



Implementation of Rice ATM Management for Zakat Distribution to Mustahiq in BAZNAS Jombang Indonesia

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Abstract :

Rice ATMs are a means of facilitating the distribution of zakat without directly involving the brains of mustahiq and muzzaki. The urgency of rice ATMs is to help the poor get their basic needs in the form of rice, without good management this goal will not be achieved. This research aims to determine the implementation of Rice ATM management at BAZNAS Jombang, the problems faced in the Rice ATM program and their implications. This research uses a qualitative approach where data is obtained through observation, interviews and documentation, while data checking is carried out through data triangulation. The research results show that, firstly, the implementation of Rice ATM management at BAZNAS Jombang is good according to George R. Terry's theory. Second, the problems faced are divided into 5 parts, including problems related to rice ATM machines, fundraising strategies, UPZ limitations, Jombang BAZNAS administrators, and mustahiq. Third, the implications of the presence of a rice ATM in the courtyard of the Great Jombang Mosque have a significant impact on mustahiq and muzzaki. These implications include increased accessibility for mustahiq in fulfilling their basic needs, heightened awareness among muzzaki regarding their social responsibilities, and an overall enhancement in the perception of zakat distribution as a transparent and efficient system.

Keywords : Zakat Distribution, Management, Rice ATM, BAZNAS

Abstrak :

ATM beras merupakan sarana memudahkan distribusi zakat tanpa melibatkan otak langsung antara mustahiq dan muzzaki. Urgensi ATM beras membantu dhuafa mendapatkan kebutuhan pokok berupa beras, tanpa adanya pengelolaan yang baik maka tujuan tersebut tidak akan tercapai. Penelitian ini bertujuan untuk mengetahui implementasi pengelolaan ATM Beras pada BAZNAS Jombang, permasalahan yang dihadapi pada program ATM Beras serta implikasinya. Penelitian ini menggunakan pendekatan kualitatif dimana data-data yang diperoleh melalui observasi, wawancara dan dokumentasi, sedangkan pengecekan data dilakukan melalui triangulasi data. Hasil riset menunjukkan bahwa, pertama implementasi pengelolaan ATM Beras pada BAZNAS Jombang baik dalam teori George R. Terry. Kedua, permasalahan yang dihadapi terbagi menjadi 5 bagian, diantaranya permasalahan terkait mesin ATM beras, strategi fundraising, keterbatasan UPZ, pengurus BAZNAS Jombang, dan mustahiq. Ketiga, Implikasi dengan hadirnya ATM beras di halaman Masjid Agung Jombang berdampak signifikan terhadap mustahiq dan muzzaki. Implikasi tersebut mencakup peningkatan aksesibilitas bagi mustahiq dalam memenuhi kebutuhan dasar, meningkatnya kesadaran muzzaki terhadap tanggung jawab sosial mereka, serta peningkatan persepsi terhadap distribusi zakat sebagai sistem yang transparan dan efisien.

INTRODUCTION

In Indonesia, poverty remains a social issue that requires serious action to prevent the decline of future generations of the nation. Essentially, poverty is an economic condition where individuals are unable to meet their basic needs. The causes of poverty in Indonesia include structural poverty influenced by government policies and regulations that are less favorable to the economically disadvantaged. This results in social inequality between the poor and the rich. Poverty alleviation is a priority program for many parties, both the government and the community. Providing support in the form of money, basic food supplies, and other necessities is essential to help the poor survive (Pinem et al., 2019).

However, until now, the government has not been successful in eradicating poverty. Besides the inequality of social assistance distribution, the failure to eliminate poverty is also caused by cultural and political factors within society. The social disparity between the wealthy and the poor is another reason why the government has not been successful in addressing this structural poverty issue. Therefore, poverty is a social problem that needs to be eradicated, as it can lead to an increase in poverty rates, high mortality rates, limited access to education, rising unemployment rates, uneven income distribution, and negative effects on the surrounding community (Taufiq & Kornitasari, 2018).

