

Waqf Forest Development Strategy in Cibunian Bogor

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Abstract. Indonesia has a significant waqf potential. However, its realization has not been optimal. Using the Bogor Waqf Forest Foundation as the case study, this research analyzes the implementation of the waqf forest development strategy. It assesses the priority Benefits, Opportunities, Costs, and Risks (BOCR) faced. This study uses the business model canvas (BMC) to the BOCR by mapping the nine business blocks of the canvas model. The study finds that the main priorities to strengthen the management and development of the forest waqf project are 1) nāzīr professionalism and competence in knowledge of waqf laws, 2) research and discourse development, and 3) personal approach to collecting waqf funds.

Keywords: Waqf; Waqf Forest; Analytic Network Process

Abstrak. Indonesia memiliki potensi wakaf yang signifikan, namun realisasinya belum optimal. Dengan memilih Yayasan Hutan Wakaf Bogor sebagai studi kasus, penelitian ini menganalisis implementasi strategi pengembangan hutan wakaf dan menilai prioritas manfaat, peluang, biaya, dan risiko (BOCR) yang dihadapi. Kajian ini menerapkan business model canvas (BMC) pada BOCR, dengan memetakan sembilan blok BMC. Studi ini menemukan bahwa prioritas utama untuk memperkuat pengelolaan dan pengembangan proyek wakaf hutan adalah 1) profesionalisme nāzīr dan kompetensi dalam pengetahuan hukum wakaf, 2) penelitian dan pengembangan wacana, dan, 3) pendekatan personal dalam pengumpulan dana wakaf.

Kata kunci: Waqf; Waqf hutan; Proses Analisis Network

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Introduction

The progress of developing cities in Indonesia will confiscate a lot of the natural environment and put pressure on land that should be conservation sites. There have been many forest lands whose functions have changed, which is a significant threat to the survival of the various species in the forest. *Waqf* forest is one of the innovative movements supporting the preservation and protection of the environment, which was initiated by raising funds voluntarily to buy critical forest land to be developed back into green land. This forest land has ecological value for the surrounding village community and Muslims. Forest *waqf* can answer several problems of natural damage by irresponsible parties. In addition, there are positive values in that the donated forest will be planted with several types of trees and some fish cultivation. Thus, people can take advantage of it.

Waqf in Indonesia is mainly in the form of land and is processed to become productive *waqf* where the management is as plantation and agricultural land Rahman et al. (2020). The problem in the management aspect that is the top priority is the lack of HR competency (Mutiar, 2021). Sup (2021) argues that *waqf* forests produce economic outputs, rebuild land to be turned into a forest, and social benefits, and can be managed by villagers on the condition that maintaining forest sustainability is something that must be implemented. In addition, *waqf* forests, with the aim of sustainable development, can support several SDG points, namely reducing poverty, increasing public health and welfare, sanitation and clean water, and creating a good climate. *Waqf* forests support ecotourism development, carry out friendly activities, build a supportive environment and develop forest conservation communities (Ali and Kassim, 2020).

Indriati (2017) argues that the changes that occur are substantial, if realized, and will have a multiplier effect on the economic welfare of Muslims. However, the thing that must be considered is changing the mindset of Muslims in Indonesia because *waqf* is still limited to durable objects that can be used for social activities, such as schools, mosques, and cemeteries. Laws and regulations on *waqf* assign *waqf* as an engine of change, thoughts, behavior, and attitudes of Muslims towards the perspective of *waqf*. Suppose *waqf* is assumed to have a multiplier effect. In that case, this impacts economic development in Indonesia to reduce the burden on the government; income is equitably distributed. It has the effect of reducing inequality and poverty (Fitri et al., 2018). However, behind that, all *waqf* designations must be managed professionally, considering that its implementation takes momentum and several supporting policies; in this case, the government must pay special attention to the empowerment of this *waqf* as an alternative source for the social

welfare of the community. Two fundamental issues related to national *waqf* are institutions and markets. National *waqf* needs institutional support and market order to form a well-established Islamic finance ecosystem (Nasution et al., 2021).

