

ANALYSIS OF PRODUCTIVE WAQF PRACTICE AND MANAGEMENT: USING SWOT ANALYSIS METHOD

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Abstract

This study aims to determine the practice of waqf, productive waqf management of sengon Plantations until the time of harvest and development of productive waqf in Sengon plantation. This study uses qualitative methods, then the results of the analysis using SWOT analysis. The results of this study indicate that the fund of productive waqf assets will be received in 2020 and fully submitted to the Republika Dompot Dhuafa. In the SWOT analysis, the strength are the land is fertile, the ability of Dompot Dhuafa management to appoint farmer is good, and as nazhir Dompot Dhuafa has an excessive experiences in productive waqf management. The weaknesses are the planting space is too close and the lack of spraying of pests in the sengon tree. The opportunities are the opening of cooperation with timber companies / traders, the opening of export opportunities to increase government foreign exchange and the good market price of sengon trees. While the threat faced is the presence of natural factors such as bad weather which causes the sengon tree to collapse.

Keywords: *Productive Waqf; Sengon Plantation; Waqf Management.*

Abstrak

Penelitian ini bertujuan untuk mengetahui praktek wakaf, manajemen wakaf produktif kebun sengon hingga waktunya panen dan pengembangan wakaf produktif kebun sengon. Penelitian ini menggunakan metode kualitatif, selanjutnya hasil analisis menggunakan analisis SWOT. Hasil penelitian ini menunjukkan bahwa dalam pengalokasian dana aset wakaf produktif ini akan diterima pada tahun 2020 dan sepenuhnya diserahkan kepada Dompot Dhuafa Republika. Dalam analisis SWOT kekuatan yang dimiliki dalam Manajemen Wakaf Produktif kebun sengon adalah tanahnya yang subur, manajemen Dompot Dhuafa yang baik dalam penunjukkan tukang kebun dan Dompot Dhuafa sebagai nazhir yang memiliki banyak pengalaman dalam pengelolaan wakaf produktif. Kelemahannya adalah jarak tanam yang terlalu dekat serta kurangnya penyemprotan hama yang ada di dalam pohon sengon. Peluangnya adalah terbukanya kerjasama dengan perusahaan/pedagang kayu, terbukanya peluang ekspor untuk meningkatkan devisa pemerintah dan harga pasar pohon sengon yang baik. Sedangkan ancaman yang dihadapi adalah adanya faktor alam seperti cuaca yang buruk hingga mengakibatkan pohon sengon tumbang.

Kata kunci: *Wakaf Produktif; Kebun Sengon; Manajemen Wakaf.*

INTRODUCTION

The problem of waqf management from the society perspective is the low awareness of the community to perform waqf and the low understanding of the community about waqf. The priority problem from the management aspect is the low operational costs and the weak resource of nazhir (Abdullah, 2018).

Waqf is the main way of distributing people's assets / wealth. Through waqf, it is expected that economic resources will not only be concentrated in the rich, but also distributed to those who really need it most. Waqf is the solution to the development of productive assets in the midst of society and the solution of personal greed and arbitrariness of the government simultaneously. Waqf can specifically help the activities of the general public as a form of concern for the people, and future generations. Social activities like this have been recommended in Islamic law as a human need (Hazami, 2016).

The words waqf are derived from Arabic verbs. Waqafa - Yaqif-Waqfan which means hesitation, stop, stop, understand, prevent, hold, associate, show, put down, pay attention, serve, and stand still. According to 'Abdul Wahhab Khallaf, waqf means holding something both hissi and meaning. The word waqf according to Abd al-Wahhab Khallaf was also used for his object which is in the sense of something being held back. According to Muhammad Ibn Isma'il as-San'ani, waqf are holding back property that might be taken advantage of without spending or damaging the object ('ain) and used for good.

The practice of waqf has been known before Islam. What distinguishes it from waqf in Islam is that the practice of waqf is carried out solely to seek prestige, whereas in Islam it aims to seek the pleasure of Allah and as a means of drawing closer to Him. In Indonesia, waqf activities are known along with the development of Islamic da'wah in Indonesia. In addition to carrying out Islamic da'wah, the scholars also introduced the waqf knowledge. This is proven from the many historic mosques built on waqf land. This doctrine of waqf continued to develop in Indonesia, both during the pre-colonial, colonial and post-colonial times in the days of independent Indonesia.

