

Synergy Analysis Of The Government And Baznas Poverty Treatment Policy (Case Study Of Bogor District)

Elvi Anita Afandi¹, Mukhamad Yasid², Bayu Taufiq Possumah³

¹²³Institut Agama Islam TAZKIA

* Corresponding author:

Email: elvianitaafandi70@gmail.com

Abstract.

PK policies in Bogor Regency, to analyze the role of BAZNAS and its potential and to analyze the synergy between local government policies and BAZNAS in the PPK Program. This qualitative research uses the analysis method "AIM" (Analysis Interactive Model), namely: collection, reduction, presentation of data, and drawing conclusions (verification) which are generally used to analyze the synergy process, while quantitative analysis is used to calculate the potential value of zakat. The results of this study are that the poverty rate is still difficult to suppress even though central and regional programs have been implemented where one of the main reasons is the problem of lack of funding, the budget required is around IDR 1.4 trillion, which was realized IDR 890 billion (2017). BAZNAS Bogor Regency has played an active role in the KDP program, but it is still far from optimal. The results of the potential analysis reached Rp. 1,169,354,000,000, new proceeds of around Rp. 6 billion; Realizing the various support capacities, potential of BAZNAS, analysis of problems and analysis of the interests of the parties, an agreement was built (in the FGD) to synergize at the level of policies, institutions and programs, which will later be outlined by the Regional Government (Bappeda) in the RAD (Rencana Aksi Daerah) document.

Keywords: Synergy, poverty reduction policies, Local Government and BAZNAS Bogor Regency.

I. INTRODUCTION

The Central Statistics Agency (BPS) in March 2014, stated that the number of poor people in Indonesia reached 28.28 million people or 11.25%, March 2016, down 0.36 percent and there are still 28.01 million Indonesians who have income below the poverty line is an average of IDR 354,386 per capita per month. It is certain that the poverty rate will increase considerably if the measurement is carried out with the global poverty limit standard issued by the World Bank, which is equivalent to USD (United State Dollar) 1.9 per capita per day. Internationally, poverty still places Indonesia in the 110th rank of 188 UN member countries, a position equivalent to Gabon, one of the poorest countries in Africa.

The large number of poor people will have the potential to create social problems: decreased quality of human resources, social inequality and jealousy and increased crime rates. In turn, these conditions will hamper national economic development and make it difficult for Indonesia to come out of underdevelopment.

It is recognized that the growth of zakat redemption in Indonesia is increasing from year to year, although this increase is still far from the full potential of national zakat. In 2011, research results stated that the national zakat potential reached Rp. 217 trillion. This percentage of zakat is 3.40% of the total Gross Domestic Product (GDP). Meanwhile, the acquisition of zakat in the same year only reached Rp. 1.7 trillion, meaning that only about 0.7% of zakat funds have been obtained from all existing zakat potentials [1].

The government has realized that zakat is a sizable economic resource. This side of the state's responsibility for the welfare of its citizens is one of the rationale for why the Law (UU) on Zakat Management is important. The belief in the economic potential contained in zakat is not enough to lead to the welfare state so that zakat, related to the subject, object and property of zakat itself, needs to be managed properly [2].

Bogor Regency has a vision of "Becoming the Most Advanced District in Indonesia in 2018", where one of the 25 most advanced characteristics has achieved the target of the poor down to 5%. The policy of the Bogor Regency Poverty Reduction Acceleration Program (PPK) is based on central and regional regulations. Central programs include: Community Health Insurance (Jamkesmas), School Operational Assistance (BOS), Direct Cash Assistance (BLT), Rice for the Poor (Raskin), Urban Independent Community Empowerment Program (PNPM), Joint Economic Business Group (KUBE) and People's Business Credit (KUR). The regional programs implemented are Jamkesda (Regional Health Insurance) and the development of central programs that are adapted to regional conditions.

Observing BPS data, the number of poor people in Bogor Regency had touched 8.83% in 2012, then increased in 2014 to reach 9.11% of the 5.3 million population. 2016 was still at 8.92% of the 5.5 million people, and at the end of 2017 it was still 8.57% or around 487,000 of the 5.6 million population. Even though various programs have been implemented, considering these conditions, it should be assumed that the Vision "To become the Most Advanced District in Indonesia in 2018" will be very difficult to achieve if it is not allowed to call it impossible. This is partly due to the limited budget for poverty alleviation, where in 2017, for example, the local government budgeted Rp. 890 billion, even though Bappeda's analysis actually needed Rp. 1.4 trillion.

The population of Bogor Regency, 97% of the approximately 5.5 million people, is Muslim (2016). Ha this indicates a great potential for zakat. So it is commonplace to make zakat instruments as part of the source of funds for the Poverty Reduction Acceleration Program (PPK). The implementation of zakat organizing will ensure the sustainability of the program because it is a religious obligation. The local government should fully support the zakat optimization program through the official institution, namely BAZNAS, because this also means carrying out one of the Missions: Increasing Social Virtue and Community Welfare.

