZ). The objective of this study is to evaluate the extent to which YBM XYZ has implemented transparency and accountability principles in the management of ZIS funds in 2023. The research employs a case study method with a qualitative approach. Data collection was conducted through semi-structured interviews with YBM XYZ's internal stakeholders and document analysis, including annual financial reports and program reports. The findings reveal that YBM XYZ has successfully met most of the indicators for transparency and all indicators for accountability. In the transparency aspect, the institution met 15 out of 17 evaluated indicators. Two indicators that were not fulfilled pertain to the quality of financial reporting, specifically the use of an integrated financial information system such as SIMBA (Sistem Informasi dan Manajemen BAZNAS), and the lack of ISO certification as part of the organization's governance. On the accountability aspect, YBM XYZ successfully met all defined indicators. The operational efficiency of using only 10% of the collected funds for operational costs (lower than the national standard of 12.5%) reflects the organization's commitment to economical and responsible management. This study offers practical recommendations for YBM XYZ to enhance the adoption of technology such as SIMBA and expand the fundraising base to include a broader public audience. It also serves as a guideline for other zakat management institutions in improving transparent and accountable governance..

KEYWORDS

transparency, accountability, zakat institution



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

Philanthropic institutions have an important role in improving social welfare in Indonesia, especially through the management of social funds such as *Zakat*, *Infak*, and *Shadaqah* (ZIS). Public trust in these philanthropic institutions is the key to success in distributing aid effectively and efficiently. However, in recent years, trust in philanthropic institutions has experienced serious challenges.

This decline in trust was driven by a number of cases of misuse of funds that occurred in large philanthropic institutions (Indeks Transparansi Organisasi Pengelola Zakat, 2019; Sadjiman D. P. E. and Warongan J. D. L., 2023; Sekaran R., 2016). For example, the case involving Aksi Cepat Tanggap (ACT), which misused donation funds, thus triggering public unrest about how the funds were managed. In addition, allegations of corruption related to the *Zakat Infak Sedekah* (ZIS) budget arose when the Treasurer of Baznas Bengkulu was named as a suspect by the South Bengkulu District Attorney's Office. Investigators found that there was an increase in the cost of procuring business capital assistance in the education, health, and assistance for the poor sectors. They also discovered that the manager *shadaqah*, and *waqf* (ZISWAF) funds, their implementation in various institutions had funds that could not be accounted for. Furthermore, two people were designated as suspects by the East Tanjung Jabung District Prosecutor's Office (Tanjabt看) in the case of corruption of *zakat* funds at Baznas Tanjabt看. The suspects are the treasurer and former chairman of Baznas Tanjabt看, who are suspected of having used the funds without following applicable regulations (Vaismoradi H. and Bondas T., 2013; Vidya D. P. E. and Saerang J. D. L. and Warongan J. D. L., 2023; Yin, 2018; Yunusa A. R., 2023; Yusuf N., 2020).

Hamid Abidin, a philanthropy researcher at the Public Interest Research and Advocacy Center (PIRAC), pointed out that these cases cause most people to prefer channeling their donations directly to beneficiaries, or through other informal channels, rather than through philanthropic institutions. Cases like ACT and others not only damage the reputation of philanthropic institutions but also lower the level of donations managed by those institutions. According to *The World Giving Index* (2023) report, although 82% of Indonesians still contributed in 2022, there was a decrease compared to the previous year, which was 2% lower.

The impact of this decline in trust is also felt by the *amil zakat* institution, which is part of sharia-based philanthropy. As one of the pillars in the management of ZIS, these institutions must work harder to restore their reputation and prove that they can manage funds properly and in accordance with applicable sharia principles (Indonesia, 2010). Therefore, the restoration of public trust in philanthropic institutions, especially *amil zakat* institutions, is an urgent issue to be overcome. Efforts to improve accountability, transparency, and better management need to be made to restore public confidence in donating funds through accredited formal institutions (Indonesia, 2018).

In accordance with the mandate of Law No. 23 of 2011 concerning *Zakat* Management, *zakat* management institutions, both the Amil *Zakat* Agency (BAZ) and the Amil *Zakat* Institution (LAZ), are required to manage *zakat*, *infaq*, and *shadaqah* funds with accountable and transparent accounting principles. The Financial Accounting Standard Statement (PSAK) No. 409 (formerly PSAK No. 109) is set as the main guide in the preparation of financial statements related to ZIS, to ensure that the management of *zakat* funds is carried out in accordance with sharia provisions and can be accounted for transparently to the public.

Although accounting standards such as PSAK No. 409 have been implemented to ensure transparency and accountability in the management of *zakat*, *infaq*, *shadaqah*, and *waqf* (ZISWAF) funds, their implementation in various institutions still faces challenges. PSAK No. 409 is designed to provide clear guidelines related to the recognition, measurement, presentation, and disclosure of *zakat* funds, so that *amil zakat* institutions can provide financial statements that are in accordance with sharia principles and can be accounted for. However, in practice, many *zakat* institutions in Indonesia still have difficulty applying this standard consistently.