Waqf forest, located in Cibunian Village, Bogor Regency, West Java Province, is creating *waqf* assets in the form of land for the welfare and benefit of the people. The idea of the *waqf* forest was written in an article posted on sharianews.com in August 2018, giving an extraordinary response from the *waqf* stakeholders. So, one of the *wāqif* decided to realize the *waqf* forest by endowing his 1500 m² of land in Kampung Muara 1, Cibunian Village, Bogor Regency, West Java Province. In 2019, the Bogor *Waqf* Forest Community was formed by the Yasirru Foundation. In 2019 the Bogor *Waqf* Forest Community was developed by the Yasirru Foundation. The Yassiru Foundation is a foundation that focuses on the field of *tahfiz* houses as a form of community service based on productive *waqf*. Currently, the Yassiru Foundation manages two *tahfiz* housing units in Babakan Lio and Balumbang Jaya, West Bogor. The community attempted to find *waqf* funds through cash *waqf*, which was used to acquire a second *waqf* forest area of 1200 m² in June 2019; in July 2020, the community-acquired 38,320 m² of land for *waqf* forest. In September 2020, the Bogor *Waqf* Forest Community transformed into the Bogor *Waqf* Forest Foundation to formalize this activity and focus on developing *waqf* forests. They cooperate with many supporting institutions related to developing the potential of *waqf* forests.

This study aims to examine the development strategy of the Bogor *Waqf* Forest Foundation. The foundation of the *waqf* forest is a *nāzir* group that manages and develops *waqf* forests to sustain the results. The activists at the *Waqf* Forest Foundation are professionals in the fields of agriculture, forestry, Islamic economics, and business. They try to apply the concept of *waqf* to preserve the forest environment and use it to improve the people's economy, especially those who live around the *waqf* forest. The management and development of *waqf* by the *Waqf* Forest Foundation are motivated by the desire of researchers who see that many people care about worship in the form of *waqf* to help all the current socio-economic problems in Indonesian society.

Literature Review

Nawawi (2013) divided the dimensions of implementing productive *waqf* into two sides: the first is the religious dimension, where Islam teaches that *waqf* needs to be done so that it is included in the vertical worship of Allah (*hablun*

min Allāh). The second dimension is that utilization *waqf* is horizontal worship (*ḥablun min Annās*) related to socio-economic development. Thus, this productive *waqf* has a significant influence in helping the welfare of the people—for example, the development of sports facilities and social worship activities in the surrounding environment.

A professional *waqf* management strategy is important to make *waqf* land more productive. Aulia (2022) maintains that *waqf* can be used for productive activities in supporting national economic programs. In addition, professional management of *waqf* institutions is important to make them more transparent. It is also necessary to pay attention to the welfare of *nāzir*'s resources so that the *nāzir* profession is more professional and not only because of religion. A pattern of business development must be transparent to report programs that have been plotted into productive *waqf* in the form of financial reports. *Nāzir* needs to have good intuition because *nāzir* is an entrepreneur with an excellent managerial level. After all, productive *waqf* must be managed with good business opportunities (Rivai, 2016).

The concept of forest *waqf* has existed in Indonesia since 2012. It was initially developed in Aceh. The land purchased is in critical condition and must be cultivated to preserve the environment. In addition, the land is also converted into a forest so that it can be used ecologically and economically. Local villages manage the *waqf* forests in Aceh to obtain public welfare benefits as well as the functions and objectives of the *waqf* itself (Setyorini et al., 2020).

In *waqf* forests, some tangible benefits must be returned to the *nāzir*. The *nāzir* will use this benefit for the development of *waqf* forests. For example, suppose an agroforestry program is developed in a *waqf* forest. In that case, part of the profits from forest sales (not including forest timber) will be used to pay workers or purchase new land to be managed and developed as the next *waqf* forest (Ali & Kassim, 2020).