The current potential of waqf, in addition to immovable property, such as land, also exists in the form of cash waqf that potentially be seen as a flexible investment instrument. If all existing waqf potentials are combined, whether in the form of land, money or other valuables, it will be an extraordinary force in driving the level of national income.

In term of waqf, the waqf manager or Nazhir really needs management in explaining his duties. This management is applied to organize waqf management activities, collect cash waqf, and maintain good relations between Nazhir, Wakif, and the community. In waqf, management is needed as an effort to run the activities effectively and efficiently.

In term of customer, Dompot Dhuafa and PP Tebuireng provide adequate services for customers. In terms of process improvement, Dompot Dhuafa and PP Tebuireng made several efforts to improve their performance. In total involvement, Dompot Dhuafa and PP Tebuireng involve organizational elements, including leaders, workers, and partners (Sudirman, 2012).

According to data compiled by the Indonesian Ministry of Religion, the number of waqf land in Indonesia reached 2,686,536,656, 68 square meters or 268,653.67 hectares spread across 366,595 locations throughout Indonesia. With such an area, it will certainly contribute to socio-economic empowerment if managed with appropriate and professional management. This is the most urgent thing to be addressed in the management of waqf is Nadzir professionalism, because they are the key to the success of waqf management in order to be more focused, productive and strategic. As one of the sharia instruments, management of waqf should have been optimized to improve the welfare of the community (Munir, 2013).

Fitrianto (2017) mentioned that LNW Ibadurrahman, one of Nazhir in Duri, has sixteen cash waqf programs such as plantation waqf, vocational training center, orphanage, belading boarding school, Maqdis Ibad, liberator of Riau Menghafal, Warung Maqdis, Koperasi Ibadurrahman, TK maqdis, and Hajj and Umrah ticketing business. Through those cash waqf programs, LNW Ibadurrahman directly used the fund in building, managing and producing infrastructure as a waqf

asset. While other cash waqf programs are produced as waqf assets that produce surplus waqf values such as rubber plantation business, oil palm plantations and business capital (Cooperatives, ticketing and Warung Maqdis). LNW Ibadurrahman uses the surplus value of waqf available in empowering waqf assets and the welfare of the ummah.

Nuwairah (2009) states that, productive waqf is the demand of Muslim societies that move in accordance with human dynamics in fulfilling the economic welfare of today's society. So, given the great benefit of this productive waqf, especially for the development of the Islamic community and Islamic da'wah itself, it is feasible to utilize productive waqf as an alternative solution to overcome the economic crisis according to the mashlahah rules.

RESEARCH METHODS

This research uses qualitative-descriptive research methods. According to Sugiyono (2007) research methods are used to examine the condition of natural objects (as an opposite of an experiment because of getting treatment). Researcher as a key instrument. Data are collected through triangulation (combined), data analysis is inductive, and the results of qualitative-descriptive research emphasize more meaning than generalization. Moleong (2012), reveals that research intends to understand the phenomenon of what is experienced by the subject of research such as behavior, perception, motivation, action, etc., in a holistic manner and by means of descriptions in the form of words and language, in a special natural context and by utilizing various natural methods.

The data are collected by interviews, observation, and documentation. According to Sugiyono (2007) interview is a meeting of two people to exchange information and ideas through question and answer so that meaning can be constructed in a particular topic. In general, in-depth interviews are the process of obtaining information for research purposes by way of question and answer face-to-face between interviewers and informants or people interviewed, with or without using guidelines (Bungin in Prastowo, 2010). Hadi (1987) explains that observation

(observation) is a systematic observation and recording of a symptom that appears on the object of research.

The data in this study are primary data and secondary data, primary data is data obtained from interviews with the waqf asset organization Dompot Dhuafa Republika and person in charge of Sentul Bogor Sengon Plantation as well as from observations. The primary data source in this study was obtained directly from the informant namely Mr. Parmuji Abbas as Manager of Asset Waqf and Mr. Ao as the manager of Sentul Sengon Bogor, since they really knew and were involved in the activities in Sengon Sentul Plantations Bogor. To find out the strengths and weaknesses along with the opportunities and threats that exist in this productive endowment, the data analysis uses SWOT analysis. Kotler (2013) argues that SWOT analysis is an evaluation of overall strengths, weaknesses, opportunities and threats. Whereas Sutojo and Kleinstauber (2012) said that SWOT analysis is determining realistic business objectives, in accordance with the conditions of the company and therefore it is expected to be more easily achieved.