Studies have shown that despite significant efforts to improve accountability, aspects such as internal audits, operational oversight, and openness in the delivery of financial statements still need improvement. Many *zakat* institutions in Indonesia have not been able to fully meet public expectations regarding transparency in the management of ZISWAF funds, especially in terms of presenting timely and detailed reports. Internal audits, which are supposed to be the main supervisory tool, are often ineffective in ensuring that *zakat* funds are managed in accordance with sharia principles (Arif, 2021; Atmaja T. and Syahriza R., 2021; Iskandar M., 2021; Kurniawan M., 2022; Meutia, 2010).

According to several studies, such as those found by Fitratunnisa (2022) and Hasibuan (2018), although *zakat* institutions have tried to implement ZIS accounting in accordance with PSAK No. 409, the application of this standard is still uneven across institutions. Information disclosure and audit quality remain significant challenges. Other research shows that although some institutions have achieved significant levels of fundraising, this has not always been balanced by good governance, particularly in terms of transparency and accountability.

Musdiana (2023) also highlighted that financial statements published by *zakat* institutions are often not transparent enough for donors, which risks lowering public trust.

To increase public trust, it is important for *zakat* institutions to not only focus on raising funds but also on implementing good governance. The implementation of more effective internal audits, the publication of open financial statements, and the consistent application of the PSAK No. 409 standard will increase the transparency and accountability of *zakat* institutions. This is in accordance with the views expressed by Mardiasmo (2009), who emphasizes the importance of transparency and accountability in the management of public funds to encourage public trust.

In the midst of various challenges in managing ZIS funds, the Baitul Maal XYZ FOUNDATION (YBM XYZ) has become one of the institutions considered successful in implementing professional governance and demonstrating its commitment to serving the people. Established in 2006 and obtaining the status of a National Amil *Zakat* Institution in 2010, YBM XYZ managed to raise ZISWAF funds of IDR 298.5 billion in 2023, which increased by 6.9% compared to the previous year. The funds are used to support various programs, such as social humanitarianism, health, *da'wah*, economy, and education, which have benefited more than 1.19 million recipients throughout Indonesia.

While success in fundraising can reflect the great potential of these institutions, it is also important to review how they are managed and channeled. Significant fundraising can be influenced by the size of the institution and the capacity of its parent organization, in this case XYZ. However, the success of a philanthropic institution is not only measured by the amount of funds collected but also by the quality of governance, including aspects of transparency and accountability.

Transparency in this context is not limited to financial reporting alone, but also how the institution opens up access for the public to understand the distribution of funds and who the beneficiaries are. This includes the delivery of information that can be easily accessed by donors and the general public. Meanwhile, accountability includes the responsibility of the institution to ensure that every fund raised is used in accordance with sharia provisions and established social goals. This includes robust audit mechanisms, both internally and externally, to ensure that the institution is able to account for the effective use of funds.

This research uses a case study approach on YBM XYZ, one of the *zakat* institutions that won four 5-star awards as the Best Fundraising Innovation, the Best Corporate-Based ZIS Fundraising, the Best Corporate-Based Humanitarian Fundraising, and the Philanthropic Movement Support Institution at the 2023 Indonesia Fundraising Award (IFA), with an analysis of financial statements and interviews with stakeholders at the foundation. This approach provides a more comprehensive picture of how the principles of transparency and accountability are applied in the management of ZIS funds by YBM XYZ. This study is among the few to comprehensively evaluate transparency and accountability using 17 and 4 indicators, respectively (Creswell, 2016; Mukmin S., 2020; Musdiana, 2023; Nugroho, 2015, 2018).

Thus, this research is expected to make a practical contribution in improving the governance of *zakat* institutions in Indonesia. The success of the Baitul Maal XYZ FOUNDATION (YBM XYZ), with a governance system that is able to collect ZISWAF funds significantly and distribute them effectively to more than 1.19 million beneficiaries, provides a concrete example that can be replicated by other institutions. These practices, if widely

applied, can improve the quality of *zakat* fund management in Indonesia and support the implementation of better sharia accounting standards in the philanthropic sector, which will ultimately strengthen public trust.

This study examines the management of *Zakat*, *Infak*, and *Shadaqah* (ZIS) by the Baitul Maal XYZ Foundation in 2023, focusing on three key questions: how ZIS funds are managed, the application of transparency principles, and the implementation of accountability principles. The research aims to analyze the collection, distribution, and reporting of ZIS funds while evaluating transparency and accountability practices at YBM XYZ. By assessing *zakat* accounting practices, the study seeks to enhance understanding and provide recommendations for improving ZIS fund management. The findings are expected to benefit *zakat* organizations by expanding sharia-compliant accounting knowledge and assisting the government in promoting more professional and accountable ZIS management in both public and private institutions.

