SUMMARY

ARWANI. Analysis of Strategies to Enhance Local Tax Revenue on Acquisition of Land and Building (BPHTB). Supervised by ANAS MIFTAH FAUZI and MEIKA SYAHBANA RUSLI.

An interesting phenomenon was observed in the realization of Acquisition of Land and Building (BPHTB) in Bekasi Municipal. From year to year it indicated an increasing trend but it declined when measured as a ratio of its contribution. The tendency of declining contribution of BPHTB towards the regional revenue elements and the observed tax evasion of BPHTB implies that there were problems found in the process of collecting and managing BPHTB. The large contribution of BPHTB greatly affecting the budget revenue structure in the Municipal and the huge potential that should be saved required Bekasi Municipal Government to generate various strategies to enhance local tax revenue of BPHTB in order to help sustain financing for development and to achieve fiscal independence.

The aims of the study were three-fold: to identify factors affecting the local tax revenue of BPHTB, to analyze strategic internal and external factors affecting the implementation of the collection and management of BPHTB in Bekasi, and to provide recommendations on strategies to be adopted to enhance the Regional Tax revenue of BPHTB. The analytical method employed is descriptive exploratory using both Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE). The strategy formulation was done on the basis of SWOT analysis, while determining priorities was derived through Analytical Hierarchy Process (AHP).

Derived from the exploration of internal as well as external environments, the study revealed the main factors paving the way for the implementation of the collection and management of local tax BPHTB by Regional Revenue Office (Dispenda). The factors include the infrastructure services such as adequate office facilities and a reliable sets of rules on the collection and management of BPHTB. Besides, the study also showed that the main weakness of the implementation was the low value of the property NJOP as a result of the unfinished implementation of NJOP updates. Derived from the combined scores of IFE and EFE and based on the mapping in the Internal and external matrix, Dispenda falls in quadrant II i.e. to grow and develop category.

Based on the results of SWOT analysis and Focus Group Discussion, the study therefore recommends four alternative strategies of enhancing the local tax revenue of BPHTB in Bekasi i.e. BPHTB information systems development, capacity building and enhanced integrity of human resources, socialization of rules/regulations on BPHTB and enhanced law enforcement. AHP analysis on the four alternative strategies led to the strategy of enhanced capacity and integrity of human resources with the highest weighting of 0.383 as priority strategy that may be implemented by Dispenda of Bekasi Municipal in its efforts to increase local tax revenue of BPHTB.

Key Words: analytical hierarchy process, acquisition of land and building, internal factor evaluation, external factor evaluation, tax.