Suppose *waqf* is collected from people with high incomes and given to those entitled to receive it. In that case, consumptive objects by those with high incomes will be reduced because the influence of the *waqf* has a balance between expenditure and income. Below are some of the empowerment of *waqf* forests as follows (Indriati, 2017). *First*, the orientation of forest *waqf* in agroforestry is not only limited to certain parties but is more focused on utilization for public purposes such as agriculture, gardens, and livestock. *Second*, if there is a rapid development of the *waqf* forest, people will do *waqf*. Suppose *waqf* is implemented for the environment or forest *waqf*.

It will balance the needs in terms of development and the environment, as in the study by Setyorini et al. (2020), which revealed that forest *waqf* is a solution to protect the environment because it impacts the balance between environmental protection and national development. Balancing both will benefit the community as well. Furthermore, the forest *waqf* also plays a role in indirect conservation by planting trees. This environmental preservation activity will continue if this forest *waqf* is appropriately used.

The concept of productive *waqf* from the perspective of *waqf* forests and prioritizing the environment has not been widely adopted in Indonesia yet. However, this has long been practiced in Kuwait through the Kuwait *Awqāf* Public Foundation (KAPF) through the Environmental Fund program, which started in 1995. The organization manages and distributes the proceeds of the *waqf* to support greening projects in mosques and schools and also to collaborate with companies in the form of investment. Later, when KAPF has a stake in the shares, the policy in every company activity will produce environmentally friendly goals. A similar project was started in Indonesia in 2012, particularly in Aceh Province. This started with the purchase of critical land but the potential for planting. In turn, this could preserve the environment, besides that the land was converted back into the forest with the hope that it would have ecological and economic benefits. The local villagers manage the *waqf* forest in Aceh to obtain general welfare benefits as well as the objectives of the *waqf* (Setyorini et al., 2020).

Beik, one member of the Indonesian *Waqf* Board (2022), stated that *waqf* forests are managed optimally to empower communities around the forest. Seeing the significant potential of *zakāh* and *waqf* collected from Muslims in Indonesia, the realization of distribution to *waqf* forests is also wide open. The presence of *waqf* forests is expected to encourage the increase of the source of income for the surrounding community so that poverty can be alleviated. In addition, the *waqf* forest also results in economic independence that can be formed through mentoring. One of the empowerment programs developed by BAZNAS is a food barn and livestock hall. *Zakāh* and *waqf* can complement each other. So that the target to empower the community around the *waqf* forest will be well realized.

Tanjung (2022) stated that planting trees helps protect the environment. Forests are home to more than 80% of all terrestrial species of animals, plants, and insects. The nature of *waqf* is a long-term project. The stakeholders have to think about the successors of the project. Therefore, *waqf* forest managers should be

formed as foundations, not individuals. Because in the management of individual *waqf* forests, there are no legal standards and household constitutions. At any time, the *waqf* forest will become a big project.

However, the concept of productive *waqf* from the perspective of *waqf* forest requires attention to the legalization of land ownership so that it does not cause disputes at any time. Experts do not have different opinions regarding the importance of registering *waqf* forest land with relevant government agencies by the laws and regulations of the Republic of Indonesia. The expert emphasizes that registering *waqf* forest land to obtain a *waqf* land certificate from the National Land Agency is one of *nāzir*'s important tasks that must be carried out immediately. The registration is based on data collection by government-related institutions, and is primarily carried out to secure the status of *waqf* forest land as *waqf* land. *Waqf* land must continue to be managed productively by the *nāzir* and cannot be transferred to other parties. The purpose of *waqf* land as forest must also be stated from the start in the *waqf* pledge deed so that it can become the legal basis for *nāzir* accountability in the future. According to Indonesian law, it is important to certify *waqf* land due to several reasons (Jannah et al., 2020): 1) to provide legal protection and certainty for *wāqif*, *nāzir*, and represented assets; 2) for *nazirs*, to get supervision and guidance from the Indonesian *Waqf* Board, on behalf of the Ministry of Religion; 3) to ensure the sustainability and productivity of *waqf* forests because the *nāzir* must regularly submit reports to the Indonesian *Waqf* Board; 4) to prevent future disputes over *waqf* forest land assets and; 4) to support the issuance of fatwas and regulations regarding *waqf* forests from related agencies.