METHOD

This study employs a case study strategy with a descriptive qualitative approach to explore and analyze transparency and accountability in the management of *zakat*, *infak*, and *shadaqah* (ZIS) funds at the Baitul Maal XYZ FOUNDATION (YBM XYZ). The research aims to provide an in-depth overview of how these principles are implemented and to evaluate the conformity of fund management with applicable regulations. YBM XYZ was selected as the research object due to its active role in collecting and distributing ZIS funds, with the study conducted over four months from August to November 2024.

Data collection involved two main sources: primary data from semi-structured interviews with key management personnel at YBM XYZ, focusing on their practices and how these align with transparency and accountability indicators; and secondary data from financial statements, annual reports, internal audits, and accountability reports. These documents were analyzed to assess their reflection of transparency and accountability according to established standards. The semi-structured interview method allowed for open-ended questions, enabling deeper exploration of the mechanisms for collection, management, and distribution of ZIS funds.

For data measurement and analysis, the study used established transparency and accountability standards as benchmarks to evaluate YBM XYZ's practices. Qualitative analysis identified gaps between current practices and these standards, assessing the extent to which the foundation adheres to good governance principles. The evaluation phase compared interview and document analysis results with these standards to determine compliance and identify areas needing improvement. Findings from this assessment form the basis for conclusions about YBM XYZ's governance effectiveness and provide recommendations for enhancing *zakat* fund management in other *amil zakat* institutions.

RESULT AND DISCUSSION

Management of *Zakat*, *Infak* and *Shadaqah* (ZIS) YBM XYZ

The management of *Zakat*, *Infak* and *Shadaqah* (ZIS) at YBM XYZ is designed to ensure efficiency, transparency, and compliance with sharia principles. The funds collected come from *zakat* on the income of XYZ internal employees while for *infak* and *shadaqah* are carried out

voluntarily. *Zakat* funds are collected through the payroll system from XYZ's internal employees with a deduction of professional *zakat* of 2.5% of income. The funds will automatically go to the central YBM XYZ account, then every month it is distributed to units with a percentage of 35% managed by the center while 65% of the units.

This distribution system not only guarantees efficiency in the collection process, but also supports the decentralization of programs. Regional units are given the authority to manage 65% of the funds received based on local needs, while remaining overseen by the center.

The distribution mechanism uses a five-pillar approach which is divided into two categories, namely charity and productive. The charity category consists of three pillars, namely social programs of humanity, health and da'wah, while the productive category consists of two pillars, namely education and economy. These programs are designed to meet the needs of the *mustahik* in a fair manner with priority on the poor and needy.

In addition, the distribution of funds is carried out with caution so as not to make mistakes as asnaf. YBM XYZ distributes *Zakat*, *Infaq*, and *Shadaqah* (ZIS) funds through several structured and transparent stages. The following are the details of the process of distributing the funds:

1. **Submission of Assistance Proposals:** Prospective beneficiaries or parties who know of a need can submit a request for assistance through the YBM XYZ application. This submission includes personal data, the type of assistance needed, and supporting documents such as *Mustahik* Certificate (SKM), KTP, KK, and photos of the latest condition.
2. **Data Verification and Validation:** The YBM XYZ team verifies the submitted data and documents to ensure the validity and feasibility of prospective beneficiaries in accordance with the *mustahik* criteria.
3. **Determination of Beneficiaries:** After the verification process, YBM XYZ determines the individuals or institutions that are eligible to receive assistance based on priority needs and availability of funds.
4. **Distribution of Funds or Assistance:** Assistance is distributed in the form of cash or goods according to the type of program that has been determined, such as business capital, education costs, or humanitarian social assistance. Distribution is carried out directly to beneficiaries or through a program that has been designed.
5. **Reporting and Documentation:** After distribution, reporting is carried out which includes documentation of the handover of assistance and receipts from beneficiaries. This report is uploaded to YBM XYZ's system for monitoring and accountability purposes.
6. **Monitoring and Evaluation:** YBM XYZ monitors the use of funds or assistance that has been distributed to ensure that the assistance is used in accordance with the purpose and has a positive impact on the beneficiaries.

The process of distributing ZIS funds at YBM XYZ is designed to ensure that the assistance is on target, transparent, and in accordance with sharia principles and applicable regulations.

Analysis of the Application of YBM XYZ Transparency Principles

Transparency is one of the main foundations in the management of ZIS funds at YBM XYZ. This is realized through the publication of regular financial statements, transparency of governance, and openness of the program to *muzaki*. With various media such as annual reports, quarterly reports, and digital applications, YBM XYZ strives to ensure that every *muzaki* has access to information related to fundraising and distribution.

Financial Transparency

Publication of Financial Statements

The publication of YBM XYZ's financial statements is a strategic step in ensuring the accessibility and accuracy of financial data for all stakeholders. YBM XYZ consistently practices financial transparency through the publication of regular reports to the public. This report covers various financial aspects, such as annual reports, financial audits, summary of allocations of *zakat*, *infaq*, and *shadaqah* (ZIS) funds, as well as program implementation. The reports are compiled in various periods, ranging from daily, weekly, monthly, quarterly, semi-annual, to annual reports, so as to provide a detailed and continuous overview of the organization's activities.