According to data from the Central Statistics Agency (BPS) in 2023, 9.36% of Indonesia's population lives below the poverty line. This also impacts poverty in Jombang Regency. the number of poor people in Jombang Regency from 2021 to 2023. Over the past three years, in 2021, during the pandemic, the poverty rate reached 127.30 thousand people. In 2022, the poverty rate in Jombang Regency decreased to 115.48 thousand people, with a reduction of 11.82 thousand people compared to the previous year. However, in 2023, the poverty rate increased again to 117.36 thousand people. This indicates that the poverty rate in Jombang Regency remains unstable in its decline (Permata et al., 2021) (*Jumlah Penduduk Miskin Kabupaten Jombang*, 2024).

Based on the description above, a sustainable program is needed to reduce poverty and improve community welfare (*Badan Pusat Statistik Indonesia*, 2023). One of these programs is optimizing zakat distribution through the Rice ATM (Automatic Rice Dispenser) program, which has high potential for poverty alleviation. The Rice ATM aims to fulfill some of the basic food needs of underprivileged communities (Widya, 2021).

The Rice ATM is a specially designed machine for dispensing rice automatically. Users who have an ATM card can withdraw rice from the machine in the expected quantity within a predetermined limit. The advantage of this machine is that it minimizes fraud in rice distribution, as every transaction is monitored (Siddique & Zahid Siddique, 2022). The Rice ATM serves as an innovative solution in the development of digital technology to meet the economic needs of this millennium era. This program can help facilitate more organized and orderly rice distribution from donors to the poor. Therefore, professional and competent institutions are needed to help address poverty. One such institution that assists the government in poverty alleviation is the National

Zakat Agency (BAZNAS) (Vanny, et al. 2022).

BAZNAS is an official and the only institution established by the government under Presidential Decree No. 8 of 2011. It plays a role in the collection and distribution of Zakat, Infaq, and Sedekah (ZIS) funds at the national level. The mission of BAZNAS is to maximize the distribution and utilization of zakat to alleviate poverty, improve community welfare, and continuously support the government and society in addressing poverty and underdevelopment (Mashur, et al., 2022).

In accordance with Law No. 23 of 2011 on Zakat Management, Article 25 paragraph (1) explains that zakat must be distributed to mustahiq (eligible recipients) in accordance with Islamic law. Furthermore, Article 26 elaborates that zakat distribution is carried out based on principles of equity, fairness, and regional balance. At the regional level, the Regional Zakat Agency ensures the planning, implementation, collection, distribution, utilization, reporting, and accountability of zakat management at the regional level.

Specifically, BAZNAS in Jombang Regency is a philanthropic institution with the tagline *Participation - Synergy - Sharing* (Uluyol, 2024). This tagline reflects the distinctive characteristics of BAZNAS Jombang in carrying out strategic planning functions to collect and report ZIS (Zakat, Infaq, Sedekah) funds, implement programs, strengthen AMIL resources, and partner with various organizations to synergize philanthropic movements in Jombang Regency. BAZNAS Jombang plays an important role in empowering the community's economy to alleviate poverty among the poor and the underprivileged. In 2021, BAZNAS Jombang actively supported the government during the pandemic, with one of its efforts being the Rice ATM program (Asefag & Alfa Ramadhan, 2022).

The Rice ATM significantly impacts improving community welfare, especially among the poor and underprivileged. The Rice ATM in BAZNAS Jombang was first inaugurated with the Regent of Jombang on April 12, 2021, in the courtyard of the Baitul Mukminin Grand Mosque. This machine is used to distribute rice to the poor or beneficiaries of the Rice ATM. Similar to cash withdrawals at ATMs, the Rice ATM is also verified, allowing the underprivileged to receive free rice registered by BAZNAS using a BAZNAS card or an identity card (KTP) (Widya, 2021). Additionally, the machine facilitates muzzaki (zakat givers) to donate in cash or rice and helps BAZNAS Jombang distribute zakat rice more efficiently.