If only look at the acquisition of BAZNAS in Bogor Regency at this time, of course, it is still very far from the PPK budget needs as mentioned earlier. However, the contribution of BAZNAS will be very significant if its potential continues to be optimized considering the potential of the large Muslim population. Therefore, knowing how much zakat potential in Bogor Regency and how to optimize it, is important.

Table 1. Obtaining Zakat, Infaq, Shadaqah BAZNAS Kab. Bogor

No	Year	RESULT	DISTRIBUTION
1	2010	Rp 2.073.104.460	Rp 1.939.404.736
2	2011	Rp 3.370.460.264	Rp 3.419.897.422
3	2012	Rp 3.852.205.976	Rp 3.454.372.466
4	2013	Rp 4.893.702.015	Rp 5.219.740.796
5	2014	Rp 4.339.739.338	Rp 4.120.206.400
6	2015	Rp 3.043.521.567	Rp 3.710.808.789
7	2016	Rp 5.569.094.315	Rp 3.710.808.789
8	2017	Rp 6.450.227.123	Rp. 5.162.992.800

Source: BAZNAS Kab. Bogor, processed

There have been many studies that offer proof of zakat as an instrument to reduce poverty. Mohsin et al. [3], in Potential of Zakat in Eliminating Riba and Eradicating Proverty in Muslim Countries (Case Study: Salary Deduction Scheme of Malaysia), proves how Malaysia succeeded through its zakat institutions to significantly minimize the practice of usury, and with the zakat system it can raise large funds and significant for alleviating poverty. Huda et al. [4], examined the impact of zakat on poverty reduction efforts in Bogor Regency. The result, quantitatively, clearly proves that zakat has a significant role in alleviating poverty, and a poverty management model like this is built automatically in the Islamic system.

Beik et al.[5], conducted a study on the Evaluation of the Poverty Alleviation Program Using the Rappoverty Method. As a result, there are many factors that play a role as leveraging the status of the sustainability of the poverty alleviation program, if one of the factors is removed it will affect the sustainability of the program. The results of the evaluation of the sustainability status of poverty alleviation programs show that zakat-based programs have the best sustainability status. This research is more about

evaluating and comparing government poverty alleviation programs, Corporate Social Responsibility (CSR) and zakat. Beik and Arsyanti [6] also conducted research on Measuring Zakat Impact on Poverty and Welfare Using the Cibest Model, with the Center of Islamic Business and Economic Studies (CIBEST) the Zakat model can increase the welfare index, reduce the material poverty index 30.15%, the absolute poverty index 30 , 15% and the mustahik spiritual score increased by 13.09%. Beik's research focuses on measuring the welfare index, the material, spiritual, and absolute poverty index using a quantitative approach with the CIBEST Model analysis. There are several other previous studies that link zakat as an instrument to reduce poverty. As has been done, Beik at al [6] [7] [8], Al Arif [9], whose findings broadly prove that zakat has an economic function in overcoming or reducing poverty.

In this regard, using a qualitative descriptive approach to the AIM (Analysis Interactive Model) method, research on the analysis of poverty reduction policy synergy between the Bogor Regency Regional Government and the zakat institution, namely BAZNAS Bogor Regency, is relevant and interesting to study.

II. RESEARCH METHODS

a. Desain/Metode Penelitian

This qualitative descriptive study aims to provide a description of a social phenomenon under study. The design description in this study is intended to describe symptoms; as a fundamental research and policy analysis tool; rich in information, easy to understand and interpret [10].

Bogdan and Taylor (1975, in Moleong, [11] define "qualitative methodology" as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This approach is directed at the setting and the individual holistically (intact). Because this study uses a qualitative approach, in describing various phenomena, the researcher does not use statistical procedures but inductively where the researcher is the main tool. The data collected is in the form of words from interviews, discussions, pictures, photos, documents and notes.

The focus of this research is to reveal the following:

1. General conditions of poverty and problems in the implementation of poverty reduction policies in Bogor Regency;
2. The role of BAZNAS Bogor Regency and its potential analysis;
3. Analysis of the synergy of poverty alleviation policies between the local government and BAZNAS Bogor Regency.

The location of the research was carried out in Bogor Regency: First, in the district government environment, especially in the Regional Development Planning Agency (Bappeda) and the Social Service (Dinsos); Second, BAZNAS Bogor Regency, and third, the Ministry of Religion (Kemenag) and BPS Bogor Regency. The unit of analysis for this research is a policy document or program guideline from the Government, Local Government, BAZNAS and BPS Bogor Regency as well as other supporting documents related to poverty reduction, as well as actors involved or related to program policies and implementation. While the researcher is the key instrument in collecting, interpreting and analyzing data.

b. Data and Data Sources

There are two types of data in this study, namely primary data and secondary data. Primary data is a necessity to obtain in-depth information about the issues raised and at the same time is a process of proving information or information that has been obtained through previous technicalities (Sujarweni, 2015: 31), in this case through secondary data.