YBM XYZ uses various media to disseminate these reports, such as Nuansa Amal magazine, Kabar Amal newsletter, official website (www.ybmXYZ.org), as well as social media platforms such as Instagram, Facebook, and YouTube. These media ensure that financial reports and related information are accessible to donors, stakeholders, and cooperation partners.

The financial statements presented include unaudited and audited documents, which follow the standards of PSAK *Zakat* and *Waqf*. The audit process by an independent Public Accounting Firm (KAP) is a guarantee of the accuracy and credibility of the report. This strengthens the *muzaki*'s trust in fund management in accordance with sharia principles and good governance. With this approach, YBM XYZ not only increases transparency, but also builds credibility and closer relationships with all stakeholders.

Quality of Financial Statements

The quality of YBM XYZ's financial statements is supported by the use of information and management system technology, which ensures the integration of financial data throughout the unit, although YBM XYZ does not use the BAZNAS Information and Management System (SIMBA), but this management is similar to the use of the BAZNAS Information and Management System (SIMBA) which is used by other *zakat* institutions, which allows the preparation of reports automatically and minimizes human error in financial records. This system helps to present detailed reports, from collection to distribution of funds.

Timeliness in reporting is also a priority, where YBM XYZ prepares daily, monthly, quarterly, and yearly financial reports. The report is audited by an independent Public Accounting Firm (KAP), which provides an opinion on the quality of the report. The Reasonable Opinion Without Exception (WTP) achieved consistently shows that YBM XYZ's financial statements are in accordance with the PSAK *Zakat* and *Waqf* standards.

The combination of the use of technology, timeliness and independent audit processes makes YBM XYZ's financial statements credible and reliable. This not only increases the trust

of the *muzaki*, but also strengthens the organization's image in the transparent and professional management of ZIS funds.

The quality of YBM XYZ's financial statements is supported by the use of the *Sepakat* application, a system specifically designed for financial reporting and accounting. Although YBM XYZ does not use the BAZNAS Information and Management System (SIMBA) system as implemented in Baznas, the *Sepakat* application has helped in managing financial data in a more organized manner. The app allows for more structured financial reporting, although it does not include comprehensive program activity reporting.

Timeliness of financial reporting is one of YBM XYZ's top priorities. Each regional unit is instructed to complete monthly reports no later than the 10th of the following month, while quarterly reports are targeted to be completed every 20th of the following month.

In addition, YBM XYZ's financial statements are regularly audited by independent auditors. Opinions given by auditors, such as the Fair Without Exception (WTP) opinion, are a benchmark for the credibility of financial statements. This is very important to build public trust in the management of ZIS funds. With the use of the *Sepakat* application, strict reporting time targets, and supervision through independent audits, YBM XYZ is able to maintain the quality of its financial statements. This reflects the organization's commitment to transparency, accuracy, and accountability in the management of ZIS funds.

Management Transparency Governance

YBM XYZ's governance is designed to ensure that the management of ZIS funds runs transparently, accountably, and in accordance with sharia principles. In practice, this governance is realized through layered supervision, sharia-based policy formulation, and performance evaluation that is carried out regularly. One of the important elements in YBM XYZ's governance is the availability of Standard Operating Procedures (SOP) which is the main guideline in every operational process. This SOP ensures that every activity runs consistently, according to the standards that have been set. In the annual report of YBM XYZ 2023, it is stated that the management and Amil of YBM XYZ periodically participate in seminars, conferences, and workshops held by internal and external institutions to improve their competence and professionalism. This step aims to enable them to manage their funds well and provide maximum impact.

The preparation of the Annual Work Plan and Budget (RKAT) is carried out through a National Working Meeting (*Rakernas*) involving all parts of the organization. This National Meeting is an important moment to formulate strategies, plan budgets, and evaluate the previous year's work program

Commitment to governance is also reflected in the implementation of a code of ethics that prioritizes integrity, professionalism, and discipline. In strategic decision-making, such as the distribution of funds, YBM XYZ requires the approval of the Sharia Council to ensure that each policy is in accordance with sharia principles. Through the implementation of SOPs, the preparation of participatory RKAT, and tiered supervision, YBM XYZ shows its commitment to good governance. This approach not only maintains the trust of the *muzaki*, but also supports the sustainability of the program and ensures maximum benefits for the *mustahik*.

Organizational Structure

YBM XYZ's organizational structure is designed to ensure clarity of roles and responsibilities at each organizational level, as well as support transparency in decision-making. YBM XYZ's management profile consists of the board elected through the foundation's annual meeting, the Board of Trustees consisting of six members (one of whom serves as the Chairman of the Board of Trustees), and the Sharia Board which is in charge of ensuring that policies taken are in accordance with Islamic sharia principles. As explained in the 2023 Annual Report YBM XYZ, certain decision-making requires approval from the *Sharia* Council first, so that all policies taken have a strong *sharia* foundation.

