SUMMARY

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Zakat Potential in Indonesia is in fact the biggest zakat potential in the whole world. The potential of zakat in Indonesia is 217 billion rupiah (BAZNAS, 2011). But the realization of zakat collection in Indonesia did not reach 2 percent of the whole potential. According to BAZNAS report, zakat collection in 2014 on a national level only reached 3.2 billion rupiah. This indicates a very high discrepancy between zakat potential and zakat collection’s realization in Indonesia.

In order to help zakat institutions in Indonesia maximizing the existing zakat potential, the government release Instruksi Presiden (Inpres) No.3 year 2014 which was dedicated to all of government’s institutions as well as their employees to pay their zakat through the national amil institution, BAZNAS. The Inpres also indicates that BAZNAS must made a socialization regarding the importance of zakat and the Inpres itself to all of government’s institutions. BAZNAS was also asked to create somekind of strategy or mechanism to collect all zakat from the government’s institutions in an effective manner. Hence the purpose of the study is to help BAZNAS formulating a strategy to implement the law by analizing the internal factors as well as the external factors of BAZNAS in regards to the Inpres.

Internal factor evaluation indicates that the strongest strengths of BAZNAS to implement the Inpres are BAZNAS’s distribution programs and also the transparancy as well as the accountability of BAZNAS’s financial performance. Other factors that also considered as the strenghts of BAZNAS to implement the law are BAZNAS’s prominent figure who has wide network in government’s institutions, BAZNAS’s zakat collection model, and BAZNAS’s cooperation with many institutions in the country and abroad. Whereas the weakest weaknesses of BAZNAS in implementing the law are the lack of uniformity of zakat understanding among the amilin in BAZNAS, as well as the quality of IT based system in BAZNAS’s branches.

Eksternal factor evaluation indicates that among the opportunities that BAZNAS could take are the change of governmental cadre, the growth of middle class Muslim in Indonesia, relationship with other zakat institutions, prominent figure who supports amil institution, and the increase of syariah ambiance in the country. Whereas the threats that BAZNAS faces in regards to the Inpres implementation are bureaucracy in government’s institutions, IT based system in government’s institutions, low understanding of zakat amongst public in general, people’s trust towards government’s institutions, and muzakki that have their own network in distributing their zakat.

The result of analyzing both internal and eksternal factors had positioned BAZNAS at the average pack of zakat institution. It is then being analyzed by using SWOT matrix to create alternate strategies. The result of SWOT Matrix are 9 alternate strategies which are the maximization of the role of BAZNAS prominent figure to expand the network in government’s institutions, to
strengthen the cooperation with other organizations to provide more facilities to the muzakki in government’s institutions, to increase the amount of human resources and improve their capabilities, to develop IT based system in BAZNAS branches, to approach the new governmental cabinet, to strengthen cooperation in order to create zakat campaign in government’s institutions, maximization of BAZNAS prominent figure to tackle the bureaucracy in government’s institutions, to increase socialization in government’s institutions, and to collect zakat in government’s institutions through payroll system.

This study aims to formulate a zakat collection strategy for BAZNAS through the stages of analysis mentioned before. Lastly the final stage of BAZNAS’s strategy formulation is analyzed using QSPM analysis in order to give a clear direction for BAZNAS to implement the new regulation in an effective manner. All of the alternate strategies that have been identified earlier then being measured its’ attractiveness scores towards existing internal and external factors. Alternate strategies that have the highest total attractiveness score is the strategy that has to be prioritized by BAZNAS. Among the 3 highest alternate strategies based on QSPM analysis are to collect zakat in government's institutions through payroll system, to maximize the role of BAZNAS’s prominent figures in order to tackle the bureaucracy in government’s institutions, and lastly to increase socialization in government’s institutions.

Keywords: BAZNAS, Strategy, SWOT, QSPM, Zakat Collection