RESTORING THE DIGNITY OF THE MOSQUE THROUGH TRUSTWORTHY ZAKAT MANAGEMENT

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ABSTRACT- *Community Service activities (PkM) were carried out by Muhammad Farhan Gumila, Dini Syapia Delya Haritsa, Hasza Jiwanda, and Yopi Dio Penanne, who are presenting as Master's students in Sharia Economics, Graduate Program at Fatmawati Sukarno State Islamic University (UINFAS) Bengkulu. This activity was supervised by Prof. Dr. Asnaini, M.A. and Dr. Desi Isnaini, M.A. as faculty members. The activity involved mosque administrators in Bengkulu City, as well as the Provincial BAZNAS and BAZNAS of Bengkulu City. Currently, in the PkM, we act as facilitators providing a space for the community or mosque administrators and BAZNAS parties for socialization and the formation of Mosque UPZs that do not yet have an UPZ decree. By applying the Participatory Action Research (PAR) method, we strive to understand, know, and take real action together to Restore the Dignity of the Mosque Through Trustworthy and Sustainable Zakat Management. In its course, the authors needed two to three months to carry out the process. Rapid Rural Actions (RRA) and Participatory Rural Actions (PRA). Those stages are almost always carried out in the field. In fact, discussion meetings were not only held on May 25, 2026, but before and after that, the facilitators continuously made efforts to provide guidance.*

Keywords*: Mosque, Governance, Zakat*

ABSTRAK – *Mengembalikan marwah masjid melalui tata kelola zakat yang amanah. Kegiatan Pengabdian kepada Masyarakat(PkM) dilakukan oleh Mumammad Farhan Gumila, Dini Syapia Delya Haritsa ,Hasza Jiwanda dan Yopi Dio Penanne yang mempresentasikan mahasiswa S2 Ekonomi Syariah Program Pascasarjana Universitas Islam Negeri Fatmawati Sukarno (UINFAS) Bengkulu. Kegiatan ini didampingi oleh Prof. Dr. Asnaini, M.A dan Dr. Desi Isnaini, M.A dari unsur Dosen. Kegiatan ini melibatkan Pengurus-pengurus masjid yang ada di Kota Bengkulu dan BAZNAS Provinsi dan BAZNAS Kota Bengkulu. PkM saat ini kami sebagai fasilitator memberikan ruang temu masyarakat atau Pengrus Masjid dan Pihak BAZNAS untuk Sosialisasi Dan Pembentukkan UPZ Masjid yang belum memiliki SK UPZ . Melalui penerapan metode Partisipatory Action Research (PAR), kami berupaya untuk mengerti,memahami,mengetahui dan sama-sama beraksi nyata untuk Mengembalikan Marwah Masjid Melalui Tata Kelola Zakat Yang Amanah yang berkelanjutan. Dalam Perjalanannya, penulis membutuhkan waktu dua hingga tiga bulan untuk melakukan proses Rapid Rural Actions (RRA) dan Participatory Rural Actions (PRA). Tahapan itu hamper dilakukan setiap saat kelapangan. Bahkan pertemuan diskusi tidak hanya dilakukan pada 25 Mei 2026 saja, tetapi sebelum dan setelahnya, fasilitator terus melakukan upaya pendampingan.*

Kata kunci*: Masjid, Tata Kelola, Zakat*

INTRODUCTION

During the time of the Prophet Muhammad (peace be upon him), mosques were not just places of worship, but also centers for education, economic empowerment, and community social services. In today's context, these functions need to be revived by strengthening professional, transparent, and accountable zakat management. One way to do this is by setting up Zakat Collection Units (UPZ) in mosques as an extension of the National Zakat Agency (BAZNAS).

The formation of mosque UPZs plays a strategic role in improving the collection, management, and distribution of zakat to eligible people. Besides that, having a UPZ can also boost public trust in how zakat funds are managed because there's a more structured administration and reporting system. According to Law Number 23 of 2011 on Zakat Management, UPZs are set up to assist BAZNAS in collecting zakat across various regions and institutions (U.U.R.I, 2011).

Based on field data (initial observations) at several mosques such as Al-Kholiq Mosque (Pagar Dewa), Al-Iman Mosque (Nusa Indah), Muhajirin Mosque (Padang Harapan), Al-Malik Mosque (Pagar Dewa), and Al-Fattah Mosque (Hibrida) in the Bengkulu City area, it was found that some of the mosques visited had already set up UPZ while others had not. This is because, according to interviews with mosque administrators, there are still difficulties in understanding zakat management regulations and a lack of technical guidance from the related institutions.

