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Analysis of Waqf Fund Collection Strategy of Dompet Dhuafa Waspada Medan

Khairul Azmi[1], Saparuddin Siregar[1], Nur Ahmadi Bi Rahmani[1]

[1]*State Islamic University of North Sumatra, Medan, Indonesia*

**Corresponding Author: Khairul Azmi*
E-mail: khairulazmi917@gmail.com

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Abstract

This study aims to find out how the strategy of collecting waqf funds related to SWOT analysis at the Dompet Dhuafa Waspada Foundation. This study uses a qualitative approach in the form of analytical descriptive with data sourced from interviews, observations, and questionnaires. In this study, it is concluded that the SWOT analysis of the Waqf Fund Collection strategy at the Dompet Dhuafa Waspada Foundation is in the first quadrant, namely between strength (Strong) and opportunities (Opportunities), indicating that an organization is strong and has opportunities. This means that the strategy recommendations given are progressive. Strategy analysis with the SWOT method has been carried out effectively, but there are several things that need to be considered in promoting the waqf program in order to invite public interest in waqf. The need to manage waqf data accurately both in terms of collection and realization. Dompet Dhuafa Waspada must be able to see opportunities for the development of waqf in improving the economy of the people, as well as anticipate the real threat of low waqf literacy in the community. The institution presents internal training in platform management to increase the transparency of waqf funds.

Introduction

The rapid development of technology, especially in the field of *financial technology*, helps waqf management institutions in the development of waqf. *Financial technology* or what is often known as *fintech* is the result of a combination of financial services and technology which in conclusion changed the business model from conventional to moderate, which initially required face-to-face transactions/contracts and brought cash, but now it can be transacted remotely, namely through payments that can be tried quite quickly. *Fintech* arose along with changes *in* people's lifestyles today, which are dominated by the use of data-based technology, because it follows the demands of an increasingly fast life. In this case, it also provides convenience to people who want to do waqf (Alfiah et al., 2020).

Waqf is one of the alternatives for people who have the intention to benefit the people. It has long been known as a form of Islamic philanthropy, its use is not only limited to religion, but also to citizen learning, agriculture, and medical services. Waqf is a form of non-market wealth distribution to produce equitable social justice. But so far, most Muslims, especially Indonesians, know that waqf is only limited to giving in the form of immovable objects, such as land and buildings. Therefore, waqf in Indonesia is usually used for the construction of mosques, prayer rooms, Islamic boarding schools, cemeteries, madrasas, and orphanage beaches. Waqf has developed and is displayed in other forms, for example, productive and cash waqf (Hastuti, 2018).

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The Law on Waqf has given the view that waqf is not always in the form of land intended for educational institutions, places of worship, mass graves or for momentary needs, but waqf is expected to be a source of strength to realize the welfare of the ummah and improve the economy of Muslims in particular. For this reason, waqf needs to be managed productively in order to improve the welfare and economy of the people (Dikuraisyin, 2020).

Waqf in general in Indonesia is in the form of immovable assets such as land and is not managed productively. The amount of land waqf throughout Indonesia amounted to 56,189.49 hectares and as much as 90.78% was used for educational institutions such as Islamic boarding schools, prayer rooms, mosques, and cemeteries. Figure 1 shows that only 9.22% of waqf land use in Indonesia is used for productive purposes that can have an impact on the economy.