In this study, the focus is more on an asset of the Dompot Dhuafa Republika Foundation, namely the Sentul Bogor Sengon Plantation in Gunung Batu RT 001 RW 08, Bojong Koneng Babakan Madang Village, Sentul Selatan, West Java. A Sengon Plantation has a land area of 15,000 square meters which is currently planted with 3,000 sengon trees in cooperation with PT. Mitsubishi Elektrik, which was represented by Oediono Adiwisastro on February 1, 2005 and the sengon plantation is trying to manage its waqf so that it is more beneficial to the community or people who have benefited, this is implemented because of the importance of the role of waqf in economic matters. The data analysis technique used by the SWOT analysis is finding out all the strengths and opportunities possessed by the sengon Plantation and minimizing all weaknesses and threats.

RESULTS AND DISCUSSION

Management and Productive Waqf

In Arabic world, management is derived from the word *al idarah* (office). In the Qur'an, it is found term *tadbir* in various derivatives. *Tadbir* means order,

arrangement, management, planning and preparation. In terms of, some observers and linguists interpret it as a tool to realize general goals. Therefore they say that management (idarah / tadbir) is a special activity involving leadership, direction, personal development, planning, and supervision of work relating to the main elements of an activity. The goal is that the results to be achieved can be carried out effectively and efficiently. The expressions of the concept of management in the Qur'an include the following:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَانَهُمْ بُنْيَانٌ مَّرصُوصٌ ۚ

“Indeed, Allah loves those who fight in His cause in a row as though they are a [single] structure joined firmly.” (Q.S. Ash-Shaff:4)

The presence of productive waqf management in the community is an alternative solution in overcoming the problem of community welfare. Some of the benefits of productive waqf management are the benefits can be enjoyed by wider community and productive waqf can be used as a means of capacity building in various fields , such as social security, education, culture, economic community, health and others. Productive waqf is an effort to minimize economic inequality in society, because Islam requires that wealth must be distributed to community members, and productive waqf is an effort to increase the welfare of the community collectively.

Practice and Management of Productive Waqf Sengon Plantation

As a productive waqf asset at Dompot Dhuafa, Sengon Plantation have only been planted with sengon trees since 2013. When the harvest time comes all the profits are allocated to health, education and economic empowerment programs as agreed by wakif and PT. Mitsubishi Electric, so that there was no surplus distribution in the productive waqfs of Sengon Plantation.

This sengon tree planting is the first conducted by Dompot Dhuafa program which was endowed by Mr. Oediono Adiwisastro. Thus, now it has been 5 years

from the date the sengon tree seeds were planted. Sentul Bogor Sengon Plantation is managed by one local resident administrator, starting with purchasing seeds, spraying, fertilizing and planting sengon trees, so the project created by Dompot Dhuafa can open employment opportunities for the surrounding community.

Management of the Sengon Plantation was handed over to one local famer. The famer fertilizes and clears the land, and purchase 400 seeds costs Rp. 126,000,000. Hence, it cost Rp. 315,000 per seed. That includes the costs of fertilizing, land clearing, planting, as well as wages for services of local people. For productive waqfs of Sengon Plantation, the surplus or profit will be received after the harvest period, estimated in 2020. The price of one sengon tree is Rp. 300,000, if 80% of the trees continue to grow until the harvest arrives, 3,200 trees will be harvested, so the surplus will be worth Rp. 960,000,000. Following is the accumulative data table on the benefits of planting sengon trees until the harvest period:

Table 1. Profit Accumulative Data Productive Waqf Sengon Plantation 2014-2020

No	Year	Amount
1	2014	137,142,857
2	2015	274,285,714
3	2016	411,428,571
4	2017	548,571,428
5	2018	685,714,285
6	2019	822,857,142
7	2020	959,999,999

It can be seen in the table above that in 2014 the first profit was Rp. 137,142,857 and until the time the harvest arrives in 2020 is Rp. 959,999,999 or if rounded up to Rp. 960,000,000. In 2018 it can be seen that the profit is Rp. 685,714,285. Seeing the developments, PT. Mitsubishi Electric is very appreciative. They even asked Dompot Dhuafa to provide more land to be planted, since usually PT. Mitsubishi carries out a care visit as a form of realization of CSR (Corporate Social Responsibility) which is a business approach by contributing to sustainable development by providing economic, social and environmental benefits to all stakeholders to their internal and external. However, Dompot Dhuafa cannot fulfill

it yet because PT. Mitsubishi Electric can only plant seeds in Jabodetabek, while Dompot Dhuafa only has Sengon Plantation in Jabodetabek.

