

The Process of Making Strategic Planning on the National Zakat Board (BAZNAS RI)

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ABSTRACT: *The National Board of Zakat (BAZNAS RI) is a non-structural state institution responsible for managing zakat nationally based on Law Number 23 of 2011. This study aims to determine the process of making strategic planning on BAZNAS RI. Based on pre-elementary research, BAZNAS RI's strategic planning has been changed for this in the leadership of this period. This research uses qualitative methods by interviewing informants influencing this strategic planning change. The result of this study is describing the changing of BAZNAS RI's strategic planning based on a law that requires BAZNAS RI to manage zakat nationally, which makes the organization's strategic planning, vision and mission either nationally oriented. This change in strategic planning is also highlighted by analyzing strategic issues, and the internal and external conditions. With this change in nationally oriented strategic planning, BAZNAS RI increases national coordination functions.*

KEYWORDS -Strategic Planning, BAZNAS RI, National Zakat Management,

I. INTRODUCTION

The existence of an institution, agency, or organization that manages zakat has the duty and function to be able to manage zakat, both from its collection to distribution of zakat to groups who are entitled to receive it. The management of zakat funds will be beneficial for the community in the form of assistance that can alleviate poverty, empower the community, and so on. The organization must develop plans to provide the best service to the community. By making plans, organizations need to set long-term goals in their entirety. Thus, the organization can also determine the strategies that can be applied to get the best way to deal with opportunities and challenges. Handoko (2009) states that organizational plans need to be detailed based on hierarchical levels that align with the organizational structure. A strategic plan can make it easier for organizations to determine organizational action steps for a certain period. Strategic planning is expected to produce long-term plans that are well structured and can determine the goals of an organization. This will affect the successful implementation of strategic planning. The above shows that planning is the primary function of an organization. The existence of good planning will make the plan of activities carried out more directed so that the success of an organization can be more measurable.

Based on Law Number 23 of 2011, zakat management is defined as planning, implementing, and coordinating activities in the collection, distribution, and utilization of zakat. The word "planning" becomes essential point in the management of zakat, because the *amil-amilat* must have directions regarding how the implementation process is both in collecting zakat funds and distributing them following sharia (eight *asnaf*). In addition, article 2 of the Law states that the management of zakat must be based on Islamic law, trustworthiness,

expediency, justice, legal certainty, integration, and accountability. So strategic planning by zakat management organizations is essential to achieve those values. The purpose of the management of zakat is to increase the effectiveness and efficiency in the management of zakat and the benefits of zakat to realize community welfare and reduce poverty. (Law Number 23, 2011)

Zakat and Infaq collection in 2021 is about to be in the range of Rp. 12,273,532,567,866.00 - Rp. 13,530,613,929,974.60 (PUSKAS BAZNAS, 2021). Although the amount of zakat and infaq collection is still far from the potential of national zakat, the condition of national zakat management continues to improve every year. This shows considerable potential in the role of zakat to prosper the community. Although the growth of zakat in recent years has reached a growth rate of 30%, there is still a lot of zakat potential that must be developed. Several factors become obstacles in collecting zakat; the first is the existing central and local government regulations. The next factor is the need for institutional support, such as the capabilities of amil, both in BAZNAS and LAZ, and socialization or understanding of zakat literacy in the community must be intensified (Asfarina, Ascarya, & Beik, 2019). To optimize institutional support, BAZNAS did strategic planning to achieve the growth of zakat in Indonesia. Bryson (2004) defined strategic planning is a systematic attempt to develop essential decisions and activities that can guide an organization as to what to do and why to do it. Bryson has a very complex perspective for strategic planning model covering the following steps:

