

Community-Based Islamic Philanthropy Fundraising: Strategy, Challenges, and Opportunities at NU Care-LAZISNU Ponorogo

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Article Info	Abstract
Article history: Received June 19, 2026 Revised June 21, 2026 Accepted June 25, 2026 Available online June 30, 2026 * Corresponding author email: nadiavivi265@gmail.com Keywords: community awareness, fundraising strategy, NU Care Lazisnu, ZIS	Introduction: The collection of zakat, infaq, and alms (ZIS) funds through official institutions still faces various challenges, such as low public awareness, limited use of digital technology, and the non-optimal fundraising strategy carried out by zakat management institutions. On the other hand, there are still many people who distribute zakat directly to mustahik so that the potential for collecting zakat through institutions has not been maximized. Research Methods: This study uses a qualitative approach with a type of field research. Data collection was carried out through interviews, observations, and documentation with informants consisting of management, fundraising team, and related parties at NU Care Lazisnu Ponorogo Regency. Results: The results of the study show that the fundraising strategy of NU Care Lazisnu Ponorogo has applied a segmentation, targeting, positioning, branding, and tactical planning approach through the NU Coin program, dawn alms, social activities, social media, bank transfer services, and the use of the Nahdlatul Ulama organizational network. The implementation of the strategy is supported by the strong structural network of Nahdlatul Ulama, high public trust, and the existence of sustainable social programs. However, there are still obstacles in the form of limited human resources, suboptimal digitalization of fundraising, low public

	understanding of zakat through institutions, and operational constraints in the field. Conclusion: The fundraising strategy implemented has a positive impact on increasing public awareness in paying zakat through official institutions, although its implementation still requires strengthening aspects of digital technology, program innovation, and human resource development.
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INTRODUCTION

Zakat, infaq, and alms (ZIS) are important instruments in the Islamic economic system that function not only as spiritual worship, but also as a means of equitable distribution of social welfare and poverty reduction. In the context of Islamic economics, zakat has a strong social dimension because it can be an instrument of income redistribution and strengthening the welfare of the community, especially the mustahik group. The potential for zakat in Indonesia is very large, but the realization of its collection through the amil zakat institution is still not optimal. This condition shows that there is a gap between the amount of potential zakat and the level of community participation in distributing zakat through official institutions (Nugroho et al., 2021).

The main problem faced by zakat management institutions today is how to build an effective, systematic, and sustainable fundraising strategy to increase ZIS fund collection. Fundraising is an important aspect because it is not only related to the fundraising process, but also builds long-term relationships with muzakki and increases public awareness about the importance of distributing zakat through official institutions. The right fundraising strategy can help amil zakat institutions increase public trust, expand donor networks, and optimize zakat collection (Nasution, 2022). The development of digital technology provides a great opportunity for zakat institutions to increase the effectiveness of fundraising. The use of social media, bank transfer services, digital platforms, and online payment systems can expand the reach of fundraising and make it easier for people to distribute zakat. However, the success of fundraising digitalization is not only determined by the availability of technology, but also influenced by the quality of institutional governance, transparency, accountability, and the ability of human resources to manage the digital system optimally (Ningrum et al., 2021).

In addition to internal institutional factors, the level of public awareness is also an important factor that affects the effectiveness of zakat collection. Some people still have a tendency to distribute zakat directly to beneficiaries rather than through official institutions. Low zakat literacy, lack of understanding of the functions of amil zakat institutions, and lack of education related to the benefits of organized zakat collection are challenges for zakat management institutions (Sudiarti et al., 2023). In this context, NU Care Lazisnu Ponorogo Regency has a strategic position as an Islamic philanthropic institution based on the Nahdlatul Ulama community organization which has a structural network up to the branch and village

levels. The strength of the social and cultural network of Nahdlatul Ulama is an important capital in the implementation of zakat, infaq, and alms fundraising. Various fundraising programs have been carried out, such as Koin NU, dawn alms, regular donors, social activities, donation pick-up services, and the use of social media as a means of education and fundraising. Despite having great institutional potential, NU Care Lazisnu Ponorogo's fundraising strategy still faces various challenges, such as limited human resources, not optimal digitization of fundraising, low public understanding of zakat through official institutions, and operational obstacles in the management of fundraising programs. On the other hand, the large network of Nahdlatul Ulama and the high loyalty of Nahdliyin residents are supporting factors that can strengthen the effectiveness of the institution's fundraising strategy.