Zakat distribution involves activities to streamline and facilitate the transfer of zakat funds from muzzaki to mustahiq through a zakat management institution. According to Erland Arif in Jeni Rahman and Evi Martaseli, zakat distribution is the process of allocating or distributing collected zakat to specific groups (mustahiq) to achieve the socio-economic objectives of zakat collection (Rahman & Martaseli, 2018).

Research by Tri Yuliana titled "*Strategies of the Mosque Youth and Teen Association of Baiturrahman Raya Mosque in Semarang (IKAMABA) in Managing Rice ATMs*" (Yulina, 2021) shows that IKAMABA effectively and efficiently implemented its program by collecting rice through strategies such as alumni

contributions, community donations, and local government assistance. This differs from research by Azah Nur Laeli titled "*Human Resource Management in the Rice ATM Program of BAZNAS Depok City*" which found that human resource management in the Rice ATM program in Depok was inadequate, as some Rice ATMs were inoperable due to inactive UPZs. This indicates a need for improvement in HR management in BAZNAS Depok to ensure better functionality and integrity. Consistent and extensive rice ATM assistance will facilitate broader distribution to the community, making it easier to achieve goals (Zain et al., 2020).

Based on previous research, this study aims to delve deeper into a different object of study, namely BAZNAS Jombang. One of BAZNAS's functions is to distribute zakat collected from muzzaki to mustahiq. Effective zakat distribution through the Rice ATM requires proper management; otherwise, its goals will not be achieved. Therefore, in-depth research on the implementation of Rice ATM management in BAZNAS Jombang is necessary.

From the background above, this study focuses on the implementation of Rice ATM management in BAZNAS Jombang, the challenges faced in implementing the Rice ATM program, and the implications of its management for zakat distribution to mustahiq in BAZNAS Jombang. Hence, the researcher is motivated to undertake a study titled: "*Implementation of Rice ATM Management for Zakat Distribution to Mustahiq in BAZNAS Jombang*".

RESEARCH METHOD

This study uses descriptive research with a qualitative approach and data validity testing through triangulation. The data collection techniques involve using primary and secondary data. The primary data sources are obtained through observation and interviews with the Deputy Chair II for Distribution and Utilization, the Distribution and Economic Utilization Staff, and the Secretariat Staff of the Great Mosque of Jombang. Meanwhile, secondary data sources are obtained from documentation, research, and related scientific works. Qualitative research is an approach where the research results are not obtained from statistical procedures or quantitative research methods but through data collection using a naturalistic approach to understand ongoing phenomena, followed by analysis and interpretation. Based on qualitative descriptive research, the researchers were able to describe the implementation of rice ATM management for zakat distribution to mustahiq at BAZNAS Jombang.

FINDINGS AND DISCUSSION

Implementation of Rice ATM Management for Zakat Distribution to Mustahiq at BAZNAS Jombang

The Rice ATM program initiated by BAZNAS Jombang is a technological innovation aimed at providing automatic rice assistance to the needy (fuqara) and the poor (dhuafa) around mosques or prayer rooms. This program is part of the broader "Jombang Lestari" initiative, which focuses on Islamic preaching activities to strengthen the faith of the dhuafa and promote zakat awareness among the residents of Jombang. The idea originated from the General Chair of BAZNAS Jombang, Pak Didin Achmad Solahudin (commonly known as Gus

Didin). It was later deliberated in meetings with BAZNAS management, leading to a collective agreement for its implementation.

The Rice ATM program began operations in early February 2021 and was officially inaugurated with the Regent of Jombang on April 12, 2021. This initiative aims to support the food needs of underprivileged communities near mosques or prayer rooms. Effective management is crucial for BAZNAS Jombang to ensure the smooth implementation of the program and achieve its intended objectives.