This *waqf* movement was known as the cash *waqf* movement, initiated by Muhammadiyah youth in 2010. In the past, the minimum contribution was IDR5.000 considering that most Muhammadiyah youths still had low incomes at that time. They were fundraising up to the purchase of the first *waqf* for IDR7 million at that time; the price of land was still IDR10.000 per meter square. In the beginning, 300 *albasia/sengon* trees were planted, with an average age of more than two years (Bahri, 2016). There were some considerations for planting *albasia*, including all Muhammadiyah members being farmers and owning land. *albasia* is suitable for growing in mountainous areas; the harvest is about five years. Further, the demand for *albasia* wood is excellent both domestically and abroad. If, at that time planting, in 2010, *albasia* trees with an age of more than two years and a total of 300 trees could be harvested in 2013 for IDR100.000 per stem, the results would be around IDR30 million.

This research identifies, analyses, and structures the strategy undertaken by the Islamic Asset Management Foundation in this *waqf* project into the Business Model Canvas. After getting the model framework from the canvas business, do the same to the BOCR network. The initial stage was to obtain the variables for the business model canvas. Namely, the results of direct interviews with *nāzīr* were identified, analyzed, and then structured into nine blocks of the business model canvas. The results were obtained from nine respondents on the priority of the strategy (Akhlaq et al., 2021).

First, *nāzīr*, who is competent & has knowledge of *waqf* law, manages a *waqf* project as someone reliable in managing a business (Nasution et al., 2021). Second, the *nāzīr* conducts a feasibility study before choosing a business. Preliminary research is an important step that must be carried out and is a major consideration in choosing a business before selecting and then running it to manage *waqf* funds. Third, the collection of *waqf* funds uses a personal approach to potential *wāqīf*. It is one of *nāzīr*'s strategies at the PAII Foundation to target *wāqīf* candidates with the potential to have the funds and the desire to participate in *waqf* projects. The level of agreement of 9 respondents in determining priority choices in the strategy cluster is $W = 0.39$, shown in the rater agreement value. This indicates agreement on the medium scale of the respondents for the three strategies above in *waqf* management.

Methods

This study used the Analytic Network Process (ANP) to analyze whether the benefits, opportunity, cost, and risk (BOCR) of *waqf* forest development carried out by the Bogor *Waqf* Forest Foundation are for *waqf* development, namely to become productive *waqf*. Furthermore, produce sustainable results. The purpose of using the Analytic Network Process (ANP) in this study is to help provide the best alternative by displaying a priority ranking order. Involving several experts in the field of *waqf* will produce a priority order and rate of agreement from these experts. In this study, the Analytic Network Process (ANP) method is used to select the main priority in alternative strategies that can be carried out by the Bogor *Waqf* Forest Foundation for the management of their *waqf* project.

The subjects in this study were taken through experts involved in *waqf*; the number of respondents to be sampled consisted of 9 respondents, three from the regulator, four from academics, and two from practitioners.

Researchers obtained data by conducting direct interviews with the *nāzīr* of *Waqf* Forest Foundation and a recap of questionnaire results sourced from the assessments of regulators and academics who have competence in their respective fields of *waqf*. The secondary data is sourced from literature studies, articles, journals, and internet sites related to the research being conducted. The next stage in data collection in Analytical Network Process can briefly be described as follows: 1) in-depth interview with Bogor *Waqf* Forest Foundation to find out in-depth about *waqf* management strategies for community welfare; 2) divide the strategy of the Bogor *Waqf* Forest Foundation into nine blocks of the Canvass Business Model which are then mapped into Benefit, Opportunity, Risk, and Cost (BOCR) according to the Network Process Analysis (ANP) technique; 3) decomposition to identify, analyze, and structure problems into a Network Analysis Process (ANP) network; 4) compile a comparison questionnaire based on the Network Analysis Process (ANP) network that has been created; and 5) distribute questionnaires to academics and regulators to fill out questionnaires to assess the benefits, Opportunities, Risks, and Costs (BOCR) conducted by the Bogor *Waqf* Forest Foundation.