In qualitative research, researchers are closely related to contextual factors. In order to collect as much information as possible from various research sources, as primary data, informants were determined purposively, consisting of several parties related to the needs of this research, including:

Table 2. Research Informants

No	interviewees	Relevance
I	Local Government	As Practitioners, namely the main actors in program

	of Bogor Regency: Bappeda / Dinsos	designers, budget proposers, implementers, evaluators of the implementation of poverty alleviation policies
1	Main: Head and / or Officials related to Bappeda Bogor Regency	a. To explore information related to poverty conditions and the factors that cause it in Bogor Regency
2	Supporters: heads / officials related to Social Affairs	b. To obtain information on poverty reduction policies / programs, the implementation
3	Triangulation: Through FGD (Focused Group Discussion)	c. Digging up information on various challenges to poverty reduction policies in Bogor Regency
		d. To gather information about policies that support the synergy between the Government and BAZNAS Bogor Regency in poverty reduction
		e. To explore information about possible policy synergy models between the Government and BAZNAS.
II	BAZNAS	As a practitioner of a non-structural government agency that has the authority to manage zakat, which aims to directly alleviate poverty
4	Main: Chairman of BAZNAS Bogor Regency	a. To gather information related to the condition of ZIS management, institutions and poverty reduction programs of BAZNAS Bogor Regency and its implementation
5	Supporters: Management / Commissioner of BAZNAS Bogor Regency	b. To dig up information about target collectors, target acquisition and ZIS version of BAZNAS Bogor Regency
	Triangulation: Through FGD	c. To explore the responses / responses of BAZNAS Bogor Regency about the strengths / opportunities of increasing the potential gain from the results of the calculations of researchers
		d. To dig up information about muzakki and mustahik data
		e. To dig up information about challenges in the optimization process
		f. To explore policy information that supports synergies, and possible models for policy, institutional and operational synergies between BAZNAS and the Regional Government in reducing poverty in Bogor Regency
III	Related vertical ministries / agencies	Provide supporting information
6	Supporting informants: Heads / officials related to the Bogor Regency Ministry of Religion	1. As a supervisory and supervisory agency that has regulatory, motivation, coordination and facilitation functions: to coordinate efforts to bring parties together to support efforts to optimize zakat collection and poverty reduction synergy
7	Supporting Informants: Heads & / Officials related to BPS Bogor Regency	1. Digging information on poverty problems: the criteria and why 2. Providers of data / information

While secondary data is obtained from reading sources such as books, journals / e-journals, research reports, newspapers, magazines, newsletters, news on social media (internet), and especially official

documents in the form of statutory regulations or other official regulations issued. by the Government, Local Government as well as BAZNAS and BAZNAS Bogor Regency, and other sources whether published or not.

c. Data collection technique

In qualitative research the required data will be explored using five (5) data collection techniques, namely:

1. In-depth interviews: is the process of obtaining explanations to collect information using question and answer methods, either face to face or without face to face, namely through media such as telecommunications, using formats or not [10] on information sources as mentioned before. The format in this study only includes an outline or importance, to be developed later so that it is not rigid.

2. FGD (Focused Group Discussion): a process of gathering information on a specific problem that is very specific through group discussions with the aim of obtaining input or information about these local and specific issues. The solution to this problem can be determined by other parties after the information has been collected and analyzed [12];

3. Observation: making observations, focusing attention on an object under study using all the senses [10] on the implementation of activities, actor activities and possible program locations;

4. Documentation: this research was conducted with regard to written documents including policy documents, namely: Perpres No. 15 of 2010; Permendagri No. 42 of 2010, RI Law no. 13 of 2011; Bogor Regency Regional Regulation No. 7 of 2016; RPJMD Bogor Regency 2013-2018; Decree of the Regent of Bogor Regency regarding TKPKD; UU no. 23 of 2011; Official regulations or data issued by BAZNAS and Puskas BAZNAS; Bogor Regency BAZNAS program, books, research reports, journals, newspapers, news on the internet and other related things.

5. Field Note. The success of natural inquiry research - does not require researchers to first form conceptions or theories regarding the research field, but can instead approach the research field with a pure mind and interpret it according to existing events - (Sujarweni, 2015: 33), depending on detailed fieldnotes, accurate, and extensive. Such fieldnotes are made during observations, interviews, FGDs, reviewing non-human data sources as well as all data collected during this research.