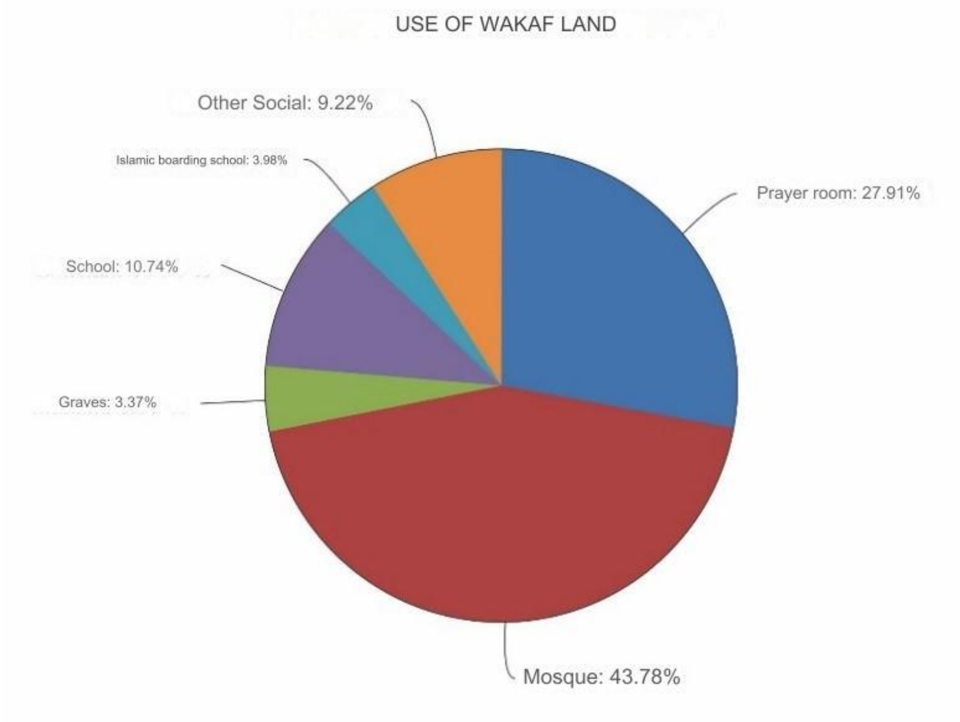

Figure 1. Use of Waqf Land in Indonesia

Source: Processed from siwak.kemenag.go.id, 2023

Indonesia is one of the countries with the most Muslims in the world. It is likely to provide the ability to manage waqf with a large amount. This is because waqf is an instrument in doing good deeds for the welfare of the people and has many virtues. People today are increasingly competing in giving their best wealth with the purpose of waqf. And this is also encouraged through the *Global Charities Aid Foundation* in 2021 stating that Indonesia is a very generous country, and is at the first level according to the publication of the World Giving Index 2021 (Khaerul et al., 2024).

Furthermore, this study tries to observe several provinces in Indonesia as a comparison, especially North Sumatra. This province is known to have many tribes and cultures that have differences. Where North Sumatra occupies the top seven in the national waqf database observed in table 1, as seen that from the area of waqf land North Sumatra occupies the second position, meaning that the number of waqf land in North Sumatra is one of the largest in Indonesia. However, it turns out that most of them believe that around 7,104.13 hectares in 5,026 locations also do not have certificates. Thus, North Sumatra Province must be able to manage waqf well, and the realization remains directed (Musyafah et al., 2023).

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Table 1. Top Seven Amounts and Areas of Waqf in Indonesia

It	Province Name	Sum	It	Province Name	Area (Ha)
1.	Central Java	110.405	1.	Aceh	9.497,91
2.	West Java	84.685	2.	North Sumatra	7.943,39
3.	East Java	75.559	3.	West Java	6.237,72
4.	Aceh	18.355	4.	Lampung	5.874,74
5.	Banten	17.108	5.	Central Java	5.680,89
6.	Lampung	14.131	6.	East Java	4.816,29
7.	North Sumatra	11.880	7.	Riau	2.198,96

Source: Siwak Ministry of Religion (2023)

According to data from the Ministry of Religion's Waqf Information System (SIWAK) and accessed on September 29, 2021, Indonesia has a fairly high potential for waqf to reach 414,829 sites with an area of 55,259.87 hectares. Furthermore, based on BWI. Indonesia's potential religious cash fund is Rp 180 trillion per year. However, this amount cannot be maximized optimally by 11,880.

There are several Waqf government agencies that use these technological developments to carry out reforms such as online zakat services, online waqf from online zakat. Before the existence of *online* Waqf, although waqf used an offline waqf system, offline waqf had many drawbacks, including: Waqf institutions could not access widely to socialize to donors in waqf. Therefore, if waqf is carried out online, each waqf institution has a wider range of reach. Wherever they live, people can pay waqf online (Syahputra & Khairina, 2021).

Dompet Dhuafa has published a system that runs waqf simply by launching a system called online waqf. With online waqf, people do not need to access waqf institutions, just open the institution's website and follow the existing process. With online waqf, you can make waqf anywhere. Of course, using online waqf can save time and money (Berakon & Irsad, 2017).