Results and Discussion

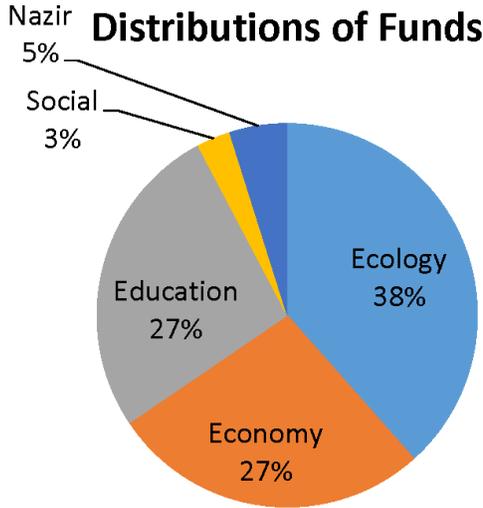
The presence of the Bogor *Waqf* Forest Foundation in the middle of the Cibunian village has had a good impact on the people in the Cibunian Village area, Bogor. The choice of location was not solely because of its strategic location but also because of the direct land handover by the owner. Therefore, the foundation decided on a future location around Cibunian Village.

The existence of *da'wah*, social, educational, and economic programs provides good benefits for the surrounding community to participate in maintaining the preservation of this *waqf* forest. As Sano (2021) stated, education is part of a *waqf* establishment that must be prioritized. This program is based on five aspects of *maqāsid al-sharī'a*: *hifz al-dīn*, *hifz al-nafs*, *hifz al-'aql*, *hifz al-nasab*, and *hifz al-māl*.

The *nāzīr* allocated funds for various program indicators, such as the distribution of land development programs to ecology by 38.42%. The development of economic programs, such as the stingless bee cultivation program, goldfish farming, and planting 1,000 plant seeds, is 27.11%. The *nāzīr* also allocated funds for the education sector, where the *waqf* forest foundation established a small forestry school for informal educational activities. It also helped children who had

dropped out of school to keep their enthusiasm for learning from the foundation's programs. This funding is allocated around 26.72%. The remaining 2.86% is distributed to social humanity and 4.89% to *waqf* forest managers or foundations. The following chart of the distribution per program:

Figure 1. Distribution of Funds



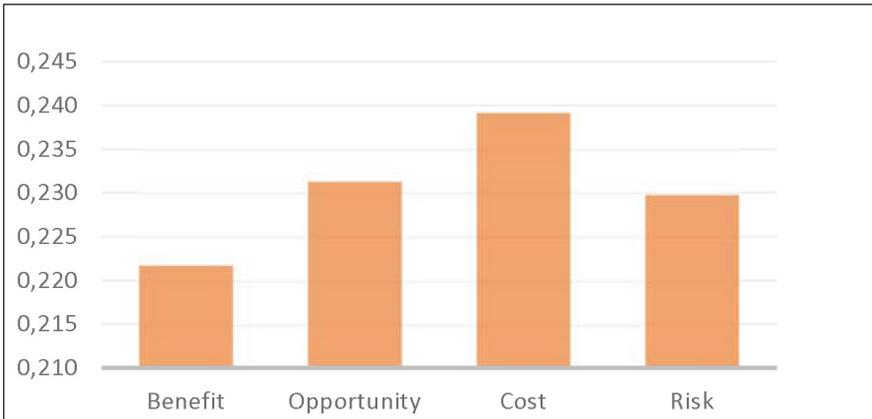
Source: wakaf.org (2022)

At the analysis stage, the authors identify, analyze and structure the results of the business model canvas (BMC) into the Benefit, Opportunity, Cost, and Risk (BOCR) network. The points described previously in the nine business block canvas models will be used as material for making a comparison questionnaire. After that, several *nāzīr* validated the comparison questionnaire before the researchers distributed it to experts such as academics and regulators. The Benefit, Opportunity, Cost, and Risk (BOCR) framework are grouped into 4 clusters. From these four aspects, the author divides the point of view into two parts: the internal point of view as a *waqf* foundation and an external point of view as other parties outside the *waqf* foundation.