Checking the validity of data findings or validation in qualitative research to obtain naturalistic conclusions based on the criteria developed by Lincoln and Guba (1985, in Irwanto [12], namely: credibility and confirmability. To validate the data, it is done by: First, supporting informants: checking members or peer discussions. Second, triangulation, which is a data validity checking technique, which uses something else in comparing the results of interviews with the object of research. The triangulation used in this study is the triangulation of data sources by testing the correctness of certain data with other informants [11]. To control the authenticity of the research results, in this study a meeting of data validation and the results of research conclusions was held to related parties or to find out through the FGD forum. Third, Adequacy of references: which includes various related legal products, books, journal newspapers and other secondary data sources, as well as the results of interviews and FGDs.

d. Data analysis technique

There are two analysis techniques, namely qualitative and quantitative. In general, data analysis in this qualitative research uses the AIM method or the Analysis Interactive Model from Miles and Huberman [13] which divides analysis activities into several parts, namely: data collection, data reduction, data presentation, and drawing conclusions or data verification with explanations. as follows:

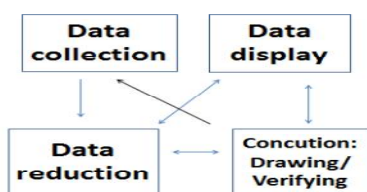
1. Data Reduction. The data obtained at the research location or field data is set forth in a complete and detailed description or report. The main things in the field report were selected, focused on important things, then a theme or pattern was looked for and summarized or made a summary. Data reduction takes place continuously during the research process.
2. Presentation of data. Intended to make it easier for researchers to see the overall picture or certain

parts of the research. In other words, it is the organization of data into a certain form so that it appears with a more complete figure.

3. Verification / Conclusion Withdrawal: which is carried out continuously throughout the study. Since the beginning of entering the field and during the process of data growth, the researcher tries to analyze and look for the meaning of the data collected, namely by looking for patterns, themes, relationships, similarities, other things that often arise, and so on which are outlined in conclusions that are still in nature. tentative, but with increasing data through continuous verification, conclusions will be obtained, and each conclusion is continuously verified as long as the research is ongoing which involves the interpretation of the researcher.

For Miles and Huberman [13] qualitative data analysis is a continuous, iterative and continuous effort. The problem of data reduction, data presentation and verification / drawing of conclusions is a successive picture of success as a series of analysis activities that follow one another.

Figure 1. AIM or “Analysis Interactive Model” by Miles and Huberman



Sumber: Miles & Huberman [13]

Based on this figure, data analysis in this study was carried out through the following stages:

1. Recording all findings of phenomena in the field through observation, interviews and documentation;
2. Reviewing records of observations, interviews and documentation studies, and separating data deemed important and unimportant, this work is repeated to check for possible classification errors;
3. Describe the classified data by taking into account the focus and objectives of the study; and
4. Make a final analysis in the form of a kind of research report and conclusions.

IV.RESULTS AND DISCUSSION

Table 3. Interest Analysis Matrix

No.	Interest	Towards		
		Baznas	Pemda	Kemenag
1	Pemda	<ol style="list-style-type: none"> 1. Demographic side: 97% Muslim, a motivation for the local government to encourage the implementation of the First mission of the Bogor Regency Vision; 2. Regulatory side: Local governments have an obligation to implement various poverty reduction regulations as well as a mandate to work together in overcoming them; 3. The destination side: has the same goals as the Gerbang Jugala KDP Program 4. The target side: has the same target, namely the poor. 5. Potential side: can cover poverty alleviation needs Kab. Bogor, does not only meet immediate needs but for long-term independence, the transformation from mustahik to muzakki. 6. The potential for Muslim civil servants in the local government alone reaches Rp. 26,000,000,000 and the potential for Muslim civil servants as a whole is Rp. 33 billion 7. In terms of limited government funds; 8. The limitation of the Jugala Gate Output achievement which does not guarantee the fulfillment of the needs of the poor, considering that there are still many poor people who have not entered the UDB; 9. The enforcement side of one of the pillars of the KDP strategy, namely the pillar of religion; 10. The use of APBD funds for BAZNAS operations of Rp. 1 billion, can facilitate BAZNAS performance so that it can collect 	----	<ol style="list-style-type: none"> 1. Ministry of Religion can support local government programs in poverty reduction at least in the form of advocacy to related stakeholders, 2. MoRA's concern for BAZNAS by carrying out its functions (regulator, motivator, facilitator and coordinator) can support BAZNAS's performance. Support for BAZNAS is essentially support for poverty reduction programs which are the big responsibility of the local government