Previous research has mostly discussed the effectiveness of digital fundraising, transparency in zakat management, and the implementation of fundraising programs in certain institutions. However, research that specifically examines the fundraising strategy of NU Care Lazisnu Ponorogo with a fundraising planning approach including segmentation, targeting, positioning, branding, and tactical plans is still relatively limited. In addition, there has not been much research that links fundraising strategies with the level of public awareness in paying zakat through official institutions, especially in the socio-religious context of the Ponorogo community. Based on this description, this study aims to analyze the fundraising strategy carried out by NU Care Lazisnu Ponorogo, identify supporting and inhibiting factors in its implementation, and analyze the impact of fundraising strategies on the level of public awareness in paying zakat through official institutions.

RESEARCH METHOD

This study uses a qualitative approach with the type of field research (*field research*) to deeply understand the fundraising strategy implemented by NU Care Lazisnu Ponorogo Regency in collecting zakat, infaq, and alms (ZIS) funds. The qualitative approach was chosen because it was able to provide a comprehensive understanding of social phenomena based on experiences, views, and practices carried out by zakat management institutions in carrying out fundraising strategies in the field. The research method used is a descriptive case study, which is research that focuses on an in-depth exploration of a phenomenon in a certain context. This study places NU Care Lazisnu Ponorogo Regency as the focus of the study to understand fundraising strategies, supporting and inhibiting factors, and their impact on public awareness in paying zakat through official institutions.

The research location was carried out at NU Care Lazisnu, Ponorogo Regency because this institution has the characteristics of fundraising based on the Nahdlatul Ulama organizational network which is quite strong at the branch and village levels. In addition, this institution runs various fundraising strategies that combine conventional and digital methods, making it interesting to study further. Data collection was carried out through in-depth interviews, observations, and documentation. Interviews were conducted with the management of NU Care Lazisnu Ponorogo Regency, the field fundraising team, program

managers, and several communities or donors involved in the collection of ZIS funds. Observations were made to see firsthand the implementation of fundraising programs such as Koin NU, social activities, donation pick-up services, and the use of social media as a means of education and fundraising. Meanwhile, documentation was obtained from institutional archives, fundraising reports, social media publications, and other supporting documents.

Informant selection techniques using *purposive sampling*, that is, selecting informants based on certain considerations that are relevant to the needs of the research. Informants are selected based on their direct involvement in the implementation of fundraising strategies so that they are able to provide in-depth information about the implementation, challenges, and impacts of fundraising programs run by institutions. The data was analyzed using an interactive analysis technique consisting of three stages, namely data reduction, data presentation, and conclusion drawn. Data reduction is carried out by sorting out information relevant to the focus of the research, then presented systematically to facilitate data interpretation. Furthermore, conclusions are drawn through an interpretation process of field findings which are strengthened by fundraising planning theory and previous research results. The validity of the data is carried out through source triangulation techniques and triangulation methods to ensure the validity of research results. Source triangulation is carried out by comparing the results of interviews between informants, while the triangulation method is carried out through the comparison of interview data, observations, and documentation. This technique aims to produce credible and academically accountable research findings.

RESULT AND DISCUSSION

Overview of NU Care Lazisnu Ponorogo Regency

NU Care LAZISNU Ponorogo Regency is an Islamic philanthropic institution under the auspices of Nahdlatul Ulama and has a strategic role in collecting and distributing zakat, infaq, and alms (ZIS) funds. The existence of this institution is an important part in supporting the welfare of the community through various social, educational, health, economic, disaster, and religious programs. As a zakat management institution based on Islamic community organizations, NU Care Lazisnu Ponorogo Regency has the main strength in the form of a structural network of Nahdlatul Ulama spread to the level of branches, branches, mosques, prayer rooms, Islamic boarding schools, and Nahdliyin community residents. This condition provides its own advantages for institutions in carrying out fundraising activities because it has a strong social base and high public loyalty to the organization. In the practice of fundraising, NU Care Lazisnu Ponorogo Regency runs various fundraising strategies that are not only administrative, but also based on social and religious values. This approach is carried out through the NU Coin program, dawn alms, regular donors, zakat pick-up services, social activities, the use of digital media, and Nahdlatul Ulama community-based institutional cooperation.