One of the two institutions that manage waqf assets through *online* search is Dompet Dhuafa Waspada. Where Dompet Dhuafa initiated the "Wake Up Waqf" movement of one million waqif and formed a *digital platform* to raise waqf funds through tabungwakaf.com. In shaping the progress of waqf in Indonesia, Dompet Dhuafa Waspada conducts socialization to the community in increasing awareness of the importance of waqf. So far, waqf is only known for mosques, tombs and madrasas, but it can be used as a productive waqf and its benefits are increasingly high and widespread. It is important for Dompet Dhuafa to strengthen online waqf, but the increasing tendency to process through the Internet is now. In the future, all transactions will be processed through *websites* and *online partners* (Setiawan et al., 2021).

The realization of Cash Waqf in Indonesia is still far from that possibility. Based on the Indonesian Waqf Agency (BWI), Waqf in the form of money collected between 2011 and 2018 is only Rp255 billion out of a potential of Rp180 trillion. However, as of December 20, 2020, the total cash waqf was only IDR 328 billion. In developing the potential of cash waqf in Indonesia, there are several governance challenges, such as the low literacy level of the Indonesian people about cash waqf and the limited financial products in the development of the value (assets) of cash waqf (Faathir et al., 2022).

Table 2. Waqf Fund Collection at Dompet Dhuafa Waspada Year 2017-2023

No.	Year	Donors	Waqf Donation	Waqf Realization Fund
1.	2017	16	IDR 51,500,000	38.500.000
2.	2018	64	IDR 456,175,330	420.000.000

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3.	2019	100	IDR 324,230,645	290.000.000
4.	2020	114	IDR 93,388,595	74.000.000
5.	2021	117	IDR 84,477,015	81.570.000
6.	2022	60	IDR 43,997,058	41.500.000
7.	2023	98	IDR 206,428,135	203.500.000

Source: Dompet Dhuafa Waspada Financial Report

Based on data from Dompet Dhuafa Waspada's financial statements, waqf fund collection has increased and decreased in 2017-2023. The collection of waqf funds in 2017 reached Rp. 51,500,000, then increased drastically to Rp. 456,175,330 in 2018, - decreased in 2019 reaching Rp. 324,230,645, - in 2020 collected Rp. 93,388,595, - in 2021 collected 84,477,015, - in 2022 collected 43,997,058 and finally collected. 206,428,135 in 2023, so that the total total collected by Dompet Dhuafa Waspada waqf funds in 2017-2023 reaches Rp. 1,260,196,778. The data shows that the collection of waqf funds at Dompet Dhuafa Waspada is not optimal. To find out the extent to which the institution collects funds to distribute it, it must be able to see indicators of governance and strategies carried out.

The Dompet Dhuafa Waspada Institution needs to delve more into how the waqf fund collection system is in detail, both its collection and distribution. The efforts that have been made in several other institutions that have succeeded in managing waqf funds are an example of a benchmark for the Dompet Dhuafa Waspada institution. So that later with *a platform* such as Dompet Dhuafa it can have a positive impact for the trust of waqf in waqf. Considering North Sumatra, especially the city of Medan, has the potential for waqf with money and through money, but the trust and interest of people in waqf has not been clearly seen (M. Nawawi & Maulydia Nasution, 2022).

Based on the background of the information and problems that have been described above, the researcher is interested in researching with the title "Analysis of the Strategy for Collecting Waqf Funds of Dompet Dhuafa Waspada Medan".

Methods

The type of research used is qualitative descriptive and the data used is primary data in the form of questionnaire data from 5 respondents. Other primary data includes waqf asset reports. In qualitative research, the researcher plays a key instrument, the data collection technique is carried out in a triangulation manner, data analysis is carried out with inductive logic, and the results of the research are in the form of descriptive words about the reality being studied. The analysis carried out was using SWOT analysis, as well as using a data validity test with Triangulation. The data collection techniques used are observation, interviews, questionnaires and documentation (Sugiyono, 2017; Semiawan, 2021).