		<p>Rp. 4 to Rp. 6 billion which is directly distributed to the ashnaf.</p> <p>11. The success of BAZNAS in achieving its goals is the success of the Regional Government in reducing poverty.</p> <p>12. The task side of the Regional Government which has the obligation to encourage the community to be involved in poverty reduction: muzakki BAZNAS a concrete manifestation of community and business participation in alleviating poverty,</p> <p>13. Philosophical side: theological, economic and social general concept of zakat strongly supports the Poverty Reduction Acceleration Program</p>		
2	BAZNAS	-----	<ol style="list-style-type: none"> 1. The local government can assist / encourage the facilitation of raising ZIS funds through the regulatory side, namely <ul style="list-style-type: none"> - Through concrete strengthening the mandate of Regent's Instruction No. 1 of 2015 - And encourage the realization of local regulations on zakat management that support and bind muzakki (especially in the ASN environment). The pro-active attitude of the local government will provide greater opportunities for achieving the objectives of BAZNAS existence; 2. Helping BAZNAS to build trust between ASN officials and the public on the importance of an organized ZIS through various media 3. The local government can help improve the optimization of ZIS management by facilitating BAZNAS human resources 	<ol style="list-style-type: none"> 1. As an agency that is given the authority and responsibility for the guidance and supervision of BAZNAS, the Ministry of Religion can provide guidance as well as supervision related to planning, implementing and controlling the collection, distribution and utilization of ZIS so that BAZNAS performance can be optimized. 2. Ministry of Religion can carry out the function of coordinator and motivator by coordinating various interests and motivating institutions that are

			<p>through training programs</p> <ol style="list-style-type: none"> 4. The pro-active attitude of the local government increases the chances of achieving the objectives of BAZNAS, namely realizing community welfare and reducing poverty more effectively and efficiently 5. The local government can help facilitate the database of mustahik, muzakki, the ratio of individual and company muzakkkki to expand the target coverage and at the same time avoid overlapping targets (the poor, victims of natural disasters, etc.) 6. The local government can assist BAZNAS in facilitating expert assistants in the Bogor Makmur Program (capital) 7. Local governments can build a more targeted net working, make it easier to coordinate, communicate and exchange information with related institutions such as SKPD, can build a more targeted net working, make it easier to coordinate, communicate and exchange information with related institutions such as SKPD, 8. Essentially, what is the interest of BAZNAS is also the interest of the regional government because in fact these two institutions have the same goals and objectives. 	<p>related to optimizing BAZNAS performance, in order to produce regulations that can be used as the basis for various synergies between institutions so that they have a positive impact on improving the welfare of the poor</p>
3	Ministry of Religion	The implementation of the responsibility and authority of the Ministry of Religion in coaching and monitoring as well as implementing the functions of the Ministry of Religion as a motivator, regulator, facilitator and coordinator	As a manifestation of the Ministry of Religion's contribution to regional government poverty reduction programs	----

Knowing the problems and interests of each party will make it easier to map out what policies can be synergized. As previously mentioned, there are 3 (three) levels of the policy synergy process: the policy level, the organizational level, to the operational level.

In this context, by using perception analysis, namely analysis through the process of observing the objects of events and the relationships obtained, concluding information (from primary data field notes, secondary data and observations before the FGD) then interpreting the message [14], can formulate poverty alleviation policies that can be synergized between the Regional Government and BAZNAS Bogor Regency.

The application of perception analysis is based on observational field notes, primary and secondary data by analyzing:

1. General conditions of poverty and problems in the implementation of poverty reduction policies in Bogor Regency;
2. The role of BAZNAS Bogor Regency in reducing poverty and analyzing its potential; and
3. Existing carrying capacity, problems and interests of each party. Based on these stages, the analysis of the perceptions of policy synergy that can be offered can be seen in the following table:

Table 4. Matrix Analysis of Policy Synergy Perceptions of Baznas and the Regional Government of Bogor Regency in Tackling Poverty

Regulatory Level Synergy	Synergy at the Organizational Level (Institutional): Building	Networking Operational / Implementation Level: (Program Synergy)
<p>Encouraging and strengthening the management optimization (collection, distribution and utilization) of zakat, infaq and shodaqoh (ZIS) by:</p> <ol style="list-style-type: none"> 1. Issued a Regent Instruction which obliges (at least for Muslim civil servants in Bogor Regency) to channel their zakat obligations through BAZNAS, 2. Zakat as a tax deduction 3. BAZNAS operational funding policy remains to be borne by the APBD 4. Use of BDT TNP2K for integrated KDP targets 5. Schedule the issuance of the Zakat Perda which regulates the mandatory requirement for civil servants, industrial BUMD / private enterprises, sharia / 	<ol style="list-style-type: none"> 1. Data synergy by the Local Government: Providing mustahik data (BDT) to expand the coverage of targets and at the same time avoid overlapping targets, as well as Muzakki data (making it easier to map the socialization of understanding for muzakki as well as to expand the scope of acquisition and facilitate the collection of ZIS collection) for BAZNAS; 2. Synergy of recipient / target groups: BAZNAS handles data exclusion errors for the Local Government 3. Network synergy (networking) for socialization to build trust (motivation, facilitation, advocacy) in the community through: Diskominfo; 4. Resource Synergy: Trainings (management, community economic empowerment, 	<ol style="list-style-type: none"> 1. Program synergy: matters that cannot be covered by the Regional Government but can be covered by BAZNAS 2. Healthy Bogor Program: For the poor who do not enter the Jamkesmas program (outside the BDT) as a central program for the sick poor, the local government provides Jamkesda. It's just that there is no account code for family expenses, namely the welfare and consumption of the patient's family leaving work. 3. Bogor Pintar Program: the government does not cover the cost of transportation, books, shoes and some extra things; 4. Bogor Peduli Program: Spontaneous handling of problems, to meet urgent needs, even though government services

