

Productive Waqf Management Model to Improve Education System at the Raudhatul Ulum Islamic Boarding School in Lumajang

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Abstract: This study examines the management of productive waqf to improve the efficiency and effectiveness of the education system at the Raudhatul Ulum Islamic Boarding School in Lumajang. This research approach implemented a qualitative case study design. Data were obtained through in-depth interviews, observations, document analysis, and focus group discussions. This research approach implemented a qualitative case study design. Data were obtained through in-depth interviews, observations, and document analysis. The results indicate that productive waqf plays a significant role in increasing the Islamic boarding school's financial independence, thereby contributing to a more optimal allocation of resources for operations. The Raudhatul Ulum Islamic Boarding School has implemented a performance-based budgeting system, where every expenditure must be linked to the achievement of predetermined educational targets.

Keywords: management, productive waqf, quality, Islamic boarding school.

Abstrak: Penelitian ini membahas pengelolaan wakaf produktif dalam upaya meningkatkan efisiensi dan efektivitas sistem pendidikan di Pondok Pesantren Raudhatul Ulum Lumajang. Pendekatan penelitian ini mengimplementasikan kualitatif dengan desain studi kasus. Data diperoleh melalui wawancara mendalam, observasi, serta analisis dokumen dan focused group discussion. Pendekatan penelitian ini mengimplementasikan kualitatif dengan desain studi kasus. Data diperoleh melalui wawancara mendalam, observasi, serta analisis dokumen. Hasil penelitian menunjukkan, wakaf produktif berperan penting dalam meningkatkan kemandirian keuangan pesantren, sehingga berkontribusi pada alokasi sumber daya yang lebih optimal untuk operasional. Pondok Pesantren Raudhatul Ulum telah menerapkan sistem penganggaran berbasis kinerja, di mana setiap pengeluaran harus dikaitkan dengan pencapaian target pendidikan yang telah ditetapkan.

Kata Kunci: pengelolaan, wakaf produktif, kualitas, pondok pesantren

Introduction

The potential of waqf to support education financing remains very limited, and many educational institutions have not yet effectively adopted this strategy (Ilahi & Afrianty, 2023). Productive waqf can serve as a funding component that enables

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educational institutions to operate more efficiently, but there is no empirical evidence regarding its application in Islamic boarding schools (pesantren). The implementation of productive waqf in Islamic education, particularly in Islamic boarding schools (pesantren), is crucial to meeting the sector's needs (Kamarzaman, 2022).

The independence of Islamic educational institutions through the management of productive waqf has been proven to reduce their dependence on government funding. Furthermore, a productive waqf can not only lead educational institutions to independence, but also help them achieve it (Haroon & Arab, 2023). However, it can also be a key component in supporting the effectiveness and efficiency of the education system, including funding from productive waqf (Furqon et al., 2022). Furthermore, optimizing waqf in educational institutions can also help improve the quality of education.

Productive waqf can serve as a funding component that enables educational institutions to operate more efficiently. Productive waqf can also be a significant source of funding for Islamic schools, thereby addressing funding challenges (Siregar, 2021). Several Islamic boarding schools in Indonesia have utilized productive waqf to support operational activities, improve educational facilities, and improve the welfare of students and the surrounding community (Awalluddin, 2022).

This utilization is deemed appropriate and highly beneficial when considered in light of the local community's needs. (Widyasmoro et al., 2023) research indicates that the legality of productive waqf is not yet fully regulated in Number 10 of 2018 concerning Baitul Mal. The Aceh Qanun merely provides a legal basis for waqf. (Ekawaty, 2023) research indicates that the management of productive waqf by the nazir of the Al-Furqon Mosque in Bandar Lampung City is still limited to the auditorium building; there is no other form of productive waqf management. (Rajuli, 2023) research shows that, from an Islamic legal perspective, waqf is a social welfare institution without explicit reference in the Quran and Sunnah. The Raudhatul Ulum Islamic Boarding School in Lumajang, located in Rowokangkung District, Lumajang Regency, is one of the Islamic boarding schools with the potential to manage productive waqf. This Islamic boarding school already owns several waqf assets, including land and buildings (Wahyuni et al., 2023). However, the utilization of these

waqf assets is still limited and has not been optimal in generating income to support educational and social activities at the boarding school. On the other hand, the Lumajang region has significant economic potential, with agriculture and fisheries still dominant (Ilahi & Afrianty, 2023).