NU Care Lazisnu Ponorogo Regency Fundraising Strategy

Fundraising is an important activity in zakat management which aims to raise funds from the community to support empowerment and welfare programs for the people. In its implementation, the fundraising strategy at NU Care Lazisnu Ponorogo Regency has implemented a fairly systematic approach through segmentation, targeting, positioning, branding, and tactical planning.

a. Fundraising Segmentation

Segmentation is carried out by grouping prospective donors based on the social, economic, and religious characteristics of the community. NU Care Lazisnu Ponorogo Regency divides the segmentation of donors into several groups, including Nahdlatul Ulama residents, entrepreneurs, mosque and prayer room worshippers, education apparatus, MSME actors, and the general public. The segmentation aims to ensure that the fundraising strategy applied can be adjusted to the characteristics of potential donors so that the fundraising process becomes more effective. For example, village-level communities are more reached through the Koin NU program and religious activities, while professional donors are more directed through bank transfers and personal communication. The institution also utilizes the structural network of Nahdlatul Ulama as the main segmentation base. The existence of administrators at the branch level allows the zakat education process to be carried out more closely to the community. This strategy shows that fundraising is not only oriented towards raising funds, but also strengthening social relations based on religious communities.

b. Fundraising Targeting

After segmenting donors, NU Care Lazisnu Ponorogo Regency implemented a strategy *targeting* by determining community groups that have great potential in collecting zakat, infaq, and alms funds. The main targets of fundraising include Nahdlatul Ulama residents, mosque and prayer room worshippers, NU-based educational institutions, micro and medium business actors, NU organizational apparatus, and the general public who have social concerns. The selection of the target was made based on considerations of social proximity, donation potential, and ease of access to fundraising. In practice, NU Care Lazisnu Ponorogo prioritizes a community-based approach because it is considered to be able to create an emotional connection between the institution and the community. This relationship is an important social capital in increasing donor loyalty and the sustainability of fundraising.

The NU Coin program is one of the effective targeting strategies because it targets the community at large through infak boxes placed in people's homes, shops, stalls, and educational institutions. This strategy allows the community to participate in fundraising easily with a small nominal amount but is carried out regularly. On the other hand, bank transfer services and personal communication are used to reach regular donors with a larger donation capacity. This community-based targeting approach is in line with the theory *fundraising planning* which emphasizes the importance of mapping donor targets so that fundraising strategies can be carried out more effectively and on target. With a

clear target setting, the institution is able to maximize the potential for fundraising while increasing community involvement in Islamic philanthropic activities.

c. Fundraising Positioning

Positioning is a strategy to build the image of the institution in the community so that it has a strong and easily recognizable identity. In this context, NU Care Lazisnu Ponorogo Regency positions itself as a zakat management institution that is trustworthy, transparent, and close to the Nahdliyin community. The image is built through various social activities that directly touch the needs of the community, such as education assistance, orphan compensation, health assistance, disaster assistance, productive economic programs, and other socio-religious activities. These programs are a tangible form of zakat fund management that can be directly benefited by the community.

In addition, the institution's positioning is also strengthened through the identity of Nahdlatul Ulama which already has high social legitimacy and trust in the Ponorogo community. The strength of organizational identity is an important factor in building public trust in the management of ZIS funds. Public trust in institutions is the main capital in fundraising success because people tend to choose institutions that are considered credible, trustworthy, and transparent in fund management. The success of this positioning can be seen from the increase in community participation in various fundraising programs and the loyalty of regular donors who consistently distribute zakat, infaq, and alms through NU Care Lazisnu Ponorogo.

d. Fundraising Branding

Branding is carried out to strengthen public awareness of the existence and programs of NU Care Lazisnu Ponorogo Regency. Branding is not only carried out through the visual identity of the institution, but also through communication activities, program publications, and direct interaction with the community. In its implementation, NU Care Lazisnu Ponorogo utilizes various social media platforms such as Instagram, Facebook, TikTok, WhatsApp, and YouTube to disseminate information related to fundraising and distribution programs. The use of digital media aims to expand the reach of communication while increasing the transparency of fund management to the public.

Publication of social activities is also an important part of the institution's branding strategy. Documentation of aid distribution, activity reports, and program information are routinely published as a form of accountability to the community. This strategy is able to increase public trust while strengthening the institution's image as an active and responsive Islamic philanthropic organization to the social needs of the community. However, digital branding is still not optimal due to the limitations of human resources who have special abilities in the field of information technology and digital marketing. As a result, the use of social media is still more dominant as a means of information than a more integrated digital-based fundraising strategy.

e. Fundraising Tactical Planning

In the implementation of fundraising, NU Care Lazisnu Ponorogo Regency also implements tactical planning through various fundraising programs tailored to the social

conditions of the community. These programs include NU Coins, dawn alms, permanent donors, charity boxes, social activities, zakat pick-up services, bank transfers, and strengthening the Nahdlatul Ulama organizational network. The Koin NU program is a superior fundraising strategy because it is able to reach the community at the household level. This program is carried out through the distribution of infak boxes to the community which are then taken periodically by fundraising officers. The advantage of this program lies in the ease of the community in donating without having to spend a large nominal.