George R. Terry defines management as the effort to realize predetermined goals through the utilization of other human resources. Management functions include planning, organizing, actuating, and controlling. Based on the results of interviews with resource persons BPP (Distribution and Empowerment Division) Jombang Ekonomi Kak Firoh and secretariat staff of Takmir Masjid Agung Jombang, as follows:

1. Planning

In its planning stage, the Rice ATM program was piloted at the courtyard of the Grand Mosque of Jombang. If successful, BAZNAS Jombang planned to expand the program by increasing the number of mustahiq (beneficiaries) at the Grand Mosque of Jombang and deploying more Rice ATM units across various sub-districts in Jombang Regency. The budget for each Rice ATM machine is between IDR 3,000,000 and IDR 4,500,000, and each mustahiq is entitled to receive 5 liters/kg of rice per month. Currently, 60 mustahiq benefit from the Rice ATM at the Grand Mosque, receiving rice assistance worth IDR 300,000 for 5kg, with the rice price ranging from IDR 10,000 to IDR 15,000 per kilogram, depending on market conditions.

The program targets the 8 categories of mustahiq (those eligible to receive zakat), focusing on residents around the Grand Mosque and regular congregants. The Rice ATM operates daily from 08:00 AM to 07:00 PM, providing flexibility for beneficiaries to collect rice at their convenience, reducing the potential for fraud and ensuring orderly distribution. Based on the planning framework, BAZNAS Jombang intends to continue the Rice ATM program to help more underprivileged individuals and families by distributing rice aid through Rice ATMs across every sub-district in Jombang Regency.

The planning conducted by BAZNAS Jombang aligns with George R. Terry's theory, which views planning as an activity of determining the goals to be achieved and preparing strategies for future actions to realize the organizational objectives. Effective collaboration is essential in decision-making to ensure the goals are accomplished.

2. Organizing

Once the plan was formulated, the next step was to establish an organization to ensure the program's success. In this case, the BPP (Distribution and Utilization Department) worked closely with the fundraising department and the management of the Grand Mosque to implement the program. The BPP is responsible for supplying rice to the mosque's management, which will then

be processed according to the established procedures. The fundraising department focuses on collecting donations for the Rice ATM program, which are sourced from donations, alms, and zakat placed in the Rice ATM. If additional funds are needed, they are sourced from the funds provided by civil servants (ASN) and donations from BAZNAS Jombang leadership.

BAZNAS Jombang's organizing process follows George R. Terry's theory, where organizing involves grouping all necessary activities and assigning authority and responsibility based on each individual's expertise and capability within the organization. This structure fosters a collective effort to achieve the program's objectives.

3. Actuating

The next phase is actuating, or implementation, where BAZNAS Jombang initiated a trial run at the Grand Mosque. The BPP collaborated with mosque management to handle the operations. Mosque management conducted data collection of mustahiq eligible under the 8 categories, then worked with local community leaders (RW) to identify eligible recipients of the rice aid at the Grand Mosque. The mosque management also encouraged regular congregants to participate in the program.

Once registration was complete, the mosque management issued identification cards, which mustahiq would use to access the Rice ATM. After registration, beneficiaries were informed about how to use the ATM and the designated times (08:00 AM - 07:00 PM) for rice collection, with each mustahiq entitled to 5 liters/kg of rice per month. The implementation phase meets George R. Terry's concept of actuating, where all team members are actively involved in realizing the organizational goals through planned actions.

4. Controlling

For monitoring purposes, BPP regularly supervises the mosque management regarding the rice supply in the ATM. If there is a system error or a shortage of rice, mosque management informs BPP, who then restocks the ATM. Monitoring of the mustahiq is not overly strict due to the flexible rice collection schedule set by BAZNAS Jombang. This flexibility minimizes the need for direct interaction with the staff and helps ensure smooth distribution.