The ANP BOCR model has three decision parts, including strategic criteria where decisions are evaluated according to BOCR suitability. Further, control criteria and decision networks to determine alternative priorities for each decision are used to synthesize priorities and get the best answer.

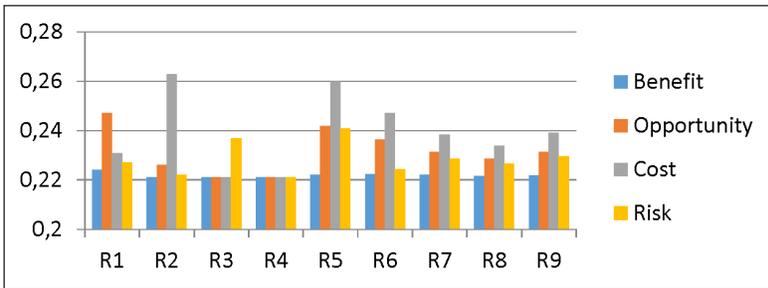
Geomean results in Figure 1 get a benefit cluster of 0.222, an opportunity cluster of 0.231, a cluster cost of 0.239, and a cluster risk of 0.230, where overall, respondents think that the highest priority in the four aspects of BOCR is the cost aspect.

Figure 2. Results of Geomean



Source: Author's analysis using *Super Decision* (2022)

Figure 3. Results of the BOCR Rater Agreement



Source: Author's analysis using *Super Decision* (2022)

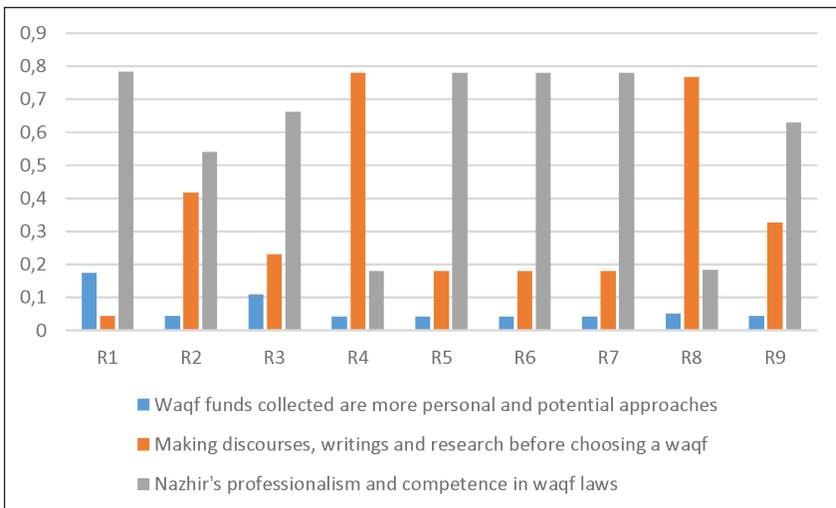
The overall level of agreement of the respondents can be seen from the value of *Kendall's Coefficient* (W), which is 0.58; it can be concluded that there is a general agreement among the respondents in the high category. As for Figure 2, general rater agreement 2 out of 9 respondents indicate that the level of understanding from the cluster cost is more significant than (> 0.235), which is in the medium category. It can be concluded that two respondents chose the cost aspect, which is an aspect that can provide a burden in the short

term if applying 5 points from the cluster cost carried out by the *waqf* forest foundation.