1. Initiating and agreeing on a strategic planning process; to negotiate agreements with people who have interests in the organization (decision makers) internally and externally. This is intended to determine precisely who is classified as making decisions. In this stage, a team can formulate or draw up a strategic plan.
2. Identify the organization's mandate; Formal mandates have been established and become the initial guidelines for the existence of organizations, while informal mandates are norms that handle organizational activities.
3. Clarify the mission and values of the organization; the mission of the organization also has a close relationship with the mandate. In this case, the organization must meet social and political needs to be identifiable. However, establishing a mission reinforces the organization's existence and can reduce possible conflicts that will arise in the future, thereby reducing the organization's productivity.
4. Assessing External and Internal conditions.
 - a. External; The organization's opportunities and threats can be known by reviewing political, economic, social, and technological conditions.
 - b. Internal; Organizations must monitor resources (inputs), current strategies (processes), and performance (outputs).
5. Identify strategic issues facing the organization; the purpose of identifying this strategic issue is to identify the central policies an organization will carry out.
6. Formulate strategies to manage issues; a constructed strategy can be defined as a pattern of goals, policies, and programs, what the organization should do, and why the organization should do so. An effective strategy has an effective relationship with the organizational environment. The purpose of formulating this strategy is to create an effective strategy that will connect the organization with its environment.
7. Reviewing and adopting strategies and strategic plans that have been made; The strategy that has been decided must meet criteria such as technically implementable, politically acceptable, and related to problems faced by an organization.
8. Creating a practical organizational vision for the future; can be defined as a description of what the organization will achieve after implementing strategic planning. The vision statement should include the organization's mission, the basis of the philosophy, values, and basic strategies. The vision will focus on the future, hope, and positive values.
9. Develop an effective implementation process; the steps that must be taken are the role of implementation and responsibility of the supervisory body and members of the organization, specific targets and important events expected, specific and relevant action steps, preparation of schedules,

resources needed from where to obtain them, communication processes, review processes, monitoring, as well as checking procedures in the ongoing work, and accountability procedures.

10. Reassess (evaluate) the strategy and strategic planning process; evaluate the strategy and process of strategic planning to form the next plan.