Monthly meetings held by the management and Amil are an important forum to discuss operational performance, policy evaluation, and handling issues that require quick solutions. With an organizational structure that includes multi-layered supervision, clearly defined roles, and ongoing competency development, YBM XYZ ensures that the management of ZIS funds can be carried out in a transparent, accountable, and targeted manner. This structure not only supports smooth operations, but also builds trust from stakeholders.

Information and Documentation Portal (PID)

YBM XYZ has a strong commitment to providing transparent access to information to the public. Various important information related to the organization's policies, programs, and financial statements can be easily accessed by the public, *muzaki*, and stakeholders. This is done to ensure that all parties get a clear picture of the management of the funds that have been collected and used.

In the 2023 YBM XYZ Annual Report, it is stated that YBM XYZ routinely presents reports in various periods, ranging from daily, weekly, monthly, quarterly, semesterly, to yearly. The report includes financial statements, both unaudited and audited, as well as program implementation reports and other relevant information. To distribute this information, YBM XYZ uses various media, such as Nuansa Amal Magazine, Charity News Newsletter, Official website (www.ybmXYZ.org), Instagram (@ybmXYZ), Facebook Fanpage YBM XYZ, and YouTube YBM XYZ. These reports are regularly updated to ensure that the information provided remains relevant and reflects the current state of the institution's activities. With this approach, YBM XYZ not only shows transparency in fund management, but also builds public trust in the institution.

This effort reflects YBM XYZ's commitment to continue to provide information disclosure, so that everyone involved can feel confident that the funds collected are managed with trust and accountability. By utilizing various media, YBM XYZ is able to reach a wider audience and ensure that each program can be known and understood well by the public.

Complaint Channels

YBM XYZ provides a complaint system designed to receive criticism, input, and questions from stakeholders, including *muzaki*. This system is one of the important elements in organizational evaluation, because it provides space for the public to convey the problems they face related to the services and programs they run. The available complaint channels include email services and WhatsApp numbers that are specially managed by the customer service team.

In its implementation, every incoming complaint is recorded and processed by a special team. This system ensures that every complaint or input from stakeholders is not only heard, but also followed up systematically. In the 2023 Annual Report of YBM XYZ, it is stated that the complaint channel is also a means to increase public trust in institutions. With this complaint channel, YBM XYZ can identify problems faced by stakeholders and take corrective steps. The feedback received is not only an evaluation material, but also helps the organization improve services and ensure *muzaki* satisfaction. This complaint system reflects YBM XYZ's commitment to listen to stakeholders and continue to improve service quality. By actively involving feedback, the organization is able to maintain a good relationship with the *muzaki* while increasing trust in the management of *zakat*, *infaq*, and *shadaqah* funds.

Program Transparency

Real-time Activity

The "YBM App" app allows *muzaki* to monitor program activities in real-time. This includes the application for *mustahik* assistance and reporting on the distribution of funds. The real-time management of *zakat* collection and distribution is one of YBM XYZ's advantages in carrying out the transparency of its program. This system allows organizations to monitor every stage, from fundraising to distribution to *mustahik*, directly. With real-time monitoring, YBM XYZ is able to respond quickly and accurately, ensuring that every fund raised can be immediately used according to its intended purpose. Real-time distribution reports provide a first-hand overview of program effectiveness. This system provides accurate data regarding the amount of funds disbursed, the location of the program, and the *mustahik* who received benefits. This makes it easier for YBM XYZ to evaluate the program and provide assurance to the *muzaki* that the funds they entrust are being used properly. However, there are still challenges faced, especially related to the use of applications.

With real-time-based management, YBM XYZ shows its commitment to transparency and accountability in *zakat* management. The system not only supports efficient distribution, but also builds *muzaki* trust by providing direct access to actual and transparent activity data.

Muzaki and Mustahik Databases

The integrated database ensures that every *mustahik* is. The management of an integrated *muzaki* and *mustahik* database is an important part of the transparency and accountability of *zakat* management at YBM XYZ. The *muzaki* database, which consists mostly of XYZ employees as individual *muzaki*, gives the organization good control over the source of *zakat* income. This data is managed centrally to ensure that the collection runs optimally and in accordance with the set targets.

Meanwhile, no explicit information was found regarding the existence of *muzaki* bodies that contributed to YBM XYZ. This shows that the main focus of *zakat* collection at YBM XYZ comes more from individual employee *zakat*. In addition, the *mustahik* database records in detail who receives benefits from *zakat* funds. The information recorded includes the identity of *mustahik*, location, type of assistance received, and frequency of receipt. With this data management, YBM XYZ ensures that the distribution of *zakat* is carried out on target in accordance with the *asnaf* criteria that have been set.