The alternative strategy cluster contains strategic suggestions that can be carried out by *waqf* forest foundations in implementing strategies for developing *waqf* forests. The following are the priority categories of the strategy *cluster*: 1) the collected *waqf* funds are more of a personal and potential approach. This is a relatively quick strategy to collect *waqf* funds so that management can run well. The *waqf* payers can participate in *waqf* projects and are approached personally. 2) The *nāzīr* develops discourse and conducts research before choosing *waqf*. One of the studies positively impacts knowledge about *waqf*, especially *waqf* forests. This is because the more research and writing, the more knowledge on the existence of *waqf* forests will be, so this will have an influence on prospective *wāqif* interested in the project being undertaken. 3) The *nāzīr*'s should possess professionalism and competence in knowledge of *waqf* laws. 5) The *nāzīr*, a professional in the management and development of *waqf* forests currently being undertaken, focuses on the intended goals and must have reliable knowledge to develop the *waqf* project.

The following are the results of the *rater agreement cluster* alternative strategy:

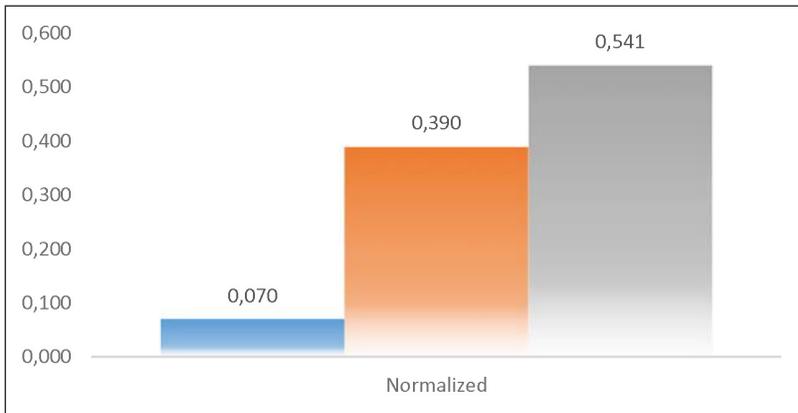
Figure 4. Result of *Rater Agreement Strategy*



Source: Author's analysis using *Super Decision* (2022)

The overall level of agreement from the respondents or *Kendall's Coefficient* (W), which is equal to 0.5, can be concluded that there is a general agreement from the respondents in the *high category*. As for picture 4, The *rater agreement* above overall 5 of 9 respondents showed that the level of understanding from the alternative strategy, such as *Nāzīr's* professionalism, was, on average, 0.78. Meanwhile, the remaining 4 of 9 respondents chose the intermediate level of agreement from the alternative strategy: writing discourse and research, which was 0.77.

Figure 5. Overall Alternative Priority



Source: Author's analysis using *Super Decision* (2022)

The data processing results on alternative priorities from five respondents showed that the order of strategic aspects became a priority, including 1) the *nāzīr's* professionalism and competence in knowledge of *waqf* laws (0.541); 2) discourse development, writing, and research before choosing *waqf* (0.391); and 3) personal approaches to *waqf* funds collection (0.070).

Conclusion

The current study summarized the main priorities from the strategic aspect to be carried out by the Bogor *Waqf* Forest Foundation to strengthen the management and development of the *waqf* projects. Those are currently being maintained, including the *nāzīr's* professionalism and competence in knowledge of *waqf* laws; discourse development, writing, and research; personal approaches to *waqf* funds collection.

From the results of the BOCR priority research (Benefit, Opportunity, Cost, and Risk) for the internal benefit aspect, the main priority is *Nāzir*'s professionalism. Meanwhile, the external benefit aspect includes the distribution of *waqf* to *mawqūf 'alayh*. In the part of the internal opportunity, the main priority is to attract prospective *wāqif*s. On the other hand, the main focus for external opportunities is increasing *waqf* literacy.

For the inner cost aspect, the main priority is collecting *waqf* funds, while the external price's main priority is the time required for *waqf* development. Finally, for the internal risk aspect, the main focus is that maximum effort is needed so that it can run as planned. The main priority in the external risk aspect is the risk of the relationship between *nāzir* and *wāqif*.

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