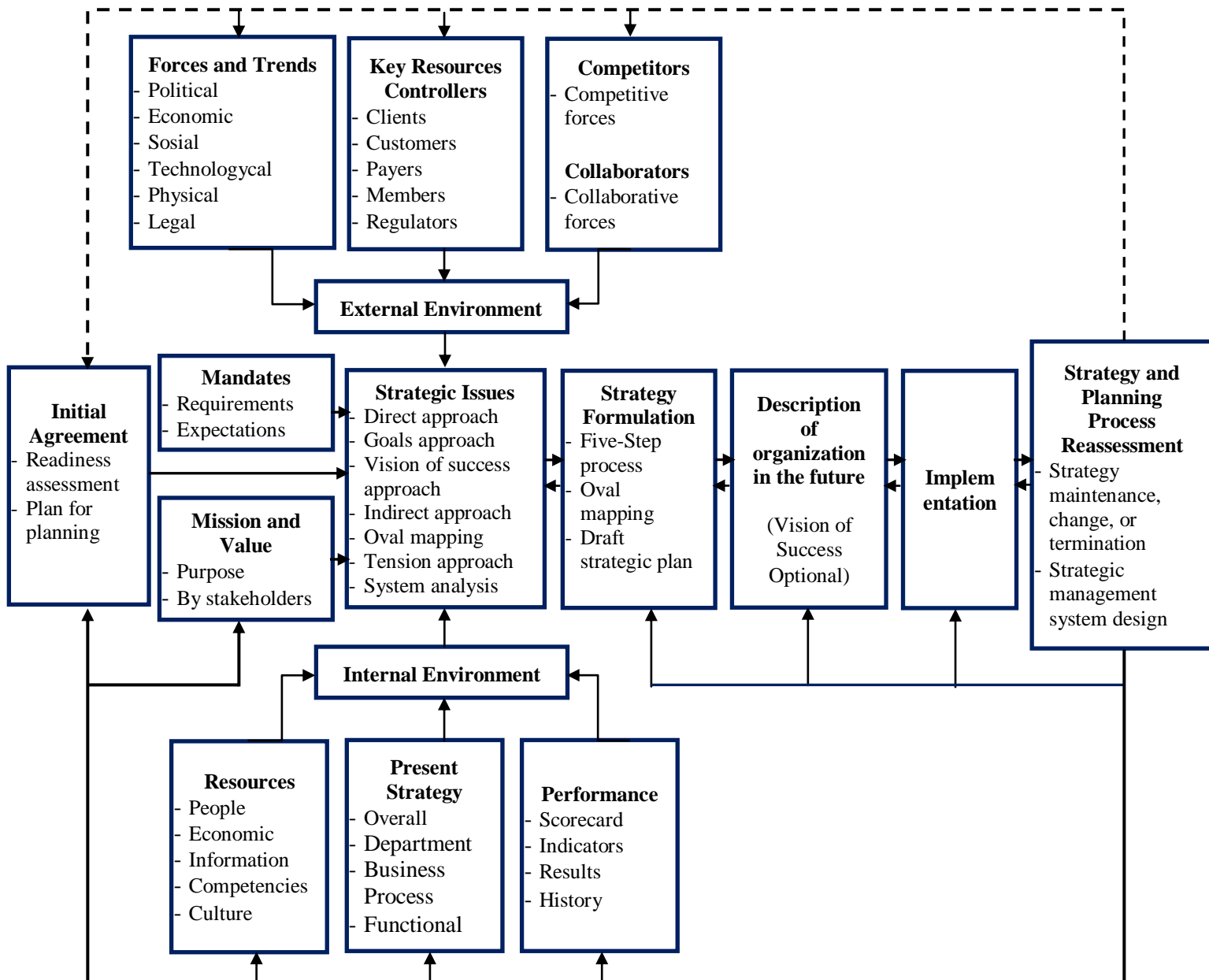


Figure 1. Strategic planning steps (Bryson, 2011)

According to John A. Bryne in Hasan (2010), strategy is a basic pattern that has been planned related to the distribution of resources by considering other factors such as competitors and how market conditions are from micro and macro conditions. Meanwhile, according to Siangian in Mafturrahman (2014), the best way to use finance and empower human resources or human resources to adapt to environmental changes is to plan a strategy. In the concept of strategic planning, what is more focused is the strategies in the fields or sections of

the institution or company? Planning cannot be ascertained because it relates to the future Strategic planning, according to Bryson (2004), is a systematic endeavor to develop core judgments and actions that may guide an organization on what to do and why to do it. In its application, decision-making about what measures the business will take relates to strategic planning. In the context of reinventing government and redefining the role of human services, the significance of strategic planning as a managerial tool has grown considerably. As we transition from an industrial to a service and information society, computer-based informational tools that allow us to look at our operations more methodically have become more widespread and affordable. These tools can be used successfully to inform the strategic planning process. (Patti, 2009).

This research differs from earlier research in at least a few respects, according to an analysis of previous studies. First, a discussion of the organization's strategic planning. All previous studies describe that aspect is very important because if the organization had a strategic plan, they will be easier to achieve organizational goals. In addition, based on preliminary research conducted by researchers at BAZNAS, it was found that there was a change in the vision for 2020 – 2025 is "To Become the Main Institution for the Welfare of the People" after the previous vision, namely "To Become the Best and Trusted Zakat Manager in the World". The vision change also caused adjustments in the preparation of the organizational structure. So, the issue is what caused the change in strategic planning. Based on this research gap, there's no one has done this research yet on The National Board of Zakat (BAZNAS RI). What makes this research different from previous research is that in this study, researchers will explain how the paradigm change that exists on BAZNAS RI, which causes changes in strategic planning.

II. METHODS

To identify strategic planning in The National Board of Zakat (BAZNAS RI), we used qualitative approaches. Qualitative research begins with a concept represented through research questions (research questions). The place and timing of this investigation were purposefully chosen and arranged. The National Board of Zakat (BAZNAS RI) office in Jakarta Province is the site of this investigation. Purposive sampling is another study methodology that has been used. Purposive sampling, according to Sugiyono (2009), is a data gathering technique with some considerations. For instance, the individual is thought to be the most knowledgeable and qualified to serve as an informant of the data we anticipate in existing research.

In this study, the researcher chose informants in accordance with the research objectives, including understanding the strategic planning method used by The National Board of Zakat (BAZNAS RI), based on numerous factors that the researcher described. Furthermore, knowing and identifying what caused the change of paradigm on strategic planning. Find out how strategy for fundraising and distribution zakat funds after new strategic planning. Following that, the theoretical process of selecting the information is carried out, as shown in the table below: Purposive sampling was utilized in this study because the researcher believed that the informants knew the most about the issue that needed to be investigated. The researcher also spoke with stakeholders for the following reasons during informant interviews:

Table 1. Stakeholders List

No	Stakeholders	Reason
1	Former Division of Planning and Development	This section is critical for conceptualizing and writing strategic plans.
2	Directory of Zakat Study and Research	This board is responsible for conceptualizing and writing their

		strategic plans.
3	Division of Planning	This separation is critical in terms of internal organizational planning.

In-depth interviews, including semi-structured and unstructured interviews, were employed in this study by the researcher. comprehensive interview (Sutopo 2006) The process of gathering information for research projects through question-and-answer exchanges that takes place face-to-face between the interviewer and the informant or person being interviewed, with or without the use of a guide, is known as an in-depth interview. a conversation in which both the interviewer and the subject have lived reasonably extended social lives. The observation method is another tool that can be used in qualitative research in addition to interviews. Zainal Arifin (Kristanto, 2018) defined observation as a process that begins with observation and is followed by the methodical, logical, impartial, and logical recording of numerous phenomena in both natural and fabricated contexts.