<p>government financial institutions and the public to pay zakat through BAZNAS, zakat as a tax deduction and strengthening the collection mechanism.</p> <p>6. Planning synergy: synchronization of programs starting from planning, where what develops in the FGD can become one of the basis for planning that will be outlined in the RAD (Regional Action Plan)</p>	<p>bookkeeping, reporting, etc.) for BAZNAS HR, advisors from Dinsos who provide guidance and monitoring for BAZNAS economic empowerment goals, Procurement of external auditors</p> <p>5. Synergy in enforcing one of the pillars of the strategy for the Acceleration of Poverty Reduction, namely the pillar of religion: BAZNAS together with other religious components (MUI, MD, MI-MA, PT and the Ministry of Religion) builds a community mentality (that one of the root problems of poverty is mental problems)</p>	<p>always have procedures that must be followed, the process of providing assistance by BAZNAS is still possible to be delivered spontaneously such as travelers who run out of travel supplies, people who are neglected and etc</p> <p>5. Program synergy: things that BAZNAS cannot cover but can be covered by the Bogor Makmur Program Government</p> <p>a. provision of trained assistants who carry out guidance and monitoring by the Social Affairs Agency for the target of economic empowerment (provision of capital).</p> <p>b. Rutilahu handling:</p>
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What has been formulated regarding policies and programs that can be synergized based on perceptual analysis has changed after triangulation data collection was carried out using the FGD (Focused Group Discussion) method as part of the validation process. The FGD which started at 09.10 - 12.00 WIB, Wednesday, May 16 2018 with the formal organizer of the Ministry of Religion, Bogor Regency, took place in the BAZNAS Bogor Regency courtroom attended by related stakeholders as in the following table:

Table 5. Stakeholders who attended the FGD

NO.	NAME	Position
1	H. Sihabudin, MM	Kasubbag TU Kemenag Kab. Bogor
2	H. Ujang Supriyatna, M.Pd	Kepala Seksi Penais, Zakat Wakaf Kemenag Kab. Bogor
3	H. Roy Khaerudyn, MM	Kepala Dinas Sosial
4	H. Siti Rohmah, SH. MH	Kepala Seksi Jaminan Sosial
5	Ir. Emi Sriwahyuni, M. Si	Kabid Pemerintahan dan Pembangunan Manusia, Bappeda Litbang
6	H Munir Abdurrahman, MM	Wakil Ketua III (Perncaanaan Keuangan dan Pelaporan) BAZNAS Kab. Bogor
7	H. Asep Saepudin, MM	Wakil Ketua II (Pendistribusian dan Pendayagunaan) BAZNAS Kab. Bogor

8	H. Deden Effendi, SE. M. Si	Kasi Administrasi Perkanoran dan Umum
9	M. Cecep Iskandar	Bagian Kesra Setda Kab. Bogor
10	Burhanuddin, M. Si	Bagian Kesra Setda Kab. Bogor
11	Dr. H. Achmad Firdaus	Ketua Prodi Pascasarjana STEI TAZKIA

The FGD, as a form of consensus building, resulted in several agreements which became the basis for building synergies, combining several poverty reduction policies and programs between BAZNAS Bogor Regency and the local government to achieve common goals.