Results and Discussion

Weight Calculation and Rating of SWOT Analysis

To determine the Weight and SWOT Rating, the researcher will first input the questionnaire data that has been collected from 5 respondents before obtaining the final results of the IFE and EFE SWOT analysis. There are 2 calculation processes that the researcher calculates, namely determining the weight value and the relative rating value. (Sulistia Et Al. , 2022)

In calculating the weight and rating values, the researcher summed all the numerical inputs per indicator item using *Microsoft Excel software*. Then then, from the sum divided by the number of respondents (5 people) to get the average score. The average result of the whole is calculated by category (strengths-weaknesses-opportunities-threats). Next, the average value per item is

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divided by the sum of the total average values. Then the final result of the weight value can be obtained which will later be input in the IFE and EFE tables. As for the rating value, it is calculated only at the average value per item. Each resulting final weight value, when summed must be 1 and the value is input into the relative column. Meanwhile, the average weight value is input into the weight column (Kholis & Harmoyo, 2024).

This weight calculation will later be used as a reference to find out how the current internal and external conditions are. Then, in the following table, it is explained about the urgency of handling which is averaged as a reference for how to overcome internal and external problems first in the future.

Table 3. Weight Calculation (Current Conditions)

Strategic Factors	**Respondents**					**Total Weight**	**Average Weight**	**Relative Weight**
	1	**2**	**3**	**4**	**5**			
Strength								
1. The institution has a clear legal legality of the waqf law	6	6	5	6	6	29	5,8	0,172
2. Employees have good communication	5	5	5	4	5	24	4,8	0,206
3. Employees have discipline and honesty in collecting waqf funds	6	4	4	4	5	23	4,6	0,142
4. The institution has openness to waqf funds	6	6	6	6	6	30	6	0,137
5. The institution has implemented in accordance with sharia	5	4	4	4	6	23	4,6	0,206
6. The applications used are growing	6	5	5	6	5	27	5,4	0,137
Overall Total						**156**	**31,2**	**1**
Debilitation								
1. Lack of socialization of waqf institutions to the community	3	2	4	5	4	18	3,6	0,137
2. Waqf literacy is still low	5	6	3	3	6	23	4,6	0,142
3. There is no good cooperation between waqf institutions	4	3	4	2	1	14	2,8	0,206
4. The potential of money waqf has not been realized to its full potential	4	5	4	3	5	21	4,2	0,172
5. Waqf campaigns that are not optimal	4	3	5	5	5	22	4,4	0,206
6. Low interest and involvement of the millennial generation to do waqf	4	6	3	5	4	22	4,4	0,137
Overall Total						**120**	**24**	**1**
Chance								
1. Productive Waqf Literacy	6	5	3	6	5	25	5	0,206
2. The Community's Desire to Waqf	2	3	5	5	2	17	3,4	0,206
3. Waqf institutions are growing	5	3	5	6	4	23	4,6	0,172
4. Awareness of waqf rises	5	3	4	3	4	19	3,8	0,137
5. Synergy of institutions in collaboration with e-commerce	4	4	5	3	5	21	4,2	0,137
6. People pay more waqf online	5	3	6	4	5	23	4,6	0,142

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Overall Total						**128**	**25,6**	**1**
Threat								
1. Decline in people's income after covid-19	1	3	5	5	3	17	3,4	0,141
2. There is a global economic recession	3	2	5	4	2	16	3,2	0,172
3. Wrong understanding of waqf	4	3	5	5	4	21	4,2	0,206
4. Lack of trust in waqf institutions	5	2	5	4	5	21	4,2	0,137
5. People do not know waqf literacy	3	4	2	3	5	17	3,4	0,132
6. Unmanaged digitalization	4	3	5	4	5	18	3,6	0,212
Overall Total						**110**		**1**

Source: processed from questionnaire content (2024)

Table 4. Rating Calculation (Urgency of Handling)

