

ABSTRAK

Intan Sallehah. 1224030051. "Perencanaan Program Sosialisasi Zakat dalam Mengoptimalkan Pengumpulan Muzakki (Studi Kasus di Unit Pengumpul Zakat Kecamatan Bandung Kulon, Kota Bandung)"

Penelitian ini dilatarbelakangi oleh fenomena kesenjangan yang terjadi di UPZ Kecamatan Bandung Kulon, di mana tingkat partisipasi zakat fitrah mencapai rata-rata 89% dari total penduduk Muslim berdasarkan Laporan Rekapitulasi Penerimaan dan Pendistribusian Zakat UPZ Kecamatan Bandung Kulon tahun 2022–2025, namun pengumpulan zakat mal tercatat nihil sejak tahun 2007. Kondisi ini mengindikasikan bahwa perencanaan program sosialisasi zakat yang selama ini dilaksanakan belum mampu mengoptimalkan pengumpulan muzakki secara menyeluruh.

Penelitian ini bertujuan untuk: (1) mendeskripsikan penerapan aspek *Specific* dan *Measurable* dalam perencanaan program sosialisasi zakat; (2) mendeskripsikan penerapan aspek *Achievable*, *Relevant*, dan *Time-bound* dalam perencanaan program sosialisasi zakat; (3) menganalisis hasil pelaksanaan program sosialisasi zakat dalam mengoptimalkan pengumpulan muzakki di UPZ Kecamatan Bandung Kulon; serta (4) mengidentifikasi faktor pendukung dan penghambat pelaksanaan program sosialisasi zakat.

Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan metode studi kasus. Pengumpulan data dilakukan melalui wawancara didukung oleh observasi dan studi dokumentasi. Analisis data menggunakan model Miles, Huberman, dan Saldana (2014) yang mencakup kondensasi data, penyajian data, dan penarikan kesimpulan. Teori yang digunakan adalah teori SMART Doran (1981) untuk variabel perencanaan dan teori optimalisasi Winardi (1999) untuk variabel pengumpulan muzakki.

Hasil penelitian menunjukkan bahwa: (1) Dimensi *specific* dan *measurable* baru terpenuhi sebagian karena belum lengkapnya dokumen RKAT, rincian 5W+1H, serta belum adanya indikator kualitatif dan monitoring sistematis; (2) dimensi *Achievable* cukup terpenuhi dengan target yang disesuaikan dengan kondisi aktual SDM dan anggaran yang terbatas; dimensi *Relevant* paling terpenuhi; dan dimensi *Time-bound* merupakan kelemahan terbesar karena jadwal pelaksanaan tidak terdokumentasikan secara formal. (3) Optimalisasi pengumpulan muzakki berdasarkan teori Winardi (1999) baru tercapai secara parsial berdasarkan Laporan Rekapitulasi resmi UPZ zakat fitrah menunjukkan tren pertumbuhan positif rata-rata 4,30% per tahun, sementara zakat mal sama sekali belum teroptimalisasi. (4) Faktor pendukung utama meliputi kekompakan pengurus inti, tingginya kesadaran beragama masyarakat, dan dukungan tokoh agama dan pemerintah; sedangkan faktor penghambat utama adalah keterbatasan SDM amil, anggaran yang sangat terbatas, dan kuatnya budaya ajrih yang mendorong masyarakat menyerahkan zakat mal langsung kepada kyai atau ulama.

Kata Kunci: Perencanaan Program, Sosialisasi Zakat, SMART, Optimalisasi, Muzakki, UPZ

ABSTRACT

Intan Sallehah. 1224030051. “Planning of Zakat Socialization Programs in Optimizing Muzakki Collection (A Case Study at the Zakat Collection Unit of Bandung Kulon District, Bandung City)”

This research is motivated by the phenomenon of a gap occurring at the Zakat Collection Unit (UPZ) of Bandung Kulon District, where the participation rate for zakat fitrah reaches an average of 89% of the total Muslim population based on the Summary Report of Zakat Receipt and Distribution of UPZ Bandung Kulon District for the years 2022–2025, yet the collection of zakat mal has been recorded as nil since 2007. This condition indicates that the planning of the zakat socialization program implemented so far has not been able to thoroughly optimize muzakki collection.

This research aims to: (1) describe the application of the Specific and Measurable aspects in the planning of the zakat socialization program; (2) describe the application of the Achievable, Relevant, and Time-bound aspects in the planning of the zakat socialization program; (3) analyze the results of the implementation of the zakat socialization program in optimizing muzakki collection at UPZ Bandung Kulon District; and (4) identify the supporting and inhibiting factors in the implementation of the zakat socialization program.

This research uses a descriptive qualitative approach with a case study method. Data collection was carried out through interviews supported by observation and documentation studies. Data analysis used the model of Miles, Huberman, and Saldana (2014) which includes data condensation, data display, and drawing conclusions. The theories used are Doran's (1981) SMART theory for the planning variable and Winardi's (1999) optimization theory for the muzakki collection variable. The results of the research show that: (1) The specific and measurable dimensions are only partially fulfilled due to the incomplete Annual Work and Budget Plan (RKAT) documents, detailed 5W+1H, and the absence of qualitative indicators and systematic monitoring; (2) the Achievable dimension is moderately fulfilled with targets adjusted to the actual conditions of limited human resources and budget; the Relevant dimension is the most fulfilled; and the Time-bound dimension is the greatest weakness because the implementation schedule is not formally documented. (3) The optimization of muzakki collection based on Winardi's (1999) theory has only been partially achieved, based on the official UPZ Summary Report, zakat fitrah shows a positive growth trend averaging 4.30% per year, while zakat mal has not been optimized at all. (4) The main supporting factors include the solidarity of the core management, the high religious awareness of the community, and the support of religious and government figures; while the main inhibiting factors are the limited number of amil human resources, a very restricted budget, and the strong culture of ajrih which encourages the community to submit zakat mal directly to kyai or ulama.

Keywords: Program Planning, Zakat Socialization, SMART, Optimization, Muzakki, UPZ.