Several arguments developed at the FGD meeting were related to matters that had to be synergized and things that could be synergized but had not yet been agreed upon because various considerations could be formulated as follows:

Regulatory / Policy Level Synergy

4. Planning synergy: synchronizing programs starting from planning, where what is agreed upon in the FGD can become one of the basis for planning to be outlined in the RAD (Regional Action Plan);
5. Changes to Bogor Regent's Instruction No. 1 of 2015 which calls on the Regional Secretariat, SKPD, Director of BUMD, Lurah / Village Head to fulfill their zakat obligations through the BAZNAS Bogor Regency is an instruction that obliges (at least for Muslim civil servants in Bogor Regency) to channel their zakat through BAZNAS is not / has not been agreed. deemed sufficient, it only needs to be reinforced or emphasized by the SKPD leaders by motivating the civil servants to fulfill their zakat obligations through the Bogor Regency BAZNAS.
6. Zakat as a tax deduction still requires a long discussion, because the mechanism is related to vertical agencies;
7. The local government continues to provide operational funds for the Bogor Regency BAZNAS as mandated by the law;
8. Policy on the use of BDT TNP2K for integrated KDP targets for all poverty reduction programs, including those managed by BAZNAS Bogor Regency;
9. The agenda for encouraging the issuance of the Zakat Regional Regulation which regulates the mandatory requirement for civil servants, industrial BUMD / BUM suasta, Islamic financial institutions or the government to pay zakat through BAZNAS accompanied by sanctions rules for those who do not pay it without syar'i reasons, it cannot be agreed upon because it is still deemed to need a mechanism the long one. Based on the explanation of Commissioner II, Muniruddin, this has been attempted, but has settled without any follow-up, and BAZNAS itself finds it difficult to make further efforts.

Synergy at the Organizational Level (Institutional): Building Networking

1. Data synergy: all parties agree on the importance of data synergy. The provision of BDT will expand the scope of targets and at the same time avoid overlapping targets. It's just that the FGD does not focus on the procurement of Muzakki data (ie those who are obliged to pay zakat) because the local government only has data on the poor. Muzakki's data is actually useful in making it easier to map the socialization of understanding for muzakki as well as to expand the scope of acquisition and facilitate the collection of ZIS for BAZNAS in particular;

2. Synergy of recipient / target groups: BAZNAS will handle those victims of data exclusion errors, where the Regional Government does not have an account code for issuing funds for the poor who are not included in the UDB;
3. Network synergy (networking) for socialization to build trust (motivation, facilitation, advocacy) in the community through: Diskominfo;
4. Resource Synergy: a). if only based on the results of the FGD, the discussion of resource synergy with regard to facilitation of competency improvement through trainings from the local government, there is no agreement yet, because what has developed in the forum, BAZNAS feels that its human resources are of excellent quality with minimum qualifications of undergraduate. In fact, what is meant by "limited quality of human resources" in this study is the need to optimize skills and increase HR competence, such as expertise in IT, muzakki services, mapping of target areas, financial circulation in an application system that facilitates BAZNAS performance (as Commissioner II himself admits interview, that in IT terms it lags behind BAZNAS in Sukabumi City), not to mention that if it is related to the results of the 2017 IZN assessment, that the value of financial statements is still not good. However, based on the results of interviews, the local government is ready to work together in optimizing the quality of BAZNAS human resources through the facilitation of trainings (management, community economic empowerment; b). From the results of the interview also, the Social Service, is ready to synergize with BAZNAS in terms of providing assistants who carry out coaching and monitoring for the target recipients of BAZNAS economic empowerment capital; c). Synergy in upholding one of the pillars of the strategy for the Acceleration of Poverty Reduction, namely the religious pillar: driven by the Ministry of Religion with 43 PNS and 323 Non-PNS Religious Extension Officers, BAZNAS together with other religious components (MUI, MD, MI-MA) helped build a community mentality (because one one root problem of poverty is mental problems) through recitation, socialization and so on.

Operational Level Synergy (Program Synergy)

Program Synergy: both the Local Government and BAZNAS agree to complement each other, with regard to the PPK program, things that cannot be implemented by the Regional Government but can be implemented by BAZNAS will be carried out by BAZNAS, and vice versa, including:

- Healthy Bogor Program: For the poor who are not included in the Jamkesmas program (victims of data error exclusion) as a central program for the sick poor, the local government provides Jamkesda. It's just that the local government (TKPK) does not have an account code for family expenses, namely the welfare and family consumption of patients who leave work, here BAZNAS can take over through the Healthy Bogor Program;
- Bogor Pintar Program: the government does not cover the cost of transportation, books, shoes and some extra things; this too can be covered by BAZNAS Bogor Regency;
- Bogor Peduli Program: Local Government (TKPK) cannot handle spontaneous problems to meet urgent needs, government services always go through procedures that may or must be taken within a certain time, the process of providing assistance by BAZNAS is still possible to be delivered spontaneously such as handling of travelers who have run out of provisions for travel, stranded people and others;
- Bogor Makmur Program: BAZNAS has a limited number of human resources so that it is difficult to provide trained assistants who provide guidance and monitoring for recipients of capital assistance or economic empowerment as demanded by PMA No. 52/2014. making target commitments, then providing guidance and monitoring of progress for recipients of capital.
- Regarding the Rutilahu Program, BAZNAS and local TKPK will coordinate with each other.

