

# Waqf Management Strategy: Efforts to Develop Educational Facilities and Infrastructure at An-Nur Tangkit Islamic Boarding School in Jambi

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**Abstract:** This research aims to examine waqf management strategies in developing educational facilities and infrastructure at the An-Nur Tangkit Islamic Boarding School, Jambi. As an instrument of Islamic philanthropy, waqf has great potential in supporting the development of educational infrastructure. This study focuses on identifying and analyzing effective waqf asset management strategies to improve the quality of educational facilities in Islamic boarding schools. The research method uses a qualitative approach, with in-depth interviews involving waqf managers, Islamic boarding school administrators and other stakeholders. Field observations and document analysis were also carried out to gain a comprehensive understanding of waqf management practices. The research results show that innovative and sustainable waqf management contributes significantly to the development of educational facilities in Islamic boarding schools. Key strategies identified include diversification of waqf assets, strategic collaboration with the private sector and government, and increasing professionalism in waqf management. This research concludes that optimizing waqf management has a positive impact on the quality of educational infrastructure at the An-Nur Tangkit Islamic Boarding School, Jambi. The recommendations put forward include developing the capacity of waqf managers, utilizing technology for waqf administration, as well as increasing public awareness regarding the importance of waqf as a means of supporting education.

**Keywords:** Waqf, Management Strategy, Educational Facilities and Infrastructure, Islamic Boarding School, An-Nur Tangkit Jambi

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## Introduction

Over the years, waqf has become a major philanthropic tool to aid the development of Islamic educational institutions. With waqf assets estimated to reach around IDR 2,000 trillion annually, Indonesia has enormous waqf potential (Inmas Aceh, 2021). This is a great opportunity that can be utilised to improve the education sector in the country, especially Islamic education. An-Nur Tangkit Islamic Boarding School Jambi is a growing Islamic education institution, has a strategic opportunity to improve its infrastructure and educational programmes through effective and productive waqf management.

Law No. 41/2004 on Waqf emphasises the importance of productive utilisation of waqf, emphasising that waqf is not merely the transfer of rights over an asset, but must also be managed professionally in order to provide sustainable benefits to society. In the education sector, the utilisation of waqf should be a priority (Undang-Undang RI, 2004). Waqf has evolved into a useful tool to drive sustainable progress around the world, especially when it comes to improving access to education for Muslim communities (Ahmad, 2015). Malaysia and Turkey have successfully used waqf to finance higher education institutions, research, and other social services. By managing waqf assets in a creative and

professional manner, these two countries have demonstrated that waqf can provide long-term benefits and create a stable economic foundation for educational institutions and their surrounding communities (Awalluddin, 2023).

The experiences of Malaysia and Turkey show that, with proper waqf management, educational institutions can become more independent in terms of financing and more empowered in providing quality educational services. Their achievements can serve as an example for Indonesia to optimise the potential of waqf in supporting the education sector, especially in Islamic educational institutions such as Islamic Boarding School.

This research was conducted at An-Nur Tangkit Islamic Boarding School in Jambi based on several scientific considerations. First, this Islamic Boarding School shows the dynamics of waqf management in Islamic educational institutions that try to adapt to the demands of modernisation (Azra, 2020). Secondly, being in Jambi, it offers a unique perspective on waqf management outside Java. Ultimately, it may add to the academic research on this area (Fauzia, 2016).

The purpose of conducting a thorough analysis of the waqf management strategy at An-Nur Tangkit Islamic Boarding School in Jambi is to develop a creative model that maximises waqf assets for the development of educational facilities and infrastructure. It is hoped that this research will assist the government's vision to enhance the role of waqf as a tool of national development (Kementerian PPN, 2024). Thus, this research has great potential to offer practical solutions to the problem of waqf management in Islamic educational institutions. The quality of education in Islamic Boarding School, especially in An-Nur Tangkit Islamic Boarding School in Jambi, is expected to improve significantly through better waqf management. Thus, it is expected that the optimisation of productive waqf assets will have a positive impact on the advancement of Islamic education in Indonesia. This is because it can create a solid economic foundation for Islamic Boarding School, support their organisational independence, and improve their ability to provide access to high-quality education for their students.

## **Materials and Methods**

### **Research Methods**

This research uses qualitative research methods to collect data by using participant observation methods. The researcher participates fully in the data collection process with the research subject and other sources of information (Moleong, 2004). The researcher chose a qualitative research method because the researcher hopes that this research provides a complete description of speech, writing, and behaviour resulting from observations of individuals, community groups, and community institutions in certain settings. This observation will be done from a whole, comprehensive, and holistic point of view (Ruslan, 2010).

The researcher chose a qualitative research method because the purpose of the research is to find out how the manager of the An-Nur Tangkit Islamic Boarding School Foundation manages productive waqf land. This research on the other hand is a type of descriptive research, which produces data in the form of writings and images rather than nominal numbers. The source of this data comes from direct interaction between the author and the sources, as well as from other researchers' written works.