III. DISCUSSION

The following are crucial considerations for processing strategic planning according to Bryson (2004), which is based on field results. BAZNAS RI also formed an in-depth analysis in doing the latest strategic planning.

1. Dynamics of Strategic Planning Making

Starting with the strategic planning process, dynamics are carried out by creating a special team to prepare strategic planning drafts and conduct studies and research. The strategic plan drafting team consists of leaders of BAZNAS RI, including the Chairman, Deputy, and other Leaders, and from the Center for Strategic Studies (PUSKAS or Pusat Kajian Strategis BAZNAS), which is currently transformed into the Directorate of Studies and Development. In addition, preparing this strategic planning also involves other directorates that have continuity, such as the Management and Development Division, Collection Division, and so on.

2. Organizational Mandate Analysis

After determining the drafting team, BAZNAS RI formulates a strategic plan which is also based on research that has been carried out by BAZNAS RI before. So, referring to Law Number 23 of 2011, which is the organizational mandate for BAZNAS RI, the paradigm in strategic planning is currently nationally oriented. Because in the previous leadership period, BAZNAS RI has become the best institution for collecting, distributing, and utilizing zakat. In the current leadership period, BAZNAS RI has the responsibility to improve the capabilities and capacity of BAZNAS at the provincial, district/city scale, and Amil Zakat Institutions (LAZ).

This paradigm shift is what prompted a change in strategic planning, which initially focused on the internal BAZNAS RI itself to be comprehensive to optimize the provincial BAZNAS, district/city BAZNAS, and the Amil Zakat Institute (LAZ). With the change in focus from the current strategic planning, BAZNAS is also restructuring. There are three (three) bureaus or directorates whose focus is on strengthening coordination, namely the Bureau of Coordination, Cooperation, and Harmonization and the Directorate of National Collection Strengthening. As mentioned in the research of Puskas BAZNAS, if the potential of national zakat reaches 327 trillion, then BAZNAS RI must also improve the capabilities of BAZNAS in provinces, districts, and cities. Because one of the factors that do not achieve this potential is the lack of quality of amils and people who are still not socialized about zakat. In addition, the distribution and utilization side are also the focus of BAZNAS

RI in fostering BAZNAS at the provincial, district, and city scales in order to increase the trust of the community.

In the Law 23 of 2011, one of the functions of BAZNAS is to do the planning so that BAZNAS RI does strategic planning even though there are no regulations or sanctions that BAZNAS will receive if it does not have strategic planning. In addition, BAZNAS RI makes strategic planning a form of Good Corporate Governance. This is because BAZNAS has 3 (three) essential aspects, namely financial, religious, and social. Currently, not all BAZNAS have strategic planning, even though they have planning in the form of an Annual Budget Work Plan (RKAT), which guides the collection and distribution targets every year. This needs to be redeveloped so that BAZNAS at the provincial, district, and city scales has strategic planning that refers to the existing strategic planning in BAZNAS RI.

3. Vision Formation Process

In forming its vision, BAZNAS is also oriented toward national matters. If previously the concept of BAZNAS was “To be the best and most trusted zakat manager in the world,” to become “To be the main institution for the welfare of the people.” The formation of this Vision is Top-Down from the Head of BAZNAS RI to the ranks below. The vision decided by the Chairman of BAZNAS RI takes several important points in reference, such as being trusted and prospering the people. However, as discussed in the previous point, BAZNAS already has the trust of the community, so its vision becomes has been changed to be more nationally oriented.

4. Mission Formation Process

Similarly, the establishment of the Mission consists of 9 (nine) aspects. The first aspect is institutional. Institutions built on various scales must be strong, reliable, and modern. The next aspect is related to zakat collection, which means BAZNAS must increase zakat literacy nationally. In addition to collection, the next aspect is distribution and utilization. This aspect is important because one of the factors that affects public confidence in the funds they have donated is knowing what the programs are and how they have an impact. So in this aspect, BAZNAS RI aims to maximize distribution and utilization in order to eliminate social inequality, alleviate poverty, and increase community welfare.