This has caused UPZ to not be able to function optimally as a professional and trusted zakat management institution, and the governance of zakat is still not maximized, while zakat socialization activities to the community are mostly limited to certain occasions like Ramadan. This situation impacts the low participation of the community in distributing zakat through UPZ. Furthermore, several studies show the importance of UPZ in strengthening zakat governance. Research by Yulia, Purwanto, and Rifai (2025) found that implementing the principles of transparency and accountability in managing zakat funds at mosque UPZs can increase the trust of donors and the effectiveness of zakat fund distribution (Yulia et al., 2025). Research by Carolina, Apriansyah, Anggreni, and Nurpratiwi (2025) also explains that mosque UPZ has a strategic position as a community-based zakat collection institution that is close to the public. However, there are still challenges such as limited human resources, administration, and understanding

of regulations, which require ongoing guidance (Carolina et al., 2025). Furthermore, Supriyadi's research (2023) shows that managing zakat, infaq, and sadaqah based in mosques can have a real impact on the economic empowerment of mustahik if managed professionally and sustainably (Supriyadi, 2023). In addition, mentoring activities for the formation of UPZ at Nurul Iman Mosque show that the legality and strengthening of UPZ management capacity are important factors in improving the effectiveness of zakat management at the mosque level (Annisa et al., 2024).

In line with the information, research, and mentoring activities for the formation of UPZ, I am interested in getting involved as a 'bridge' to meet that 'need,' one way being through the use of Rapid Rural Appraisal (RRA) and Participatory Rural Action (PRA) approaches within the Participatory Action Research (PAR) method. Through this method, I aim to act as a facilitator who bridges the problems faced by mosques in Bengkulu city. By carrying out mentoring and socialization activities as a form of directed and sustainable care, the goal is to improve the capacity of mosque UPZs. This program is expected to strengthen zakat governance, enhance management competence, and build public trust, so that zakat collection and distribution can be done optimally and have a wide-ranging impact on community welfare.

Findings in the field when the author scheduled meetings with several mosque administrators in Bengkulu city showed that they stated they haven't had UPZ yet and they need a bridge from us for socialization activities and assistance in forming UPZ. This is part of the PRA (Mapping) method implementation (Selvia, S.I., 2023). After several discussions with mosque administrators in Bengkulu City, the author also talked with Baznas regarding the obstacles and challenges faced by the mosques in forming UPZ at this time, as well as Baznas' statements about their own difficulties and challenges in implementing UPZ for mosques in Bengkulu City.

To help address issues related to the suboptimal management of mosque-based zakat and the absence of Zakat Collection Units (UPZ) in target mosques, the service team used the Participatory Action Research (PAR) method. In the PAR method, there are two interrelated approaches: Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA). The RRA approach was carried out at the initial stage of the activity to get an overview of the community conditions and the existing zakat management. Then, the PRA approach was used in the socialization process and in assisting the establishment of mosque UPZs by actively involving the community and mosque administrators in every stage of the activity. The RRA approach was conducted intensively from early April 2026 to mid-May 2026.



The PRA approach will be carried out from late April to mid-June 2026. According to Afandi, PAR is a community service approach focused on empowering communities through a continuous process of research, action, and reflection. This approach emphasizes the importance of community involvement in identifying the problems they face while also formulating solutions that fit local needs. In the context of this service, PAR is used to assist the community and mosque administrators in understanding the importance of structured zakat management through the establishment of mosque UPZ as one of the tools for strengthening zakat management at the community level. In terms of Community Service Methodology, PAR is a PkM approach oriented toward empowerment, knowledge production, and social-religious change. PAR positions the community as the main agent of change (Afandi, 2022).

The main principle of PAR is community empowerment. Therefore, the service team acts as a facilitator, guiding the learning process and strengthening the community's capacity. Mosque administrators and the community are given space to participate in identifying existing zakat potential, understanding regulations related to UPZ, and developing steps for the independent formation and management of UPZ. In this way, the presence of UPZ is not just a temporary program, but can grow sustainably according to the needs of the local community (Siswandi, S., 2024).

