

## ABSTRACT

*This study aims to formulate an empowerment strategy for Rumah Zakat through an adaptive and collaborative philanthropic ecosystem approach. This approach is deemed crucial given the complexity of social challenges in Indonesia and the significant untapped potential of zakat, infaq, and sadaqah. A qualitative-descriptive method with an interpretive paradigm and inductive reasoning was employed. Data were collected through in-depth interviews with eight key stakeholders, including Rumah Zakat management, partners, donors, and regulators.*

*The findings indicate that Rumah Zakat possesses strong internal foundations, such as professional governance, high-quality human resources, and an extensive program network, that position the organization strategically as an orchestrator within Indonesia's philanthropic ecosystem, which currently remains unstructured (Hornet's Nest archetype). The proposed strategy includes the formation of the Indonesian Philanthropy Coalition, integration of SDG-based reporting systems, and the strengthening of sustainable multi-stakeholder collaboration.*

*The implications of this research suggest that the success of philanthropic ecosystem strategies depends on three strategic pillars: collaborative leadership, institutional innovation through digital transformation, and the orchestration of shared value. The implementation of this strategy not only enhances Rumah Zakat's national leadership role but also increases its tangible contribution to Indonesia's 2045 Golden Vision and the 2030 Sustainable Development Goals (SDGs). This study recommends the development of an ecosystem-based philanthropic strategy roadmap across three time horizons to ensure the acceleration of systemic and sustainable social impact.*

*Keywords: ecosystem strategy, philanthropy, Rumah Zakat, orchestration, multi-stakeholder collaboration*