### **Data Source**

The data in this study consists of two types: primary and secondary data, according to Umi Narimawati. Primary data is data that comes from the first source and cannot be accessed in the form of compilation files or other types (Pratiwi, 2017). To obtain primary data, researchers conducted interviews and observations with waqf managers, boarding school leaders, and teachers. On the other hand, Sugiyono explained that secondary data serves as a support for primary data but does not directly provide the information needed by researchers (Sugiyono, 2013). It is hoped that the combination of primary and secondary data in this research will provide a better understanding of the subject under study. Secondary data was obtained from the village government and community members of Tangkit Village.

### Data collection techniques

Three main methods were used in this research: interviews, observation, and document analysis. Interviews were conducted in an attempt to establish communication that aims to define things about places, individuals, phenomena, activities, organisations and motivations (Bungin, 2006). The author interviewed Ust. Izzi Azizi, the head manager of the An-Nur Tangkit Islamic Boarding School Foundation, as well as board members. In addition, observation is used to collect data by tracking the activities that take place (Sukmadinata, 2019). Throughout the research process, these observations will be made to determine the waqf management approach in developing infrastructure facilities at An-Nur Tangkit Islamic Boarding School. Documents, such as notes, transcripts, books, meeting minutes, and other agendas, also serve as an important source of research information (Sukmadinata, 2019). To provide a deeper understanding of the topic under study, the documents collected will concentrate on Waqf Management Strategies in Efforts to Develop Educational Facilities and Infrastructure at An-Nur Tangkit Islamic Boarding School.

### Data Analysis Technique

In this research, a descriptive qualitative analysis method was used. I Made Wanartha describes this method as analysing, drawing, and summarising various conditions from some of the data that has been collected, both from interviews and observations of problems that occur in the field (Wirartha, 2006). According to Miles and Huberman, qualitative data analysis activities are carried out interactively and continuously at every stage of the research until completion. Researchers must understand three important components of data analysis: data reduction, data presentation, and conclusion drawing. In the initial stage of data presentation, researchers select, simplify, and abstract raw data or field notes to identify important information. Furthermore, the information that has been simplified is arranged in forms such as matrices, figures, schemes, networks, tables, or other forms, which allow researchers to draw conclusions systematically. To ensure the data is presented in an organised and easy-to-understand manner, this presentation is very

important (Sugiyono, 2010). Drawing conclusions is the final stage, which is not only based on the data that has been collected but also goes through a verification process by reviewing the raw data to ensure that the conclusions are valid and justified. As each step needs to be done to produce valid and in-depth data analysis in qualitative research, these three components form a sequential and mutually supportive series of data analysis techniques (Sugiyono, 2016).

## Results and Discussion

### Results

This study found that An-Nur Tangkit Islamic Boarding School in Jambi acquired significant educational facilities and infrastructure through the use of various innovative and sustainable waqf management strategies. This is the main result of the research:

### Diversification of Waqf Assets

To achieve greater sustainability, waqf management must do new things. Educational institutions, including Islamic Boarding School, can generate new sources of stable income by developing waqf assets into more diverse forms, such as commercial property, productive investments, or business ventures. This method makes waqf not only survive but also thrive. As a result, the money generated can be used to build and improve educational facilities in a sustainable manner. An-Nur Tangkit Islamic Boarding School Jambi uses the waqf diversification strategy to reduce their dependence on outside resources that are not always reliable. Islamic Boarding School can improve the quality of education and produce graduates who are ready to face challenges in society with professional waqf management. Professional waqf management can also build proper classrooms, provide adequate laboratories, and build reference-rich libraries. This view shows a paradigm shift in waqf management in the contemporary era. Waqf is now seen not only as a valuable spiritual donation, but as a social investment tool that plays an important role in development.

### **Strategic Cooperation with Private Sector and Government**

An-Nur Tangkit Jambi Islamic Boarding School works strategically with private companies and the government to optimise waqf management to build educational facilities and infrastructure. The boarding school cooperates with the government to provide assistance to waqf managers with technical and management training. This assistance is provided by institutions such as the Ministry of Religious Affairs and the Indonesian Waqf Board. Transparent and accountable waqf administration, reporting and governance are the focus of this training. In addition, the government also helps by providing funds for specific projects, such as building repairs and construction of other educational facilities, which enhance a better learning environment for the students.

Meanwhile, partnerships with the private sector offer sponsorship and contributions to the boarding school programmes. Some local and national organisations participate by providing funds as well as providing infrastructure such as educational equipment and IT devices needed to improve educational facilities. In addition, there are some organisations that offer entrepreneurship training to the students. This training aims to improve the vocational skills of the students and help the Islamic Boarding School to become more financially independent. Islamic boarding schools are better viewed as institutions that are proactive in establishing collaborations with various parties in addition to generating material benefits.

An-Nur Tangkit Islamic Boarding School Jambi can attract more donors and strengthen its reputation as a professionally managed institution with support from the government and the private sector. As a result of this strategy, the Islamic Boarding School has a greater ability to build educational facilities and infrastructure that rely on waqf funds. This will support a better quality of education for the students.