In its implementation, the PAR method is carried out through two main approaches: Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA). The RRA approach is used in the early stages to get an overview of the community's condition, their level of understanding about zakat, and the potential for forming mosque UPZ. Meanwhile, the PRA approach is used to encourage active community involvement in planning and implementing the formation of the UPZ, as well as developing effective and sustainable zakat management strategies. Hosaini and Rinwanto explain that in the implementation of PAR (Mayeti, 2025), two main approaches are needed: Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA).

RRA is an approach used to quickly gather initial information about the community’s situation through field observation, interviews, and collecting supporting data. Meanwhile, PRA is an approach that emphasizes active participation from the community in identifying problems, formulating solutions, and planning steps for changes to be made (Rinwanto, 2021). In the mentoring activity for forming the Mosque Zakat Management Unit (UPZ), the RRA approach is used in the early stages to identify the condition of zakat management in the mosque environment, the community’s understanding of

zakat, donations, and alms, as well as the readiness of mosque administrators in forming the UPZ. RRA activities are carried out through observations, interviews with mosque administrators, religious leaders, the surrounding community, and collecting data on potential zakat payers and recipients in the target area. The results from this stage are used as a basis for designing socialization and mentoring programs that fit the community's needs (Sihombing, S.2022).

Next, the PRA approach is used in the program implementation process. Through this approach, mosque management and the community are actively involved in socialization activities, group discussions, identifying the institutional needs of UPZ, forming management structures, and planning UPZ work programs. One PRA technique used is the Focus Group Discussion (FGD), which involves mosque management, community leaders, and congregation representatives (Annisa, 2025). Through the FGD, participants together identify existing issues in zakat management, formulate the needs for establishing a UPZ, and plan strategic steps to support the sustainability of the Mosque UPZ.

There are three main pillars of PRA applied in this activity (Karimah, 2025). First, building closeness with the community through observation and discussions with mosque management so that a comprehensive understanding of the field conditions is obtained. Second, mapping problems and potential related to zakat management in the mosque environment, including the potential for collecting zakat, infak, and sadaqah funds. Third, sharing knowledge through socialization and guidance in forming the UPZ so that the community gains a better understanding of zakat management in accordance with the regulations of the National Zakat Agency (BAZNAS).

The PRA and RRA techniques used in this activity include field observation, interviews, mapping of zakat management conditions, Focus Group Discussion (FGD), institutional needs analysis, and the preparation of follow-up plans for the establishment of Mosque UPZ. These techniques are used to gather information participatively so that the community can understand the situation they are facing and plan the right solutions (Rinwanto, 2021). Based on the PAR stages, the implementation of this community service activity starts with the 'to Know' stage, which involves identifying the conditions of zakat management and the potential for establishing a UPZ in the target mosque.

The Understand stage is carried out by analyzing various problems that have prevented the establishment of UPZ (Ariska, 2022). Next, the Plan stage involves preparing outreach and mentoring programs together with the mosque



administrators. In the Act stage, the service team carries out UPZ Mosque outreach, assists in preparing the management structure, and provides guidance on UPZ institutional administration. The Change stage is carried out through evaluation and reflection together to ensure program sustainability and the readiness of the management to run the UPZ independently. With a PAR approach combined with RRA and PRA methods, the mentoring activities for establishing UPZ Mosques and UPZ outreach are expected to improve public understanding of zakat management, strengthen congregation participation in zakat collection, and produce an active, independent, and sustainable UPZ institution (Fitri, T.D., 2025).

LITERATURE REVIEW

Some studies show the importance of UPZ in strengthening zakat governance. Research by Yulia, Purwanto, and Rifai (2025) found that applying transparency and accountability principles in managing zakat funds at mosque UPZs can increase the trust of muzakis and the effectiveness of zakat fund distribution (Yulia et al., 2025). Research by Carolina, Apriansyah, Anggreni, and Nurpratiwi (2025) also explains that mosque UPZs hold a strategic position as community-based zakat collection institutions that are close to the public. However, there are still challenges in the form of limited human resources, administration, and understanding of regulations, which require ongoing guidance (Carolina et al., 2025).

Next, Supriyadi's research (2023) shows that mosque-based management of zakat, infaq, and sadaqah can have a real impact on the economic empowerment of mustahik if managed professionally and sustainably (Supriyadi, 2023). Besides that, the mentoring activities for forming the UPZ at Masjid Nurul Iman indicate that the legality and capacity building of the UPZ administrators are important factors in improving the effectiveness of zakat management at the mosque level (Annisa et al., 2024).