Utilizing waqf assets through productive activities based on local resources can be one solution to increasing the economic independence of Islamic boarding schools. This can include various forms of productive enterprises, such as agriculture, animal husbandry, or other small businesses that can empower students and the surrounding community (Harahap, 2022). As the concept of productive waqf develops, it is important to examine in greater depth how the Raudhatul Ulum Islamic Boarding School in Lumajang manages its waqf assets.

By effectively managing the waqf, it is hoped that this Islamic boarding school can generate additional income to support boarding operations, develop educational facilities, and improve the welfare of students and the surrounding community (Safitri, 2023). The management of productive waqf at the Raudhatul Ulum Islamic Boarding School in Lumajang, within the Vocational Training Center (BLK) program, continues to face many challenges. Therefore, this research is crucial for analyzing the extent of productive waqf management at this Islamic boarding school and for identifying the factors influencing its success and challenges.

Based on this background, this study aims to provide a clear picture of the management of productive waqf at the Raudhatul Ulum Islamic Boarding School in Lumajang, and to offer recommendations to help the boarding school optimize its waqf assets, thereby providing long-term benefits for educational development and community welfare.

Research Method

This study is a field study using a qualitative approach. Data were collected in detail from the field and then analyzed (Caniago, 2021). Data were collected through various methods, including interviews, observation, documentation, and focus group discussions (Barroga & Janet, 2023). Interviews were used to obtain information through question-and-answer sessions with education administrators, namely heads of Islamic education foundations, school/madrasah principals, teachers, and waqf

donors. Observations focused on the governance of waqf assets in various forms and their empowerment. Documentation related to waqf assets and their management for Islamic education included handbooks, asset registers, archives, administrative files, photographs, videos, recordings, and minutes.

Data validity was assessed using four criteria outlined by (Damanik & Lubis, 2024): credibility, transferability, dependability, and confirmability. Data that already had strong validity were then analyzed using the (Miles & Huberman, 2014) model, which encompasses four stages: domain analysis, taxonomic analysis, componential analysis, and cultural theme analysis. A similar analysis model, like Ryan's, explains that techniques for analyzing data about cultural domains use componential analysis, taxonomy, and mental mapping.

Research Results and Discussion

Productive Waqf Management Model to Improve an Effective and Efficient Education System at the Raudhatul Ulum Islamic Boarding School in Lumajang

a. Revenue from Productive Waqf

Revenue at the Islamic boarding school comes from the management of productive waqf assets, which include agricultural land, minimarkets, and laundry businesses. The productively managed agricultural land produces rice and vegetables, with an annual production volume of approximately 58.5 tons of rice. With an average selling price of IDR 8 million per ton, this land generates an annual income of approximately IDR 100 million. This finding aligns with previous research showing that waqf-based agricultural land management can provide sustainable funding stability for Islamic educational institutions. This success depends heavily on the application of modern agricultural technology and efficient management to increase productivity and expand market access.

Other sources of income come from businesses owned by the Raudhatul Ulum Islamic Boarding School in Lumajang, such as bottled water, laundry services, and Muslim clothing sales, which generate approximately IDR 100 million in revenue per year from the sale of daily necessities. These results support previous research that found that diversifying waqf assets, including commercial business units, can improve the financial stability of educational institutions.

Implementing a productive waqf model through business ventures has proven effective in diversifying funding sources, thereby enhancing the economic and operational independence of Islamic boarding schools (Kamarzaman, 2022). The experience of Islamic boarding school administrators in managing productive waqf demonstrates the importance of integrating waqf management with sustainable asset use, in line with previous studies that emphasize diversifying funding sources to achieve the financial sustainability of waqf-based educational institutions.

b. Waqf Asset Management

The waqf at the Raudhatul Ulum Islamic Boarding School in Lumajang comprises several productive assets, including agricultural land and commercial buildings. These assets are well managed to generate stable and optimal income. The madrasah's 2025 financial report shows that 70% of its total income comes from managing these waqf assets. The funds generated are used for various purposes, including infrastructure maintenance, the provision of learning facilities, and staff salaries.

Recent studies have shown that the management of productive waqf assets can significantly support the financial sustainability of Islamic educational institutions by increasing sustainable income and allocating funds effectively. Waqf asset management at the Islamic boarding school is carried out efficiently by involving experts in agriculture, animal husbandry, and business management.

The use of waqf agricultural land for the cultivation of high-value crops, such as rice and organic vegetables, reflects the implementation of modern agriculture, which aligns with the 2022-2025 policy of the Indonesian Ministry of Agriculture to increase added value and food security through good agricultural practices and the latest technology. This efficient management enabled the madrasah to reduce operational costs by up to 20% compared to the previous year.