What has become an agreement that can be followed up is not written in the form of an MoU (Master of Understanding), but as previously conveyed from the previous Bappeda, that the FGD agreement will be part of the material for the preparation of the RAD (Regional Action Plan), which is one of the documents development planning at the regional level, in this case the district level, which is more specific than the RPJMD. After carrying out the stages of analysis as done before this: then there are several things that can be concluded regarding what poverty reduction policies can be synergized as an agreement of the parties, as set out in the following table:

Table 6. Matrix of Agreement on Policy Synergy between the Government and BAZNAS Bogor Regency in Reducing Poverty Based on the Results of the FGD

Regulatory / Policy Level Synergy	Organizational Level Synergy (Institutional Synergy)	Operational Level Synergy (Program Synergy)
<p>a. Planning synergy: program synchronization starts from planning in the RAD document (Regional Action Plan)</p> <p>b. The ZIS optimization policy is still guided by the Regent's Instruction No. 1 of 2015 with the strengthening (motivation) of each SKPD leadership to continue to encourage the officials under them to pay their zakat through BAZNAS Bogor Regency</p> <p>c. The local government provides BAZNAS operational funds from the district budget</p> <p>d. Use of the Integrated Database (BDT) from TNP2K as data for all Poverty Reduction Programs</p>	<p>1. Data synergy or synergy of recipient / target groups: The local government provides BDT (TNP2K data for the poor) to handle data exclusion errors, broadening the scope of targets and at the same time avoiding overlapping targets;</p> <p>2. Network synergy for socialization to build trust (motivation, facilitation, advocacy) in the community through: Diskominfo;</p> <p>3. Resource Synergy:</p> <ul style="list-style-type: none"> - facilitation by the local government: increasing the competence of BAZNAS human resources through trainings - Facilitating the Bogor Prosperous BAZNAS program assistant staff from the Social Service, - Synergy in enforcing one of the pillars of the strategy for the Acceleration of Poverty 	<p>Program synergy: things that cannot be covered by the Regional Government but that BAZNAS can cover include:</p> <ul style="list-style-type: none"> • Healthy Bogor Program: For the poor who do not enter BDT and the cost of consumption of the patient's family who leaves work • Bogor Pintar Program: costs for transportation, books, shoes and some extra things; • Bogor Peduli Program: spontaneous handling of problems, to meet urgent or spontaneous needs such as handling of travelers who have run out of supplies, stranded people and others; <p>Program synergy: things that BAZNAS cannot cover but can be covered by the local government include:</p> <ul style="list-style-type: none"> • Bogor Makmur Program: facilitation of the Bogor Makmur BAZNAS program

	Reduction, namely the pillar of religion (building mentality): driven by the Ministry of Religion together with BAZNAS and other components	facilitators by PKH facilitators from the Social Service <ul style="list-style-type: none"> • The Rutilahu BAZNAS and TKPK Bogor Regency programs will coordinate with each other.
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5. CONCLUSION

This research basically aims to provide input for the improvement and refinement of policies to accelerate poverty reduction in Bogor Regency through the synergy of government policies with BAZNAS Bogor Regency. With a focus on seeing conditions:

1. The local government has not been able to reduce the poverty rate according to the target, which is up to 5%, one of which is because the KDP Program budget is still limited;
2. The zakat institution, namely BAZNAS Bogor Regency, which has the same goals and objectives as the Bogor Regency Government in that the KDP Program has played an active role in the program, but its role is not yet significant when compared to the needs of the Program. However, the potential for BAZNAS is very large, almost equivalent to the value of the KDP program budget, which can be used as a solution to solve this budget shortfall. Therefore it was agreed that synergy in optimizing the acquisition of zakat and synergizing in the KDP program was deemed necessary.
3. Taking into account the two things above, the FGD forum agreed on a policy synergy between the Regional Government and BAZNAS Bogor Regency which will be outlined by the Regional Government (Bappeda) in the RAD (Regional Action Plan). Policy synergy agreements include:
 - a. Regulatory / Policy Synergy: Planning synergy to be outlined in the RAD document; Strengthening ZIS Optimization Policy and Provision of BAZNAS operational funds from the APBD;
 - b. Synergy at the Organizational Level (Institutional): a). Synergy of recipient / target groups: Local government provides BDT (TNP2K poverty data) for BAZNAS;
 - c. Network synergy with Bappeda, Diskominfo, Dinsos, Dinkes, Disdik, Dinas PU, etc .;
 - d. Resource Synergy: facilitating the improvement of BAZNAS HR competencies by the Regional Government, Facilitation of the Bogor Makmur BAZNAS program companion staff by the Social Service,
 - e. The synergy in enforcing one of the pillars of the KDP strategy, namely the religious pillar by BAZNAS
 - f. Operational Level Synergy (Program Synergy): Program Synergy

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