BAZNAS Jombang's monitoring process follows Terry's theory of controlling, where it identifies the outcomes, measures performance, and makes adjustments if necessary to ensure the activities align with the initial plan. After monitoring, an evaluation is conducted. At the end of each month, the mosque management checks with mustahiq who haven't collected their rice, often due to forgetfulness or inability to come. However, BAZNAS Jombang's evaluation process is less optimal due to the lack of a dedicated team for periodic assessments of the Rice ATM program. Here's a table summarizing the stages of the Rice ATM program at BAZNAS Jombang based on the description you provided:

Table 1. The Rice ATM program at BAZNAS Jombang, Indonesia

| Stage | Description | Application of George R. Terry's Theory |
|-------------|---|---|
| Planning | The Rice ATM program was piloted at the Grand Mosque of Jombang with plans to expand across sub-districts. The budget for each Rice ATM is IDR 3,000,000 to IDR 4,500,000. Each mustahiq receives 5kg of rice per month, valued at IDR 300,000. The program operates daily from 08:00 AM to 07:00 PM. | Planning is an activity of determining goals and preparing strategies for future actions. Collaboration is essential to ensure the program's objectives are met. |
| Organizing | BAZNAS Jombang organized the program with the BPP responsible for supplying rice and the fundraising department gathering donations. Mosque management collaborated to implement the procedures for distributing rice. | Organizing involves grouping activities and assigning authority based on expertise. This ensures that responsibilities are divided effectively for successful implementation. |
| Actuating | The program was implemented through a trial run at the Grand Mosque. Mosque management registered mustahiq, issued identification cards, and informed them about the rice collection process. Rice collection was available daily from 08:00 AM to 07:00 PM. | Actuating involves the implementation of the planned actions where all team members actively work to achieve the organizational goals. |
| Controlling | The BPP supervises rice supply in the ATM. If any issues arise, the mosque management informs BPP for restocking. Mustahiq can collect rice based on a flexible schedule, minimizing direct monitoring. At the end of each month, an evaluation is conducted. | Controlling involves measuring performance and making adjustments as necessary to ensure alignment with the plan. Monitoring and evaluating performance, although the evaluation process is not optimal due to a lack of dedicated teams. |

Challenges in Implementing the Rice ATM Program

Almost every organization or institution faces challenges in implementing its programs. BAZNAS Jombang encountered several obstacles in the deployment of the Rice ATM program. The Rice ATM program currently operates with only one unit at the Grand Mosque of Jombang, and despite being operational for four years (from 2021 to 2024), only 10 additional beneficiaries were added, bringing the total to 60 recipients. This slow growth is attributed to several challenges, which can be divided into five main categories:

1. Problems related to Rice ATMs, 1) The expensive price of Rice ATMs. The relatively high price of Rice ATMs is one of the main problems that the Rice ATM programme of BAZNAS Jombang has not been evenly distributed in each sub-district of Jombang, this happens because the price of Rice ATMs can reach around 40-50 million rupiah per Rice ATM with a capacity of 250 litres. 2) Rice ATM machine failure. When there is a system error in the Rice ATM machine, it is because the rice in the machine has run out, so the Rice ATM machine cannot work.

2. Problems related to fundraising strategies. Problems related to fundraising strategies caused by the lack of socialisation of the Rice ATM programme to the general public, so that it is not optimal to find muzzaki donors who give alms and invest in Rice ATM machines in the yard of the Grand Mosque of Jombang, this happens because the Rice ATM machine in the yard of the Grand Mosque of Jombang is closed and not very visible to the public, although there is information about donations in the Rice ATM machine.
3. Problems related to the limitations of UPZ (Zakat Collection Unit). There are limited UPZ that are less active in each Musholla and mosque in each sub-district of Jombang district, which makes it less optimal in distribution and fundraising.
4. Problems related to the management of BAZNAS Jombang. The limitations of the management of BAZNAS Jombang such that there is no special evaluation team from BAZNAS Jombang to evaluate the ATM Rice Programme on a regular basis.
5. Problems related to Mustahiq. There are some Mustahiq who do not take their share in the given month due to forgetfulness and inconvenience of taking rice subsidy at the ATM Rice machine in the Jombang Grand Mosque courtyard.