Strategic Factors	**Respondents**					**Total Weight**	**Average Weight**
	1	**2**	**3**	**4**	**5**		
Strength							
1. The institution has a clear legal legality of the waqf law	1	2	3	2	3	11	2,2
2. Employees have good communication	2	4	3	2	1	13	2,6
3. Employees have discipline and honesty *in* collecting waqf funds	4	1	2	2	3	12	2,4
4. The institution has openness to waqf funds	3	2	1	2	3	12	2,4
5. The institution has implemented in accordance with sharia	2	4	2	2	3	13	2,6
6. The applications used are growing	3	1	3	2	2	11	2,2
Overall Total						**72**	**14,4**
Debilitation							
1. Lack of socialization of waqf institutions to the community	4	3	3	4	3	17	3,4
2. Waqf literacy is still low	4	4	3	4	3	18	3,6
3. There is no good cooperation between waqf institutions	4	2	2	4	2	14	2,8
4. The potential of money waqf has not been realized to its full potential	3	4	4	2	3	16	3,2
5. Waqf campaign that is not optimal	4	3	2	4	4	17	3,4
6. Low interest and involvement of the millennial generation to do waqf	4	4	2	2	3	15	3
Overall Total						**97**	**19,4**
Chance							
1. Productive Waqf Literacy	4	4	3	4	4	19	3,8
2. The Community's Desire to Waqf	3	2	2	2	2	12	2,4
3. Waqf institutions are growing	3	4	2	2	3	14	2,8
4. Awareness of waqf increases	4	3	4	4	3	18	3,6
5. Synergy of institutions in collaboration with *e-commerce*	2	4	2	3	3	14	2,8
6. People pay more waqf online	4	2	2	4	3	15	3
Overall Total						**92**	**18,4**

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Threat							
1. Decline in people's income after covid-19	4	4	3	4	1	16	3,2
2. There is a global economic recession	2	4	2	3	2	13	2,6
3. Wrong understanding of waqf	2	4	3	2	2	13	2,6
4. Lack of trust in waqf institutions	2	3	4	4	3	17	3,4
5. The public does not know waqf literacy	3	4	3	4	4	18	3,6
6. Unmanaged digitalization	4	3	4	3	4	19	3,8
Overall Total						**94**	**19,2**

Source: processed from questionnaire content (2024)

Weight Ranking and Rating

The next step is to create a weight ranking and rating to see how the current condition is assessed. The results from highest to lowest can be seen in the following table:

Table 5. Current Condition Assessment Ranking

It	Score	Power Indicator	Valuation
1	6	The institution has openness to waqf funds	Excellent
2	5,8	The institution has a clear legal legality of the waqf law	
3	5,4	The applications used are growing	
4	4,8	Employees have good communication	
5	4,6	Employees have discipline and honesty *in* collecting waqf funds	
6	4,6	The institution has implemented in accordance with sharia	
		Weakness Indicators	
1	4,6	Waqf literacy is still low	Very Weak
2	4,4	*Waqf campaigns* that are not optimal	
3	4,4	Low interest and involvement of the millennial generation to do waqf	
4	4,2	The potential of money waqf has not been realized to its full potential	Weak
5	3,6	Lack of socialization of waqf institutions to the community	
6	2,8	There is no good cooperation between waqf institutions	
		Opportunity Indicator	
1	5	Productive Waqf Literacy	Very Likely
2	4,6	Waqf institutions are growing	
3	4,6	People pay more waqf online	
4	4,2	Synergy of institutions in collaboration with *e-commerce*	
5	3,8	Awareness of waqf rises	
6	3,4	The Community's Desire to Waqf	
		Threat Indicators	
1	4,2	Wrong understanding of waqf	Highly Threatened
2	4,2	Lack of trust in waqf institutions	
3	3,6	Unmanaged digitalization	
4	3,4	Decline in people's income after covid-19	
5	3,4	People do not know waqf literacy	
6	3,2	There is a global economic recession	

Source: processed by researchers (2024)

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Likewise, the same thing is done in the rating ranking to see the urgency of handling. The ranking results are listed in the following table:

Table 6. Ranking of Urgency of Handling

It	Score	Power Indicator	Valuation
1	2,6	Employees have good communication	Good
2	2,6	The institution has implemented in accordance with sharia	
3	2,4	Employees have discipline and honesty *in* collecting waqf funds	
4	2,4	The institution has openness to waqf funds	
5	2,2	The institution has a clear legal legality of the waqf law	
6	2,2	The applications used are growing	
		Weakness Indicators	
1	3,6	Waqf literacy is still low	Very Weak
2	3,4	Lack of socialization of waqf institutions to the community	
3	3,4	*Waqf campaigns* that are not optimal	
4	3,2	The potential of money waqf has not been realized to its full potential	
5	3	Low interest and involvement of the millennial generation to do waqf	
6	2,8	There is no good cooperation between waqf institutions	
		Opportunity Indicator	
1	3,8	Productive Waqf Literacy	Very Likely
2	3,6	Awareness of waqf rises	
3	3	People pay more waqf online	
4	2,8	Waqf institutions are growing	Opportunity
5	2,8	Synergy of institutions in collaboration with *e-commerce*	
6	2,4	The Community's Desire to Waqf	
		Threat Indicators	
1	3,8	Unmanaged digitalization	Highly Threatened
2	3,6	The public does not know waqf literacy	
3	3,4	Lack of trust in waqf institutions	
4	3,2	Decline in people's income after covid-19	
5	2,6	There is a global economic recession	
6	2,6	Wrong understanding of waqf	