Good database management supports transparency in reporting to *muzaki*. *Muzaki* can find out directly to whom their *zakat* funds are distributed, while *mustahik* data is the basis for the organization's evaluation in determining future programs. With this system, YBM XYZ maintains the trust of the *muzaki* while improving the efficiency of the distribution of *zakat* funds. The organized database shows YBM XYZ's commitment to ensure that *zakat* funds are truly distributed to those who are entitled, even though currently the *muzaki* resources are more focused on individual employees than business entities.

Program Collection and Distribution Data

Data on the collection and distribution of *zakat* is an important part of maintaining the transparency and accountability of the program at YBM XYZ. *Zakat* collection data provides clear information about how much funds are received from *muzaki* in a given period. Through detailed recording, YBM XYZ can find out the source of funds, the amount of funds that come in, and project the needs of the program in the future (Nurhayati, 2013).

Meanwhile, *zakat* distribution data reflects transparency in the allocation and distribution of funds. Each fund disbursed is recorded in detail, including where the funds were given, the type of programs supported, and the number of *mustahik* who received benefits. This ensures that the funds collected are used as planned and achieve *mustahik* in need (Fahmi S. E., 2022).

In YBM XYZ's Annual Report 2023, YBM XYZ presents structured *zakat* collection and distribution data. The funds collected from XYZ employees are allocated to five main pillars, namely social, humanitarian, educational, economic, health, and da'wah. This information is not only a form of accountability to the *muzaki*, but also helps the organization evaluate the effectiveness of the program.

With organized data management, YBM XYZ ensures that the entire process of collecting and distributing *zakat* runs according to the mandate. This complete and transparent data gives a sense of trust to the *muzaki*, as well as showing YBM XYZ's commitment in carrying out professional *zakat* management.

Analysis of the Application of YBM XYZ Accountability Principles Accountability, Honesty and Law

Accountability, honesty and law are important principles applied by YBM XYZ to ensure that every action and decision taken by the management or staff is in accordance with the applicable legal provisions and based on the principle of honesty. This dimension plays a role in preventing abuse of position or power in the management of *zakat*, *infaq*, and *shadaqah* funds (Fitratunnisa, 2022; Fitriani N., 2020; Gunawan R., 2023).

In the 2023 Annual Report of YBM XYZ, it is stated that this institution instills the values of integrity in all administrators and Amil through an integrity pact and code of ethics that must be complied with by every individual. It is also stated that supervision is carried out strictly by the Sharia Council and the Board of Trustees, ensuring that the management of funds does not violate Islamic law or applicable regulations. In an interview (Hakim, 2019; Hasibuan, 2018; Huda, 2014).

YBM XYZ also ensures that all funds managed are transparently reported and audited by an independent Public Accounting Firm (KAP). This audit process not only ensures compliance

with accounting standards, but also provides *muzaki* with assurance that funds are managed responsibly.

By implementing a code of ethics, integrity pact, and tiered supervision, YBM XYZ has succeeded in upholding the principles of honesty and law in every aspect of its operations. This approach not only maintains the trust of the *muzaki*, but also ensures that the management of funds is in accordance with Islamic law and applicable regulations.

Process Accountability

Process accountability at YBM XYZ reflects efforts to ensure smooth and efficient management of *zakat* funds, from collection to distribution. However, based on analysis and evaluation, there are several challenges in its implementation that affect the effectiveness of services to *muzaki* and *mustahik*.

In the YBM XYZ Annual Report 2023, it is stated that SOPs are used as the main guidelines for running operational processes, and technologies such as the YBM XYZ application have been implemented to speed up and simplify services. This aims to ensure that each stage, both collection and distribution, can take place more efficiently and structured.

However, interviews with Respondent 3 show that technical and operational obstacles are still the main challenges in the process of disbursing funds. One of the factors that slows down the process is the high level of prudence in ensuring the *asnaf-an mustahik* and compliance with sharia principles. In addition, some units have special agendas such as programs in the month of Ramadan or other Islamic holidays, which sometimes result in delays in disbursement due to fundraising strategies.

Another obstacle found is the wide coverage of the area and the busyness of the administrators, so the verification and distribution process takes longer. This is a serious concern because every process must remain based on the principles of prudence and accountability.

This evaluation shows that although YBM XYZ has made efforts to implement process accountability through SOPs and technology, there are still operational challenges that need to be addressed. Improvements can be made by improving coordination between the center and units, strengthening human resource support, and optimizing the use of technology so that the process can run more efficiently without reducing the quality of verification and compliance with sharia principles.

Program Accountability

Program accountability at YBM XYZ refers to the extent to which the organization is able to achieve the goals that have been set according to plans and expectations. Each program is designed based on five main pillars, namely social, humanitarian, educational, economic, health, and *da'wah*. These programs are divided into two categories: charitable and productive. The social, health, and *da'wah* pillars are included in the category of charity, while the pillars of economics and education are in the productive category. For the allocation of funds, of the total 50% allocated for charity programs, the distribution is 30% for the social pillar, 12% for health, and 8% for *da'wah*. Meanwhile, of the 50% allocated for productive programs, 30% is used for education and 20% for the economy.