In line with the information, research, and guidance activities for the establishment of UPZ, I am interested in participating to act as a ‘bridge’ for this ‘need,’ one of which is by using the Rapid Rural Appraisal (RRA) and Participatory Rural Action (PRA) approaches in the Participatory Action Research (PAR) method. Through this method, I aim to be a facilitator who serves as a bridge for the problems faced by mosques in Bengkulu city. By organizing Guidance and Socialization activities as a form of directed and

sustainable concern to improve the capacity of mosque UPZ, this program is expected to strengthen zakat management, enhance the competence of administrators, and build public trust so that zakat collection and distribution can be carried out optimally and have a broad impact on community welfare. Findings in the field when the author was arranging a meeting with some mosque administrators in Bengkulu city indicate their statement that they do not yet have a UPZ and they need a bridge from us for socialization activities and assistance in forming this UPZ.

METHODOLOGY

To help address issues related to the suboptimal management of mosque-based zakat and the fact that Zakat Collection Units (UPZ) have not yet been established in target mosques, the community service team used the Participatory Action Research (PAR) method. In the PAR method, there are two related approaches known: Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA). The RRA approach is conducted at the early stage of the activity to get an overview of the community's condition and the zakat management that has been running. Next, the PRA approach is used in the process of socialization and assistance in establishing the Mosque UPZ by actively involving the community and mosque administrators in each activity stage. The RRA approach is carried out intensively from early April 2026 to mid-May 2026. Meanwhile, the PRA approach will take place from the end of April to mid-June 2026.

According to Afandi, PAR is a community service approach that focuses on empowering the community through a continuous process of research, action, and reflection. This approach emphasizes the importance of involving the community in identifying the problems they face while also formulating solutions that fit local needs. In the context of this service, PAR is used to assist the community and mosque administrators in understanding the importance of structured zakat management through the establishment of mosque UPZ as one of the instruments to strengthen zakat management at the community level. In Community Service methodology, PAR is an approach oriented toward empowerment, knowledge production, and socio-religious change. PAR positions the community as the main agent of change (Afandi, 2022).

The main principle of PAR is community empowerment. Therefore, the service team acts as a facilitator who guides the learning process and



strengthens the community's capacity. Mosque administrators and community members are given space to participate in identifying existing zakat potential, understanding regulations related to UPZ, and formulating steps for establishing and managing the UPZ independently. This way, the existence of the UPZ isn't just a one-time program but can grow sustainably according to the local community's needs. In practice, the PAR method is carried out through two main approaches: Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA). The RRA approach is used in the initial stage to get an overview of the community's condition, their level of understanding about zakat, and the potential for forming a Mosque UPZ.

Meanwhile, the PRA approach is used to encourage active community involvement in planning and implementing the establishment of UPZ as well as developing effective and sustainable zakat management strategies. Hosaini and Rinwanto explain that in implementing PAR, two main approaches are needed: Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA). RRA is an approach used to quickly gather initial information about community conditions through field observation, interviews, and supporting data collection. Meanwhile, PRA is an approach that emphasizes active community participation in identifying problems, formulating solutions, and preparing the steps for changes to be carried out (Rinwanto, 2021).

In this activity of assisting the establishment of the Mosque UPZ, the RRA approach is used in the early stages to identify the condition of zakat management in the mosque environment, the community's understanding of zakat, infaq, and sadaqah, as well as the readiness of mosque administrators to form a UPZ. RRA activities are carried out through observation, interviews with mosque administrators, religious leaders, and local communities, as well as collecting data on potential muzakki and mustahik in the target area. The results of this stage are used as a basis for designing socialization and assistance programs that match the community's needs.

Next, the PRA approach is used in the implementation process of the program. Through this approach, mosque administrators and the community are actively involved in outreach activities, group discussions, identifying the institutional needs of the UPZ, structuring the management board, and planning the UPZ work program. One of the PRA techniques used is Forum Group Discussion (FGD), which involves mosque administrators, community leaders, and congregation representatives. Through the FGD, participants collectively identify existing issues in zakat management, formulate the needs for

establishing the UPZ, and develop strategic steps to support the sustainability of the Mosque UPZ.