### **Improving Professionalism in Waqf Management**

Through training and capacity building programmes for managers, An-Nur Tangkit Jambi Islamic Boarding School implements a strategy to increase professionalism in waqf management. The

purpose of this step is to support the effort to build more efficient educational facilities and infrastructure in the Islamic boarding school. By collaborating with the waqf development agency and the local government, the training programme covers various matters such as transparent and accountable planning, recording, and reporting of waqf assets. Thus, the management of the pesantren's waqf can comply with good governance standards and support a more targeted planning process for the development of educational facilities.

With this strategy, An-Nur Tangkit Jambi Islamic Boarding School tries to foster public and donor trust, so that waqf management can optimally support the development of educational facilities and infrastructure for students. Pesantren can provide better educational facilities with professional and standardised management. This is one of the important components in improving the quality of education in the pesantren environment.

### **Utilisation of Technology in Waqf Management**

To support the development of educational facilities, An-Nur Tangkit Jambi Islamic Boarding School uses various creative waqf management methods. The pesantren uses digital technology to manage waqf assets in a more detailed and systematic manner. With this application, the islamic boarding school can categorise waqf assets based on certain categories, such as physical assets, cash funds, or individual donor contributions. With this technology-based management, they can monitor the use of waqf funds in real-time and record the sources of incoming funds.

Every waqf transaction is also automatically recorded and calculated using specialised accounting software. As all data entered can be verified by donors or audited by an internal team, the system enhances accountability in waqf management. In addition, the reporting features offered by this technology help the islamic boarding school create periodic reports on waqf management that can be presented to stakeholders and donors.

This strategy allows An-Nur Tangkit Jambi Islamic Boarding School to be more effective in managing waqf. Ultimately, this will help the

management of funds in a professional and clear manner. As a result, the development of educational facilities and infrastructure can be done better, and it can provide students with a better learning environment.

### Discussions

The waqf management strategy at An-Nur Tangkit Jambi Boarding School has long-term effects through a complex mechanism that includes educational sustainability, financial independence, and local economic contribution. Effective waqf management in An-Nur Tangkit Jambi enables the development of better educational facilities and programmes in relation to the quality of education. This success relies on the accumulation of waqf assets and their ability to be invested in infrastructure such as dormitories, study rooms, and educational technology. Thus, it can fulfil the requirements of modern education that is increasingly relevant in the current era. Rohmatillah's research shows that Islamic educational institutions that optimise waqf management strategically can gain access to good educational infrastructure (Rohmatillah, 2023). This shows that waqf management in pesantren does not merely improve physical facilities, but also creates a better learning environment for santri, which strengthens competition, and demonstrates the relevance of Islamic education in the digital era.

A waqf management strategy that focuses on productive purposes also contributes to the financial independence of the Islamic Boarding School. To avoid dependence on temporary donations, which are often unstable and unreliable in the long run, it is crucial to have a stable source of funding. Islamic Boarding School can channel these funds to generate consistent independent income through productivity-focused waqf management. This idea is supported by Febrianty's research, which shows that waqf management with the aim of financial independence increases the economic stability of the organisation and enables reinvestment for sustainable progress (Febrianty, 2024). In addition to increasing income, this strategy also makes the pesantren more flexible to continue growing without external support. In other words, instead of constantly seeking funds,

pesantren can focus more on their educational and community service goals.

In addition, waqf management at An-Nur Tangkit Islamic Boarding School in Jambi has a positive impact on the local economy with a multiplication effect that impacts various sectors in the area. The boarding school attracts students from various regions due to better educational facilities and capacity. This indirectly boosts the local economy through increased demand for goods and services. This economic impact is not only limited to the pesantren but also spreads to the general public who see new economic opportunities. According to Fahrurroji's research, waqf management in the education sector has the potential to serve as a catalyst that can increase local spending and encourage micro business growth (Fahrurroji, 2019). Beyond purely educational purposes, pesantren serve as drivers of the micro-economy and provide broader economic benefits. Waqf serves as a tool that not only supports the development of pesantren but also forms a self-sustaining and sustainable local neighbourhood.

Therefore, effective waqf management at An-Nur Tangkit Islamic Boarding School in Jambi has a significant impact beyond solving short-term financial problems, but also results in significant structural changes to various economic and social aspects, which will advance the cause of Islamic education in the future.

### Conclusions

The author emphasises the importance of innovative and productive waqf management to support the sustainability of Islamic boarding schools. It is proven that the improvement of infrastructure and educational services in Islamic boarding schools can be achieved through the implementation of management strategies such as diversification of waqf assets, collaboration with the private sector and government, professionalism in waqf management as well as the Utilisation of Technology in Waqf Management. Waqf helps boarding schools become more financially independent, reduce their dependence on external donations, and generate a more stable source of

funding in the long run. This can be achieved through proper management.

Waqf management at An-Nur Tangkit Islamic Boarding School in Jambi will have long-term impacts, including improved physical facilities and opportunities to improve the local economy and empower the community around the boarding school. As this study shows, effective waqf management can build an educational institution that is competitive, financially sustainable, and actively contributes to the economic development of the community. The results show that the optimisation of waqf as a tool of Islamic philanthropy has a strategic role in improving the education and welfare of the ummah. The findings also show that it can serve as a waqf management model that can be applied in other Islamic boarding schools to achieve long-term benefits.

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