The next aspect is related to human resources, where BAZNAS RI must strengthen the competence, professionalism, integrity, and welfare of Americans nationally. In addition, aspects of modernization and digitalization of zakat management are also a concern. In good service, BAZNAS is guided to present fast and accurate data so that the public knows what programs are being run. Therefore, BAZNAS puts forward an application called the BAZNAS Management Information System (SiMBA) to be able to coordinate zakat management, such as reports from each region. On the other hand, to maximize the collection potential, increasingly modern payment features also make BAZNAS need to digitize the zakat payment process.

Furthermore, the establishment of a national system of planning, controlling, reporting, accountability, and coordination of zakat administration is the sixth aspect. This is done with the use of the SiMBA mentioned earlier. And in the coordination pattern, BAZNAS conducts National Coordination Meetings (Rakornas) and Regional Coordination Meetings (Rakorda) conducted in each province. The seventh aspect is related to the partnership built between muzaki and mustahik. The eighth aspect is to increase synergy and collaboration to all stakeholders such as government elements, LAZ, and so on. And the last aspect is to have an active role and become a reference in the zakat movement in the world. Related to this, BAZNAS is one of the institutions that has contributed to the World Zakat and Waqf Forum (WZWF) and is one of the institutions used as a reference in the world.

5. Analyzing Strategic Issues

Then in preparing strategic planning, BAZNAS RI also considers strategic issues. There are several strategic issues that are cornerstones, one of which is the existence of program institutions. In the period 2015–2020, BAZNAS established several program institutions, such as the BAZNAS Scholarship Institute, BAZNAS

Disaster Response, BAZNAS Active Services, BAZNAS Scholar School, BAZNAS Center for Strategic Studies, BAZNAS Healthy House, Mustahik Economic Empowerment Institute, Mustahik Farmer Empowerment Institute, Zakat Community Development, and BAZNAS Microfinance. However, due to the paradigm shift previously listed above, program institutions have been restructured in accordance with the existing focus. In other aspects of distribution, it is also an issue related to the goals of BAZNAS itself, namely alleviating poverty and improving community welfare.

So that many distribution activities are only giving but cannot be at the poverty alleviation level. So now it is starting to be pushed back in relation to poverty alleviation through poverty alleviation targets in the RKAT. In addition, mustahik data that is still messy or existing resident identity number data needs to be correlated with existing ministries. Furthermore, one of the most significant aspects of this strategic planning conversation is the topic of human resource certification. In this scenario, the BAZNAS Professional Certification Institute (LSP) function is also supported in order to increase the quality of American human resources at the national, provincial, and district/city levels. One of the strategic concerns that have become a reference for BAZNAS projects is the equitable distribution of zakat in villages.

In the aspect of collection, issues related to zakat segmentation, which is currently only oriented towards zakat money, are also the focus of the current leadership. Because the potential for zakat is not only found in zakat money but also in agriculture, animal husbandry, and so on. This is also encouraged in the community through increasing good literacy. In addition, leadership in zakat management organizations, governance, and coordination of zakat management organizations (OPZ) are not optimal, the growth of the middle-class Muslim community is increasing, innovation in the use of information technology is increasing, and LAZ has the potential to grow. SiMBA, or BAZNAS Information Management System, is one of the platforms for digitizing planning and reporting functions carried out by provincial BAZNAS, district/city BAZNAS, and LAZ. However, because the quality of human resources is still inadequate, digitalization is not optimal, so it becomes a strategic issue that must be improved by the current administration. The existence of traditional zakat practices can also be an opportunity for BAZNAS to optimize zakat management. However, it can also be a threat if someone claims to be LAZ even though there is no permission, and so on.

6. Analyzing Internal and External Factors

The last step of process making strategic planning is analyzes the internal and external conditions of the organization with SWOT Analysis. According to Sari (2018), SWOT analysis is another method for determining strategic planning. Creating a vision and mission statement, as well as creating strategic goals and objectives, should all be part of this strategic planning. This analysis divided into four main pillars, namely, the collection pillar, the distribution and utilization pillar, the HR pillar, and the control pillar. The collection, distribution, and utilization pillars are the Zakat institution's core business. Still, it will only work well if it is supported by the quality of human resources and control, so these four pillars become the foundation in preparing the strategic plan and plans.