There are three main pillars of PRA applied in this activity. First, building closeness with the community through observation and discussions with mosque administrators to get a comprehensive understanding of the field conditions. Second, mapping problems and potentials related to the management of zakat in the mosque environment, including the potential for collecting zakat, infak, and donations. Third, carrying out knowledge-sharing through socialization and guidance in forming the UPZ so that the community gains a better understanding of zakat management in accordance with the regulations of the National Zakat Agency (BAZNAS).

The PRA and RRA techniques used in this activity include field observation, interviews, mapping of zakat management conditions, Focus Group Discussions (FGD), institutional needs analysis, and the preparation of follow-up plans for the establishment of Mosque UPZ. These techniques are used to gather information participatively so that the community can understand the conditions they face and plan the right solutions (Rinwanto, 2021). Based on the PAR stages, the implementation of this community service activity started with the 'to Know' stage, which involves identifying the conditions of zakat management and the potential for establishing UPZ in the target mosque.

UPZ institutions. The change stage is carried out through joint evaluation and reflection to ensure the sustainability of the program and the readiness of the management to run the UPZ independently. With a PAR approach combined with RRA and PRA methods, the mentoring activities for forming Mosque UPZs and UPZ socialization are expected to improve community understanding of zakat management, strengthen congregation participation in zakat collection, and produce UPZ institutions that are active, independent, and sustainable.

RESULT AND DISCUSSION

Theoretically, the PkM activities carried out by the author as a facilitator using the PAR method require quite a long time. Ideally, PkM activities using the PAR method should take up to six months or even a year. This is because there are two approaches being used, namely RRA and PRA. However, the author as a facilitator tried to streamline the stages to shorten the time available. The author managed to conduct socialization activities from March to May 2026. During that three-month period, the author successfully implemented the stages using both the RRA and PRA approaches. In the PRA stage, the author



as a facilitator mapped the area and identified problems by conducting site reviews. At this stage, recognizing and identifying problems based on geographical review is not very difficult.
In March 2026, the author, as the main facilitator, routinely coordinated with the mosque management in Bengkulu City. At this stage, the author carried out some data collection and interviews with various mosque parties.

In April 2026, the author coordinated with the BAZNAS Provincial office for a friendly visit and discussion regarding mosques that do not yet have UPZ because the UPZ for those mosques falls under BAZNAS City of Bengkulu. The author and the team visited BAZNAS City with the same purpose, which was to inquire about mosques that do not yet have UPZ, and BAZNAS City of Bengkulu warmly welcomed the Head and Members of PkM. BAZNAS City of Bengkulu responded very positively to this PkM activity and was willing to support it.

In May 2026, the author returned to hold discussions with mosque parties who were truly serious about participating in the formation and mentoring of mosque UPZ, which was scheduled to take place on May 25, 2026. The author conducted data collection for the registration of the mosque UPZ decree proposals, and the results from the data collection of several mosques that would form UPZ became a reference for the author to act as a facilitator in this PkM activity to execute it. The author then submitted a request for an assignment letter for the PkM activity to two parties. First, the author submitted a request for an assignment letter to the Institute for Research and Community Service (LPPM) UINFAS Bengkulu. Finally, an assignment letter was issued with Number: 1195 /Un.23/D/PP.009/05/2026 dated April 29, 2026, which assigned to Muhammad Farhan Gumila, Dini Syapia Delya Haritsa, Hasza Jiwanda, and Yopi Dio Penanne, along with supervising lecturers Prof. Dr. Asnaini, M.A, and Dr. Desi Isnaini, M.A from the faculty. As facilitators and supervising lecturers, Prof. Dr. Asnaini, M.A, and Dr. Desi Isnaini, M.A carried out a Community Service activity titled: Socialization and Formation of the Mosque UPZ (Restoring the Dignity of the Mosque and Trustworthy Zakat Management) in Bengkulu City.

For the preparation of the Socialization and Formation of the Mosque UPZ activity, the Chairperson and the Implementing Members made invitation letters addressed to the mosques that had been visited and made a request letter for the speakers to BAZNAS Provincial Office. There is a clear note that the activity took place on Monday, May 25, 2026, starting at 09:00 AM. The event was held at Masjid At-Taqwa Anggut, Bengkulu City.