In addition, the zakat pick-up service is also a fairly effective strategy, especially for people who have limited time or mobility to come directly to the institution's office. Through this service, fundraising officers visit donors directly so that the zakat payment process becomes more practical. The fundraising strategy is also strengthened through social and religious activities that directly involve the community. Compensation activities, social services, studies, and humanitarian assistance programs are not only a means of distributing funds, but also a medium of zakat education and strengthening emotional relationships between institutions and the community.

f. Fundraising Monitoring and Evaluation

Monitoring and evaluation are carried out as an effort to measure the effectiveness of the fundraising strategy that has been implemented. Evaluations are carried out periodically to determine the achievement of fundraising, operational constraints, program effectiveness, and the level of community participation. In its implementation, NU Care Lazisnu Ponorogo conducts evaluations through internal management meetings, fundraising reports, and coordination with branch level administrators and field officers. Monitoring is carried out on the implementation of fundraising programs such as the distribution of charity boxes, reporting the results of collections, and the effectiveness of social media in reaching the community. Although the evaluation system has been carried out, there are still several obstacles such as limited coordination between management, the digital reporting system is not optimal, and there is no more systematically measurable fundraising evaluation indicator. This condition shows the need to strengthen fundraising governance to be more effective and professional.

Supporting and Inhibiting Factors of the Nu Care Lazisnu Fundraising Strategy in Ponorogo Regency

The success of the fundraising strategy in collecting zakat, infaq, and alms (ZIS) funds is inseparable from the existence of supporting and inhibiting factors that affect the implementation of programs in the field. Based on the results of the research, there are several internal and external factors that contribute to the effectiveness of fundraising at NU Care Lazisnu, Ponorogo Regency.

a. Supporting Factors for Fundraising Strategy

One of the main factors that supports the success of fundraising is the strong structural network of Nahdlatul Ulama up to the village and branch levels. This network provides convenience for institutions to educate, socialize, and raise funds directly to the community. The existence of NU administrators at various levels facilitates coordination

while expanding the reach of fundraising. In addition to the organizational network, the level of public trust in NU Care Lazisnu Ponorogo is also an important factor in supporting fundraising. This trust is formed through transparency in reporting, the success of social programs, and the emotional closeness between management and the community. Public trust is the main social capital in fundraising because people tend to choose institutions that are considered trustworthy in the management of ZIS funds.

Another supporting factor is the diversity of fundraising programs that are tailored to community conditions. Programs such as Koin NU, dawn alms, zakat pick-up services, permanent donors, and bank transfers provide alternatives for people to donate according to their abilities and comfort. The flexibility of the program makes community participation higher. The social and humanitarian activities carried out by the institution also affect the increase in public enthusiasm in donating. When the community sees the tangible results of the management of zakat funds through education assistance, orphan compensation, health assistance, and economic empowerment, the level of trust and community participation tends to increase. Thus, the success of the program distribution is also an effective fundraising strategy. In addition, the identity of Nahdlatul Ulama as the largest Islamic organization in Indonesia provides strong social legitimacy for NU Care Lazisnu Ponorogo. This identity makes it easier for the institution to build the positioning and loyalty of the Nahdliyin community to the fundraising programs carried out.

b. Factors Inhibiting Fundraising Strategy

Despite having various supporting factors, the implementation of fundraising at NU Care Lazisnu Ponorogo Regency also faces a number of obstacles. One of the main obstacles is the limitation of human resources (HR) who have special competencies in the field of fundraising and digital marketing. Fundraising management still relies more on conventional approaches and the involvement of field administrators, so that the development of digital innovation has not been able to run optimally. Another obstacle faced is the low literacy of the public regarding the importance of paying zakat through official institutions. Some people still have the habit of distributing zakat directly to mustahik because it is considered more practical and in accordance with the social traditions that develop in the community. This condition causes the potential for zakat collection through institutions to not be fully optimal.

