

ABSTRAK

Puteri Hasna Nurhanifah: Manajemen Strategi Badan Amil Zakat Nasional dalam Pendayagunaan Zakat, Infak dan Sedekah (Studi Kasus Program Kampung Zakat di Badan Amil Zakat Nasional Kabupaten Sukabumi).

Zakat, infak, dan sedekah (ZIS) memiliki peran strategis dalam mewujudkan kemandirian ekonomi umat dan mengurangi kesenjangan sosial. Namun, pendayagunaan ZIS di tingkat desa sering kali menghadapi tantangan dalam hal keberlanjutan program. Badan Amil Zakat Nasional Kabupaten Sukabumi menjalankan Program Kampung Zakat, namun dana Zakat, Infak, dan Sedekah masih bersifat konsumtif dan belum optimal dalam memberikan dampak jangka panjang.

Penelitian ini bertujuan untuk mengetahui manajemen strategi Badan Amil Zakat Nasional Kabupaten Sukabumi dalam pendayagunaan zakat, infak, dan sedekah pada program Kampung Zakat. Fokus penelitian ini mengacu pada teori manajemen strategi yang dikemukakan oleh Fred R. David (2011) mencakup perumusan strategi, implementasi strategi, dan evaluasi strategi.

Penelitian ini menggunakan paradigma konstruktivisme dengan pendekatan kualitatif dan metode yang digunakan dalam penelitian ini yaitu metode studi kasus. Data dikumpulkan melalui observasi, wawancara, dan dokumentasi dari staf Badan Amil Zakat Nasional Kabupaten Sukabumi, pengelola program, dan masyarakat. Analisis data menggunakan model Miles dan Hubner (1984), termasuk reduksi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa perumusan strategi dilakukan melalui pemetaan potensi zakat, infak dan sedekah secara menyeluruh yang melibatkan berbagai pemangku kepentingan, termasuk Unit Pengumpulan Zakat (UPZ) kecamatan, pemerintah desa, tokoh agama, Majelis Ulama Indonesia (MUI), dan Kantor Urusan Agama (KUA). Pendekatan partisipatif yang diterapkan memperkuat legitimasi sosial dan dukungan kelembagaan. Implementasi strategi mencakup penghimpunan dana secara rutin mingguan dan per enam bulan sekali, pendayagunaan dana zakat, infak dan sedekah dalam bentuk pendayagunaan konsumtif dan produktif, serta pengelolaan keuangan yang transparan melalui pencatatan manual dan digital yang diaudit secara internal dan eksternal. Program juga didukung oleh musyawarah masyarakat, monitoring berkelanjutan, dan pembinaan intensif. Evaluasi strategi dilakukan setiap enam bulan melalui pengumpulan data lapangan, koordinasi internal, monitoring langsung, serta penyesuaian strategi berdasarkan hasil temuan dan masukan masyarakat. Indikator keberhasilan meliputi peningkatan jumlah penerima manfaat, keberlanjutan usaha produktif, keteraturan laporan keuangan, peningkatan kesadaran berzakat, dan transformasi mustahik menjadi muzaki.

Kata Kunci: Manajemen Strategi, BAZNAS, Pendayagunaan ZIS, Kampung Zakat.

ABSTRACT

Puteri Hasna Nurhanifah: Strategic Management of the National Zakat Agency in Utilizing Zakat, Infaq, and Sedekah (Case Study of the Zakat Village Program at the National Zakat Agency of Sukabumi Regency).

Zakat, infaq, and sedekah (ZIS) play a strategic role in achieving economic independence for the community and reducing social inequality. However, the utilization of ZIS at the village level often faces challenges in terms of program sustainability. The National Zakat Agency of Sukabumi Regency is implementing the Zakat Village Program, but Zakat, Infaq, and Sedekah funds are still used for consumption and have not been optimized to create long-term impact.

This research aims to determine the strategic management of the National Zakat Agency of Sukabumi Regency in distributing zakat, infaq, and sadaqah thru the Zakat Village program. The focus of this research refers to the strategic management theory proposed by Fred R. David (2011), which includes strategy formulation, strategy implementation, and strategy evaluation.

This research uses a constructivist paradigm with a qualitative approach, and the method used in this study is the case study method. Data was collected thru observation, interviews, and documentation from the staff of the National Zakat Agency of Sukabumi Regency, program managers, and the community. Data analysis used the Miles and Hubner model (1984), including data reduction, data presentation, and drawing conclusions.

The research findings indicate that strategy formulation was carried out thru a comprehensive mapping of zakat, infaq, and sadaqah potential, involving various stakeholders, including sub-district zakat collection units (UPZ), village governments, religious figures, the Indonesian Ulema Council (MUI), and the Religious Affairs Office (KUA). The participatory approach implemented strengthened social legitimacy and institutional support. The implementation of the strategy includes regular weekly and bi-annual fundraising, the utilization of zakat, infaq, and sadaqah funds in the form of consumer and productive utilization, and transparent financial management thru manual and digital recording that is internally and externally audited. The program is also supported by community consultation, continuous monitoring, and intensive coaching. The strategy is evaluated every six months thru field data collection, internal coordination, direct monitoring, and strategy adjustments based on findings and community feedback. Success indicators include an increase in the number of beneficiaries, the sustainability of productive businesses, the regularity of financial reports, increased awareness of zakat, and the transformation of mustahik into muzaki.

Keywords: Strategic Management, BAZNAS, ZIS Utilization, Zakat Village