Implications of the Implementation of Rice ATM Management for Zakat Distribution to Mustahiq in BAZNAS Jombang

From the implementation of rice ATM management for zakat distribution to mustahiq in BAZNAS Jombang, there are several implications and responses that are felt both from the mustahiq side and also from the muzzaki side. Researchers divided into 2 implications and responses, the first felt by mustahiq then the second implications and responses felt by muzzaki, including the following:

1. Implications for Mustahiq

The implications or benefits felt by mustahiq with the presence of ATM Rice in the courtyard of the Grand Mosque of Jombang are certainly very efficient in the management of ATM Rice, which makes it easier for mustahiq to take rice automatically. ATM Rice is intended for residents who have registered as beneficiaries of ATM Rice in accordance with a predetermined amount, where the machine can dispense rice with a tap using the ATM Rice card as access to take rice.

Mustahiqs who are registered as beneficiaries of ATM Rice can receive the rice aid according to a pre-determined schedule, where Mustahiqs can collect rice at specific hours, days and frequencies, making it more measurable and predictable. Zakat distribution is often crowded and disorderly because the process of direct distribution of zakat usually takes longer because people have to queue. The process of distributing zakat is considered to be less efficient, so a prototype of a rice ATM is being made. This will make the distribution of rice aid easier and can be done directly by the recipient.

Zakat distribution itself is an activity to facilitate and smooth the distribution of zakat funds from muzakki (people giving zakat) to mustahik

(people receiving zakat). All funds collected are distributed from muzakki to mustahik through an agency that manages zakat. According to Erland Arif, the definition of zakat distribution is a process of activities in the distribution or allocation of zakat that has been collected and then given to certain parties (mustahiq) in order to achieve the socio-economic objectives of collecting zakat.

This is in the management of ATM Rice for the distribution of Zakat to Mustahiq in accordance with the definition of distribution itself where the distribution is very effective and efficient and right on target where Mustahiqs are free to be able to take rice according to a predetermined time making the distribution very flexible whenever Mustahiqs can take their rice without jostling, of course making the programme carried out in an orderly and organised manner based on predetermined goals.

As for the reactions of the ATM Rice beneficiaries, the beneficiaries of the BAZNAS Jombang ATM Rice programme are naturally very happy because the presence of the machine really helps their underprivileged food needs around the Great Mosque of Jombang to meet their food needs in the form of rice. Without having to jostle and stand in long queues, the ATM Rice distribution makes it much easier for Mustahiq to receive rice assistance. It is hoped that BAZNAS Jombang can continue the programme by increasing the number of mustahiq around the Grand Mosque of Jombang and spread it evenly so that the benefits of the BAZNAS Jombang Rice ATM programme can be felt by the needy in every sub-district of Jombang.

2. Implications for the Muzzaki

The implications felt by the muzzaki, namely the general public who are capable, can participate in the act of charity by helping and assisting through the program. Without directly meeting the officers or the BAZNAS Jombang staff, the muzzaki can directly donate money or rice through the Rice ATM machine that has been provided at the courtyard of Masjid Agung Jombang.

The presence of the BAZNAS Jombang Rice ATM distribution at the courtyard of Masjid Agung Jombang has received a positive response or feedback from the muzzaki, with a warm welcome and appreciation from the local community. Of course, the muzzaki feels very happy to be able to help and assist each other through the act of charity and increase the reward of charity for those who donate. However, the Rice ATM machine is not very visible, which makes the muzzaki, who initially did not know about its existence, unaware that they could directly donate money or rice at the machine, because it is in an enclosed space.