In the YBM XYZ 2023 Annual Report, it is explained that program achievements are evaluated periodically to ensure that each allocation of funds can have a real impact on *mustahik*. In 2023, YBM XYZ managed to reach more than 1.19 million beneficiaries, demonstrating the organization's commitment to achieving the set targets. However, obstacles in program implementation, such as *mustahik* verification or wide area coverage, are still challenges that affect the effectiveness of the program.

This analysis shows that YBM XYZ has made efforts to achieve program accountability through strategic planning and proportional distribution of funds. However, to improve program effectiveness, organizations can consider technology optimization and strengthening coordination with regional units so that program goals can be achieved as planned. With this approach, YBM XYZ can ensure that every allocated fund has a maximum impact on the beneficiaries.

Financial Accountability

Financial accountability at YBM XYZ includes the organization's responsibility to ensure that every fund managed is used economically, efficiently, and effectively, in accordance with its intended purpose. One of the important aspects in the implementation of this accountability is the management of operational funds for *amil*. Based on internal policies, YBM XYZ only uses 10% of the total funds raised for operations, although national standards allow up to 12.5% for *zakat* institutions.

This policy shows YBM XYZ's commitment to maximizing the allocation of *zakat* funds for empowerment programs and assistance to *mustahik*, compared to operational costs. The remaining funds are focused on five main program pillars: social, humanitarian, educational, economic, health, and *da'wah*.

In the *Annual Report* of YBM XYZ 2023, it is stated that the financial statements of this institution are prepared in accordance with PSAK 109 (currently changed to PSAK No.409) and audited by an independent Public Accounting Firm (KAP). The audit results show that the management of the funds has been carried out in a transparent and accountable manner, with a Fair Without Exception (WTP) opinion for several consecutive years. With a policy of restricting operating funds that are lower than national standards, consistent financial audits, and prudence in the distribution of funds, YBM XYZ demonstrates the implementation of good financial accountability. This step not only improves the efficiency of the use of funds, but also builds *muzaki's* trust in professional and responsible management.

Index of Assessment Results

Table 1. Accountability Assessment Results Index

Yes	Element	Explanation	Valuation	
			Appropriate	Less
1	Accountability, Honesty and Law	This dimension is related to the importance of avoiding abuse of office or power. Organizations must ensure that the actions taken by their leaders or staff are always based on the principle of honesty and in accordance with the provisions of applicable law.	√	

Yes	Element	Explanation	Valuation	
			Appropriate	Less
2	Process Accountability	This refers to the importance of smoothness and efficiency in the process of services provided to the public or stakeholders. Organizations must be able to provide a quick and effective response to the needs or requests that are raised.	√	
3	Program Accountability	This dimension refers to the evaluation of the achievement of organizational goals. The organization must be held accountable for whether the pre-set goals can be achieved according to the existing plans and expectations.	√	
4	Akuntabilitas Finansial	Ini berkaitan dengan tanggung jawab organisasi dalam penggunaan dana yang ada. Organisasi harus dapat memastikan bahwa dana yang dikelola digunakan secara ekonomis, efisien, dan efektif, serta sesuai dengan peruntukannya.	√	

Source : Processed Independently, 2024

CONCLUSION

The management of ZIS funds at YBM XYZ aligns with sharia principles and national standards such as PSAK 409, with funds primarily collected through an employee payroll system and distributed across five pillars: social, educational, economic, health, and *da'wah*. Despite effective overall management, technical challenges remain in fund distribution, particularly due to wide geographic coverage and lengthy verification of *mustahik*. Transparency implementation is strong, with 15 of 17 indicators met, though improvements are needed in financial statement quality and governance certification. Accountability is fully achieved across all assessed indicators, demonstrating comprehensive adherence to honesty, legal, process, program, and financial accountability. Future research could explore innovative technological solutions and streamlined verification processes to overcome distribution challenges and further enhance transparency and governance in *zakat* fund management.

REFERENCES

- Arif, M. (2021). *Pengelolaan zakat yang transparan dan akuntabel*. Prenada Media.
- Atmaja T. and Syahriza R., W. and A. (2021). Analisis transparansi dan akuntabilitas pengelolaan dana zakat, infaq dan sedekah (ZIS) Lembaga Amil Zakat Yatim Mandiri Medan. *Journal of Islamic Accounting Competency (J-ISACC)*, 71–85. <https://ejournal.lp2m.uinjambi.ac.id/ojs/index.php/jisacc/article/view/926>
- Creswell, J. W. (2016). *Research design, pendekatan metode kualitatif, kuantitatif, dan campuran (4th ed.)*. Pustaka Belajar.
- Fahmi S. E., A. R. and H. (2022). Teknologi digital dalam pengelolaan zakat: Studi pada LAZ terkemuka. *Jurnal Akuntansi Dan Keuangan Islam*, 10(3), 45–56.
- Fitratunnisa. (2022). Analisis akuntabilitas dan transparansi pengelolaan dana zakat pada Lembaga Amil Zakat Nasional (LAZNAS) Yatim Mandiri Cabang Kota Makassar. *Jurnal Akuntansi Dan Keuangan Islam*, 10(2), 123–135.
- Fitriani N., A. and R. (2020). Implementasi PSAK 109 pada lembaga zakat di Indonesia. *Jurnal Ekonomi Syariah Teori Dan Terapan*, 7(2), 211–225.