Impact of Productive Waqf toward economy condition of Sengon Farmer

The involvement of productive waqf Sengon plantation to the economy of the community is only the local sengon farmer, because he plays an important role toward land management. However, when the harvest time, not only Plantationer is involved, but also some people will participate in the sengon trees logging. In each month, Farmer get pay of Rp. 1,000,000. The planting of sengon trees has been running for 5 years, if accumulated Farmer have received a pay of Rp. 60,000,000, and until the harvest time in 2020, Farmer will receive pay of Rp. 84,000,000. In addition, it is not yet known about how many people will be involved when the harvest time, because it will require the services of several local people to cut down the sengon tree.

Therefore the function of productive waqf for the economic involvement of sengon farmer is an effort to improve individual welfare. But if there are other individuals or many people who need help, productive waqf can be used to help them, because with productive waqf, access to sources of funds can be obtained so that adequate capital is generated. In addition, the waqf function not only provides assets that can be shared, but also provides employment opportunities and efforts to empower the impoverished

Productive Waq Sengon Plantation Asset Allocation

The Sengon Plantation is managed by Dompot Dhuafa and handed over to local farmer. There is no revenue sharing for the Sengon Plantation Productive Waqf, all of which are handed over to the Dompot Dhuafa program, namely health, education and economic empowerment programs. Dompot Dhuafa allocate the revenue 60% for Mauquf Alaih, 30% for Maintenance / investment, and 10% for Nazhir.

To allocate productive waqf assets, Dompét Dhuafa combines revenue from all other assets and waqf. It is allocated to the following three parts:

1) Mauquf Alaih (60%)

Dompét Dhuafa provides 60% of productive waqf income to Dompét Dhuafa. The Mauquf Alaih is the main part because it is the purpose of productive waqf. Dompét Dhuafa provides 3 parts for mauquf alaih, namely:

a) Education (50%)

b) Health (30%)

c) Economic Empowerment (20%)

2) Maintenance or Investment (30%)

It is given for maintenance costs and provides maximum function of productive waqf so that it can be avoided from damage. Dompét Dhuafa set aside 30% of the profits for these costs.

3) Nazhir (10%)

In the provisions of Law No. 41 of 2004 article 12, that Nazhir can receive compensation from the net proceeds for the management and development of waqf property whose size does not exceed 10%. Hence, this productive waqf has contributed to the welfare of the Nazhirs.

Swot Analysis

The SWOT matrix is a decision-making formulation instrument to determine strategies based on logic to maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats. The stages of compiling the SWOT matrix are as follows: compile a list of company and company external opportunities and threats as well as the company's internal strengths and weaknesses, develop a SO strategy (Strength-Opportunity) by matching internal forces and external opportunities, develop WO strategies (Weakness Opportunity) by matching internal weaknesses and external opportunities, develop ST (Strength-Threat) strategies by matching internal forces and external threats, and develop WT (Weakness-Threat) strategies by matching internal weaknesses and external threats.