The material presented covered understanding the role of the Zakat Collection Unit (UPZ), the management of zakat, infaq, and sadaqah, as well as the benefits of establishing a UPZ within the mosque environment. Participants gained a better understanding of the importance of organized zakat fund management in accordance with regulations. The event was attended by representatives from Baznas of Bengkulu Province, the Head of the Postgraduate Program in Sharia Economics at UINFAS Bengkulu, Lecturers of the LKSI Course, Mosque Management from the Bengkulu City area, and Postgraduate students in Sharia Economics. The socialization activity was delivered by Jundullah, M.Pd (Executive Head/Baznas of Bengkulu Province), Prof. Dr. Asnaini, MA, and Dr. Desi Asnaini, MA.

The speaker presented material on the urgency of establishing UPZ, the mechanisms for collecting and distributing zakat, as well as strategies to strengthen the role of mosques in empowering the community. As a result of this socialization activity, mosques gained understanding and readiness to establish or optimize Zakat Collection Units (UPZ). The expected outcome is the formation of UPZ in the targeted mosques so that the management of zakat, infaq, and sadaqah can run more effectively, transparently, and accountably. The number of mosques that have declared readiness or have established UPZ is five mosques.

With the establishment of UPZ (Amal Management Units) in these five mosques, it is hoped that the management of zakat, infak, and sadaqah can become more structured and well-organized. This will allow for more effective and targeted distribution of funds to Muslims in need. Thus, the overall welfare of the Muslim community is expected to significantly improve through the optimization of zakat, infak, and sadaqah management in various mosques. Participants showed high enthusiasm during the activities. This is evident from the high attendance rate, active participation in Q&A sessions and discussions, the provision of input, suggestions, and questions regarding the establishment and management of UPZ, and the participants' commitment to support the UPZ strengthening program within the mosque environment.

To address various challenges faced by mosque Zakat Collection Units (UPZ), postgraduate students from UINFAS Bengkulu organized targeted and ongoing mentoring and outreach activities to enhance the capacity of UPZ administrators. These activities focused on strengthening understanding of zakat regulations and management, improving administrative and financial reporting skills in a more systematic way, and utilizing digital technology in zakat management. In addition, community outreach was carried out to increase zakat literacy and build trust in UPZ as a professional, transparent, and



accountable zakat management institution. Through these activities, it is hoped that UPZ will be able to carry out the collection, management, and distribution of zakat more optimally, thereby providing wider benefits for community welfare.

The goal of this activity is to improve the capacity of mosque UPZ management in understanding regulations, governance, and good zakat management in accordance with applicable rules. In addition, this activity is expected to enhance the management's ability to prepare standardized administrative and financial reports, utilize digital technology in zakat management, and strengthen public trust to channel zakat through the UPZ. By achieving these targets, it is hoped that zakat management at the mosque level will become more professional, transparent, and effective, thereby encouraging sustainable collection and distribution of zakat.

CONCLUSIONS

The socialization activities and the formation of the Mosque Zakat Collection Unit (UPZ) regarding mosque regulations and trustworthy zakat management have been carried out well and have benefited the participants. Through this activity, mosque administrators and the community gained a more comprehensive understanding of the importance of managing zakat, donations, and charity in accordance with sharia provisions and applicable laws and regulations. This socialization also raised awareness about the importance of the existence .

UPZ serves as a means of collecting and distributing zakat funds in an organized, transparent, accountable, and targeted manner. With the establishment or increased readiness of UPZ in mosque environments, it is expected that the management of community funds can be carried out more professionally, thereby providing a broader impact on society's welfare. The active participation of attendees during activities shows a strong commitment from mosque administrators and the community to support trustworthy zakat governance.

Therefore, this activity becomes a strategic step in strengthening the role of mosques not only as centers of worship but also as centers for economic and social empowerment of the community through effective, transparent, and sustainable zakat management. It is hoped that with this effort, the management of community funds in mosques can become more professional and efficient. The active participation of participants during the activity shows that the community strongly supports responsible zakat governance. Strategic steps like

this help strengthen the role of mosques as centers for economic and social empowerment, so they can have a broader impact on the overall well-being of the community.

Thus, it is hoped that mosques can become more trusted institutions in managing the community's funds and providing significant benefits to the surrounding society. In addition, the active participation of the members can also serve as an example for other mosques to carry out better and more responsible zakat management. With strategic steps like these, it is hoped that the role of mosques in empowering the economic and social welfare of the community can be further strengthened and have a positive impact on the overall well-being of Muslims.

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