- Gunawan R., H. and S. (2023). Evaluasi tata kelola lembaga zakat berbasis syariah. *Jurnal Riset Akuntansi Dan Syariah*, 8(1), 112–124.
- Hakim, L. (2019). *Tata kelola zakat yang efektif: Perspektif syariah dan manajemen modern*. UII Press.
- Hasibuan, Z. K. (2018). Analisis penerapan akuntansi ZIS dan akuntabilitas pada penyajian laporan keuangan BAZNAS Provinsi Sumatera Utara. *Jurnal Keuangan Dan Akuntansi Syariah*, 7(2), 45–58.
- Huda, N. (2014). Faktor-faktor yang memengaruhi kepercayaan muzaki terhadap lembaga amil zakat. *Jurnal Manajemen Zakat*, 6(1), 44–52.
- Indeks Transparansi Organisasi Pengelola Zakat. (2019). Pusat Kajian Strategis BAZNAS.
- Indonesia, I. A. (2010). *Peraturan dan standar akuntansi keuangan No. 109: Akuntansi zakat dan infak/sedekah*. Dewan Standar Akuntansi Syariah.
- Indonesia, I. A. (2018). *Pernyataan standar akuntansi keuangan No. 109: Akuntansi zakat, infak, dan sedekah*. Dewan Standar Akuntansi Keuangan.
- Iskandar M., D. and T. (2021). Kepercayaan muzaki terhadap lembaga amil zakat: Analisis peran transparansi. *Jurnal Akuntansi Dan Manajemen Syariah*, 9(2), 89–105.
- Kurniawan M., E. and B. (2022). Peran SIMBA dalam meningkatkan efisiensi pengelolaan zakat. *Jurnal Ekonomi Dan Keuangan Islam*, 15(3), 167–180.
- Meutia, S. (2010). Syariah enterprise theory (SET) dan amanah utama. *Jurnal Ekonomi Dan Keuangan Islam*, 2(2), 1–18.
- Mukmin S., A. and S. (2020). Implementasi PSAK 109 pada lembaga zakat di Indonesia: Studi kasus. *Jurnal Ekonomi Islam*, 14(3), 235–245.
- Musdiana. (2023). Akuntabilitas dan transparansi laporan keuangan pengelola zakat di Badan Amil Zakat Nasional Kabupaten Pinrang. *Jurnal Ekonomi Syariah*, 8(3), 89–102.
- Nugroho, A. (2015). Prinsip-prinsip Islamic corporate governance dalam pengelolaan zakat. *Jurnal Ekonomi Dan Keuangan Islam*, 5(2), 89–97.
- Nugroho, A. (2018). Prinsip transparansi dan akuntabilitas dalam pengelolaan dana zakat. *Jurnal Akuntansi Dan Keuangan Syariah*, 6(1), 34–50.
- Nurhayati, S. and W. (2013). *Akuntansi syariah di Indonesia*. Salemba Empat.
- Sadjiman D. P. E. and Warongan J. D. L., V. P. and S. (2023). Analisis akuntabilitas dan transparansi pengelolaan dana zakat, infaq, dan sedekah pada Yayasan Baitul Maal BRILiaN Regional Office Manado. *Jurnal Akuntansi Syariah Dan Filantropi Islam*, 15(1), 56–70.
- Sekaran R., U. and B. (2016). *Research methods for business: A skill building approach (7th ed.)*. Wiley.
- Vaismoradi H. and Bondas T., M. and T. (2013). Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study. *Nursing and Health Sciences*, 398–405.
- Vidya D. P. E. and Saerang J. D. L. and Warongan J. D. L., S. and S. (2023). Analisis akuntabilitas dan transparansi pengelolaan dana zakat, infak/sedekah pada Yayasan Baitul Maal Brilian Regional Office Manado. *Jurnal Riset*.
- Yin, R. K. (2018). *Case study research and application design and methods (6th ed.)*. Sage.
- Yunusa A. R., A. and S. (2023). Analisis implementasi PSAK 409 pada akuntansi zakat, infak, dan sedekah mendorong transparansi dan akuntabilitas dalam organisasi pengelola zakat (OPZ): Studi kasus BAZNAS Kota Gorontalo. *Jurnal Syariah Dan Filantropi Islam*, 9(4), 101–115.
- Yusuf N., A. and S. (2020). Optimalisasi sistem informasi zakat untuk meningkatkan kepercayaan publik. *Jurnal Syariah Dan Ekonomi Islam*, 14(2), 123–136.