Table 2. SWOT Matrix

<p>Internal Factor</p> <p>External Factor</p>	<p>Strengths (S)</p> <ol style="list-style-type: none"> 1. Having fertile soil and strong light. 2. The harvest time arrives faster. 3. The Dompot Dhuafa management is good at the appointment of the Sengon farmer. 4. Dompot Dhuafa, as Nazhir, has experience in managing productive waqf. 	<p>Weaknesses (W)</p> <ol style="list-style-type: none"> 1. Distance of planting sengon trees is too close. 2. Lack of spraying pests in sengon trees.
<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. Cooperation opportunity with timber companies / traders. 2. Export opportunity to increase government foreign exchange. 3. The market price of sengon trees is good. 	<p>Strategi S-O</p> <ol style="list-style-type: none"> 1. Maintain the sengon farmer to have good production and distribution to many timber companies (S3, O1) 2. Increase the performance of Dompot Dhuafa in managing productive waqf especially in the plantation sector so that it becomes an export opportunity for Dompot Dhuafa (S4, O2) 	<p>Strategi W-O</p> <ol style="list-style-type: none"> 1. Planting trees again on new land with a distance of 3m-4m so as not to become an obstacle during the growth period and to maintain the market price of sengon trees (W1, O3) 2. Eradicating boktor (pest) continuously from the start, so that it can produce good production to increase government foreign exchange (W2, O2)

Threats (T)	Strategi S-T	Strategi W-T
1. Bad weather that could make sengon trees fall	1. Adding sengon plantation administrators who have enough experience so that they can help in overcoming a threat (S3, T1)	1. Maintain all the best strategies and continue to create new strategies so that the production of sengon trees can provide many benefits to the community and the government (W1, T1)

From the table above, the strategy formulation is carried out using a SWOT analysis, but at the matching stage the model used in the strategy formulation is the SWOT matrix. Based on the results of the SWOT analysis of productive waqf management in sengon plantation is to have a strong internal position, the strengths are it has fertile land and very strong sunlight, besides the time for harvest is faster, the management of Dompét Dhuafa is good at appointing sengon farmer, and Dompét Dhuafa, as a Nazhir, already has a lot of experience in managing productive waqf.

Whereas the weaknesses of this sengon plantation are the short spacing (2x3 meters) that affect the growth of sengon trees, and the lack of spraying of pests in the sengon tree. Based on the SWOT matrix, it can be seen that the strategy carried out against weaknesses and opportunities is to replant trees on new land with a distance of 3m-4m so as not to become an obstacle in the growth period and to maintain a good market price of sengon trees, and eradicate pests (boktor) continuously from the beginning, so that it can produce good production to help increase government foreign exchange.

The opportunity of this sengon tree planting is the opening of cooperation with timber companies / traders, opening up export opportunities to increase government foreign exchange and having a good market price of sengon trees. The strategy carried out on the opportunities and strengths is to maintain sengon farmer in the field management to have good production results and distribution to many timber companies, and improve Dompét Dhuafa's performance in managing productive waqf especially in the plantation sector so that it becomes an export opportunity for Dompét Dhuafa.

Whereas the threat faced is the existence of natural factors such as bad weather which results in the fall of sengon trees, the strategy carried out against threats and strengths is to increase management of sengon plantations which have sufficient experiences to help overcome a threat. The strategy that is carried out against weaknesses and threats is maintain all the best strategies and continue to create new strategies so that the production of sengon trees can provide many benefits to the community and the government.

CONCLUSION

Productive waqf management in Sengon plantation will receive waqf surplus, in 2020, worth Rp. 960,000,000. However, it has been counted that in 2018 the profit that has been obtained is Rp. 685,714,285. Those productive waqf assets were allocating to the Dompot Dhuafa program, namely health, education and economic empowerment programs. The allocation apply by Dompot Dhuafa is 60% for Mauquf Alaih, 30% for Maintenance / investment, and 10% for Nazhir.

In the SWOT analysis of the strength in productive waqf management Sengon Plantation is fertile land and there is a very strong beam of sunlight, the time to harvest is faster, the Dompot Dhuafa management is good at appointing gardeners and Dompot Dhuafa, as a Nazhir, has a lot of management experience productive waqf. The weaknesses are the planting distance is too close and the lack of spraying of pests. The opportunities are the opening of cooperation with timber companies / traders, the opening of export opportunities to increase government foreign exchange and the good market price of sengon trees. Whereas the threats faced are the presence of natural factors such as bad weather which causes sengon trees fall.

Dompot Dhuafa Republika is expected to improve its performance in managing waqf asset funds, raising funds, distributing them, especially in the plantation sector, as well as expanding the use of productive waqf assets, not only for educational and religious activities, but also fund to strengthen the economy of the community.

For the next research, it is expected to look for other variables related to waqf assets, especially in the plantation sector, so that more varied results can be obtained

from the program in the Dompot Dhuafa Republika and provide many benefits to the community.

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