In the collection pillar, the main strengths in the internal factors of the collection pillar include (1) the availability of services that facilitate zakat payments either directly or using other digital applications or platforms, and (2) the growth of muzaki, which has an impact on zakat collection and increases significantly every year despite the COVID-19 pandemic. While the main weaknesses are (1) the Mandatory Zakat Identification Number (NPWZ) is not yet mandatory and centralized, it is quite difficult to map muzaki, and (2) the collection of zakat by OPZ is still focused on income zakat and corporate zakat, while the potential for agricultural and livestock zakat and stock zakat has not been optimized. Identification of external factors that affect the pillars of collection: the greatest opportunities that can be utilized to increase zakat collection include (1) demographic bonuses shown by the growth of young people (millennials) into zakat collection opportunities and (2) The availability of zakat services based on the fourth industrial revolution, such as mobile zakat services, crowd sourcing, or internet banking at various Islamic financial institutions. While the dangers to zakat collection remain, (1) the number of unofficial OPZs remains significant, and (2) there still needs to be more knowledge among Indonesians about the importance of paying zakat regularly.

In the pillars of distribution and utilization, the main strength is internal factors. The pillars of distribution are: (1) the distribution of zakat both according to ASNAF and the program in general is right on target; and (2) the availability of a mustahik database that is integrated with the government's poverty data through the Mustahik Identification Number (NIM). While the main weaknesses are (1) that the percentage of distribution still focuses on poverty alleviation with consumptive schemes and (2) that the Mustahik database that is already available has not been integrated with all OPZs, there is a high possibility of double counting. Identification of external factors that affect the pillars of distribution: the greatest opportunities that can be utilized to increase zakat distribution are the existence of National Zakat Coordination (Rakornas). Zakat provides opportunities for collaboration in the distribution of zakat with stakeholders, (2) the availability of the Ministry of Social Affairs database, and The National Team for the Acceleration of Poverty Reduction (TNP2K) is related to families and households in need of financial assistance that can be utilized by OPZ to avoid double-counting in distribution. Meanwhile, threats that can affect the distribution of zakat are (1) the ongoing COVID-19 pandemic, resulting in an increase in poverty, and (2) the opinion of some people that the distribution of zakat carried out by an OPZ contains elements of terrorism.

In the human resources pillar, the main strength in the internal factors of the human resource pillar (1) there are efforts to develop standard standards for human resources management amil zakat; (2) each BAZNAS and LAZ in their respective capacities continues to strive to develop a merit system in the management of its human resources; and (3) each BAZNAS and LAZ in their respective capacities continue to strive to improve the quality of their amil zakat human resources. While the weaknesses of the management of amil zakat human resources are (1) the low number of certified and trained amils; (2) not all OPZs are ready to apply standard HR management standards; and (3) the understanding of sincerity, which is often misunderstood by many parties in the context of zakat management, especially in the development of human resources for amil zakat,

In the control pillar, the main strengths of the zakat governance pillar are (1) the existence of a system and procedure division (sisdur) that monitors the course of governance in an OPZ and (2) the existence of OPZ socialization, training, and mentoring programs for data integration through SiMBA. While the main weaknesses faced in zakat governance are (1) there is still a lack of coordination and integration amongst sectors, especially coordination, Identification of external factors that affect the pillars of governance: the greatest opportunities that can be utilized to improve zakat governance are (1) the existence of a supervisory function from the Ministry of Religious Affairs in improving sharia audits in the form of assistance and (2) cooperation between BAZNAS RI and BI to hold a Digital Readiness Workshop for OPZ, who still have limitations in the digitization process. While the main threats that will have an impact on improving zakat governance are (1) regulations on zakat management in regions dominated by Instructions or Circular Letters of Regional Heads, which in pseudo-constitutional law have an impact on weak zakat governance, and (2) the breadth of OPZ institutional networks reaching more than 500 OPZs throughout Indonesia, supervision is still an obstacle.

IV. CONCLUSIONS

Based on the results of this study shows that in doing process of strategic planning BAZNAS RI in the current leadership considers several factors. In the current strategic planning, the scope aimed by BAZNAS RI is oriented toward zakat management at the national level. This is essential because, based on the Law, BAZNAS RI have to manage zakat nationally. In preparation for this strategic planning, BAZNAS RI formed a team from several directorates and conducted a research study. What distinguishes strategic planning in leadership today is national orientation and optimizing planning functions. The current Strategic Planning also impacts changing the Vision, namely "To Become the Main Institution for the Welfare of the People." This vision change is also based on 9 Missions based on institutional aspects, collection, distribution and utilization, quality of human resources, modernization and digitalization of reporting, synergy and collaboration with other institutions, partnerships, and having a role in the international world. BAZNAS RI also analyzes strategic issues that can be used as guidelines in the implementation of future work plans. BAZNAS RI's Strategic

Planning currently also focuses on four pillars: collection, distribution and utilization, human resources, and control.

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