In addition, geographical and operational constraints are also challenges in itself, especially in taking NU Coin boxes in various regions scattered. Weather factors, limited operational vehicles, and wide coverage of the area cause the monitoring and fundraising process to sometimes experience obstacles. The lack of optimal use of digital technology is also one of the factors inhibiting fundraising. Although institutions have used social media as a means of publication, the use of digital platforms for zakat payments, donor database systems, and more modern digital fundraising strategies is still not fully developed. As a result, the opportunity to raise funds from the younger generation or the digital community has not been optimally utilized. The next obstacle is related to the level of consistency of community participation in donating. Some people are still seasonal in

giving donations, for example increasing during the month of Ramadan or when certain disasters occur. This condition causes the stability of fundraising to be not completely consistent throughout the year.

The Impact of Fundraising Strategies on the Level of Public Awareness in Paying Zakat Through Official Institutions

Strategy *fundraising* implemented by NU Care Lazisnu Ponorogo Regency shows a positive impact on increasing public awareness in distributing zakat, infaq, and alms through official institutions. This awareness can be seen from the increasing number of community participation in fundraising programs, especially through Koin NU and regular donors. Increasing public awareness is inseparable from the intensity of education carried out by the institution through recitation, social activities, religious da'wah, and interpersonal communication by administrators at the branch and village levels. The education helps the community understand the importance of professional zakat management so that the benefits can be channeled more on target and sustainably.

In addition, the transparency of fund management carried out by NU Care *Lazisnu* Ponorogo also has a significant influence on public trust. The publication of aid distribution activities, program reports, and beneficiary documentation makes the community feel confident that the funds they distribute are truly managed in a trustworthy manner and have a real impact on the beneficiaries. The existence of social programs that are directly felt by the community also strengthens people's motivation to donate through official institutions. When the public witnesses firsthand the benefits of zakat in the form of education assistance, compensation for orphans, health assistance, and economic empowerment, the positive perception of the institution tends to increase. However, the increase in public awareness is still uneven. Some people still choose to give zakat directly for reasons of emotional closeness to mustahik or hereditary habits. Therefore, NU Care Lazisnu Ponorogo needs to continue to improve zakat education, strengthen digital innovation, and expand public communication strategies so that fundraising through official institutions can increase more optimally.

CONCLUSION

The fundraising strategy implemented by NU Care LAZISNU Ponorogo Regency shows that the institution has implemented a fairly systematic fundraising approach in collecting zakat, infaq, and alms (ZIS) funds. The strategy is carried out through the implementation of segmentation, targeting, positioning, branding, and *tactical planning* which is adapted to the characteristics of the Ponorogo community. Segmentation is carried out by grouping potential donors based on social, economic, and religious backgrounds, while targeting is focused on the Nahdliyin community, mosque worshippers, educational institutions, business actors, and the general public who have high social concerns. In terms of positioning, NU Care Lazisnu Ponorogo has succeeded in building an image as a zakat institution that is trustworthy, transparent, and close to the community through various social and humanitarian programs. Meanwhile, branding is carried out through the publication of activities, the use of social media, and the strengthening of institutional identity based on Nahdlatul Ulama.

Implementation *tactical planning* realized through the Koin NU program, dawn alms, zakat pick-up services, permanent donors, bank transfers, and community-based social activities.

The success of the fundraising strategy is supported by several factors, including the strong structural network of Nahdlatul Ulama up to the branch level, the high trust of the community in the institution, the diversity of fundraising programs, and the real impact of the zakat distribution program felt by the community. However, institutions still face a number of obstacles in the form of limited human resources, suboptimal fundraising digitization, low public literacy related to zakat through official institutions, and field operational obstacles in the implementation of fundraising programs. The results of the study show that the fundraising strategy implemented has a positive impact on increasing public awareness in paying zakat through official institutions. Zakat education, transparency in fund management, and the success of social programs are the main factors in increasing community participation. However, increasing awareness still requires strengthening aspects of digital innovation, public communication, and the development of fundraising strategies that are more adaptive to changes in people's behavior in the digital era. Thus, this study emphasizes that the effectiveness of fundraising in zakat management institutions is not only influenced by the method of fundraising, but also by the quality of institutional governance, the level of public trust, and the ability of institutions to build sustainable social relationships with the community. Therefore, NU Care Lazisnu Ponorogo needs to continue to strengthen fundraising innovations based on digital technology without abandoning the socio-religious approach that is the main characteristic of the institution.

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