From the explanation of the implications and responses felt by the mustahiq and muzzaki, as outlined above, it is certainly in line with the purpose of the Rice ATM machine established by BAZNAS Jombang. The goal is to foster sensitivity to mutual assistance, particularly for those unable to buy rice, to help each other through the charity movement, to provide free rice assistance in a consumptive manner, and to improve efficiency and speed in the distribution process of rice aid. This also follows the trend among the community that always emphasizes technology.

The presence of the Rice ATM at the courtyard of Masjid Agung Jombang plays an important role in improving the welfare of the underprivileged community, as its real benefits are truly felt by the public, especially the poor and the marginalized. Amid the difficulty faced by the community in obtaining quality rice, the existence of this Rice ATM certainly helps the underprivileged communities around Masjid Agung Jombang in obtaining free rice assistance.

CONCLUSION

As the results and discussion have been obtained, there are conclusions from the research that has been conducted. In the implementation of the Rice ATM management for zakat distribution to Mustahiq at BAZNAS Jombang, it is in accordance with the theory applied by George R. Terry, which consists of planning, organizing, actualization, and supervision. In its planning, BAZNAS Jombang will continue the program by trying to increase the number of Mustahiq on the Rice ATM at the courtyard of the Great Mosque of Jombang or increase the number of Rice ATM distributions in each sub-district in Jombang Regency. In its organization, BAZNAS Jombang has assigned authority and responsibility according to the expertise and capabilities of each individual. In its actualization, the leadership of BAZNAS Jombang has directed employees to be responsible and collaborate according to their respective job descriptions that were determined during the previous organizational formation. In its supervision, BAZNAS Jombang routinely coordinates every month regarding the availability of rice in the Rice ATM with the management of the Great Mosque of Jombang. In its evaluation, the management of Takmir Masjid Agung Jombang regularly evaluates Mustahiq regarding the rice assistance taken from the Rice ATM at the Great Mosque of Jombang at the end of each month, while BAZNAS Jombang does not have a special evaluation team for their Rice ATM program periodically.

The issues related to the Rice ATM program are divided into five problems. First, the issue of the high cost of Rice ATM machines and the occurrence of machine errors due to the rice in the machine being depleted. Second, the issue related to fundraising strategies due to the lack of socialization of the Rice ATM program to the general public, the scarcity of muzzaki donors who give alms and donations through the Rice ATM. Third, the issue of limitations in each musholla and mosque in the sub-districts of Jombang, which makes fundraising and distribution less optimal. Fourth, the issue of the limited management of BAZNAS Jombang, which leads to the absence of a special evaluation team from BAZNAS Jombang to periodically evaluate the Rice ATM program. Fifth, the issue of Mustahiq, some of whom do not take their share in the designated month due to forgetfulness or busyness.

The implications of the Rice ATM management at BAZNAS Jombang certainly have significant implications for both Mustahiq and Muzzaki. The implications and responses felt by Mustahiq are as follows: first, Mustahiq is assisted in fulfilling their food needs in the form of rice. Second, this program makes it easier for Mustahiq to collect their rice aid without the need for pushing and shoving, which ensures that the program runs in an orderly and organized manner based on the set goals. Mustahiq can take rice at specific hours, days, and

frequencies, making the process more measurable and scheduled. The implications and responses felt by Muzzaki are that the general public who are able can participate in charity movements and help others through this program, which certainly adds to the charitable deeds for Muzzaki who donate. Without directly meeting the officers or BAZNAS Jombang staff, Muzzaki can directly donate money or rice through the Rice ATM machine provided at the Great Mosque of Jombang's courtyard. The presence of the Rice ATM distribution by BAZNAS Jombang in the courtyard of the Great Mosque of Jombang has received a positive response or feedback from Muzzaki, who have warmly welcomed and appreciated the program. However, the Rice ATM machine is not very visible, which makes Muzzaki, who initially did not know about the existence of the Rice ATM machine in the courtyard of the Great Mosque of Jombang, unaware that they could donate directly through the machine in the form of money or rice because the machine is enclosed in a room.

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