The results were quite effective in supporting the madrasah's financial independence. The implementation of productive waqf management strategies, such as cash waqf and investment in the property sector, has helped the madrasah generate sustainable income, support various educational programs, and develop infrastructure. A modern approach to waqf management also focuses on increasing transparency and

efficiency, thereby strengthening the economic stability of Islamic educational institutions (Haroon & Arab, 2023).

Islamic boarding school resource management is carried out efficiently by prioritizing the use of funds derived from productive waqf. The 2025 financial report shows that 60% of the total budget was allocated for operational needs, including teacher salaries, infrastructure maintenance, and procurement of teaching materials. Previous studies have shown that efficient resource management, particularly in education, focuses on strategically allocating funds to achieve optimal educational goals by reducing waste.

c. Monitoring the Use of Productive Waqf Funds

Productive waqf funds at Islamic boarding schools have been strategically utilized to enhance educational quality, including the development of learning facilities and resources. The use of productive waqf funds has accelerated the procurement of technology-based educational infrastructure, including computer laboratories.

Initially, the Islamic boarding school had only five low-spec computers, which often could not support digital learning processes effectively. After implementing a productive waqf, the Islamic boarding school made a significant innovation: establishing a computer laboratory with 20 state-of-the-art computers. All are connected to a high-speed internet network. This procurement plays a crucial role in supporting digital learning and improving students' skills in the digital era.

The development of waqf-funded computer laboratories can improve access to information and communication technology within the madrasah environment, a crucial resource for today's learning. This implementation aligns with the principles of productive waqf, which aim to have a direct and sustainable impact on improving the quality of education.

Since its initiation in 2020, waqf funds have made a positive contribution to Madrasah Diniyah. This positive contribution can be seen not only in the development of computer laboratories but also in the rapid development of digital libraries at Islamic boarding schools (pesantren). Thanks to the allocation of productive waqf

funds, the Madrasah Diniyah library now boasts a collection of over 1,000 e-books accessible to students and teachers through an easy-to-use digital platform.

The development of this digital library aligns with global trends, where digital libraries play a crucial role in expanding access to learning and improving the quality of education, particularly in waqf-based religious schools (Widyasmoro et al., 2023).

The implementation of waqf-based digital libraries also contributes significantly to addressing limited access to learning resources within the madrasah environment by providing a more diverse and relevant range of literature that is easily accessible to students and teachers. Utilizing waqf funds for digital library development can improve the efficiency of learning resource management at the madrasah and accelerate the adoption of technology in learning.

Based on this description, it is understandable that the funds for the Raudhatul Ulum Lumajang Islamic boarding school are disbursed only for urgent needs and that these funds directly impact the quality of education. This approach aligns with the productive resource allocation model, which prioritizes efficiency in waqf fund management, ensuring that each budget has tangible results for the school's educational and operational performance (Awalluddin, 2022). Regular evaluation of resource allocation effectiveness also helps madrasas maintain transparency and accountability in their financial management.

Conclusion

Based on the research results, it can be concluded that the management of waqf assets at the Raudhatul Ulum Islamic Boarding School in Lumajang encompasses several areas, including identifying sources of waqf income, consisting of land directly used for education or to be used indirectly for education, as well as buildings and other facilities for education at schools, madrasas, and Islamic boarding schools.

The waqf at the Raudhatul Ulum Islamic Boarding School in Lumajang comprises several productive waqf assets, such as agricultural land and commercial buildings. These assets are well managed to generate stable and optimal income. The madrasah's 2025 financial report shows that 70% of the madrasah's total income comes from the management of these waqf assets. The funds generated are used for various

purposes, including infrastructure maintenance, procurement of learning facilities, and staff salaries.

The management of waqf assets shows that the majority of the buildings and educational facilities at the Raudhatul Ulum Islamic Boarding School in Lumajang are built on and operate on waqf land. This means that waqf assets, primarily land, are truly key to the implementation of education, starting with the buildings and facilities that stand on waqf land. Raudhatul Ulum Islamic Boarding School has implemented a performance-based budgeting system, where every expenditure must be linked to the achievement of predetermined educational targets. Studies show that this approach enables more strategic budget allocation, ensuring that every disbursement contributes directly and measurably to achieving educational goals.

Waqf asset management in educational institutions, including schools, madrasas, and Islamic boarding schools, has been implemented. However, several aspects need improvement, including the persistence of uncertified waqf assets and the need for a digital, virtual waqf asset management system.

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