Source: processed by researchers (2024)

IFE (*Internal Factor Evaluation*) and EFE (*External Factor Evaluation*) Matrix

Furthermore, the researcher will present the final results of the calculation of weight and rating based on the assessment of the current condition and the urgency of handling it according to the respondents from employees, leaders, donors themselves from the indicators of strengths, weaknesses, opportunities and threats as explained before the details of the calculation. These indicators are presented into IFE and EFE matrices (Mayang & Ratnawati, 2020).

The table below shows the overall total score based on the strength and weakness indicators. Referring to the following table, the value of each indicator is obtained, namely **3,702** for the strength indicator and **2,941** for the weakness indicator.

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Table 7. IFE Matrix

It	**Power Indicator**	**Weight**	**Relative**	**Rating**	**Score**
1	The institution has a clear legal legality of the waqf law	5,8	0,172	3,8	0,653
2	Employees have good communication	4,8	0,206	3,7	0,762
3	Employees have discipline and honesty *in* collecting waqf funds	4,6	0,142	3,9	0,553
4	The institution has openness to waqf funds	6	0,137	3,6	0,493
5	The institution has implemented in accordance with sharia	4,6	0,206	3,7	0,762
6	The applications used are growing	5,4	0,137	3,5	0,479
Overall Total		**31,2**	**1**		**3,702**
It	**Weakness Indicators**				
1	Lack of socialization of waqf institutions to the community	3,6	0,137	3	0,411
2	Waqf literacy is still low	4,6	0,142	2,8	0,397
3	There is no good cooperation between waqf institutions	2,8	0,206	2,8	0,576
4	The potential of money waqf has not been realized to its full potential	4,2	0,172	3,2	0,550
5	*Waqf campaigns* that are not optimal	4,4	0,206	3,1	0,638
6	Low interest and involvement of the millennial generation to do waqf	4,4	0,137	2,7	0,369
Overall Total		**24**	**1**		**2,941**

Source: processed by researchers (2024)

Meanwhile , in the following table, the value of each indicator is **3,214 for** the opportunity indicator and **2,942** for the threat indicator.

Table 8. EFE Matrix

It	**Opportunity Indicator**	**Weight**	**Relative**	**Rating**	**Score**
1	Productive Waqf Literacy	5	0,206	3,8	0,782
2	The Community's Desire to Waqf	3,4	0,206	2,6	0,535
3	Waqf institutions are growing	4,6	0,172	3,4	0,584
4	Awareness of waqf rises	3,8	0,137	3,4	0,465
5	Synergy of institutions in collaboration with *e-commerce*	4,2	0,137	3,6	0,493
6	People pay more waqf online	4,6	0,142	2,5	0,355
Overall Total		**25,6**	**1**		**3,214**
It	**Threat Indicators**				
1	Decline in people's income after covid-19	3,4	0,141	2,8	0,394
2	There is a global economic recession	3,2	0,172	3	0,516
3	Wrong understanding of waqf	4,2	0,206	2,6	0,535
4	Lack of trust in waqf institutions	4,2	0,137	3,3	0,452
5	People do not know waqf literacy	3,4	0,132	3,1	0,409
6	Unmanaged digitalization	3,6	0,212	3	0,636
Overall Total		**22**	**1**		**2,942**

Source: processed by researchers (2024)

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SWOT Quadrant

From the final score value, IFE *(Internal Factor Evaluation)* and EFE *(External Factor Evaluation) calculations are also carried out,* with the formula:

IFE value (Strength Score - Weakness Score) = **3.702 - 2.941 = 0.761**

EFE (Opportunity Score - Threat) = **3.214 - 2.942 = 0.272**

Based on the results of the IFE and EFE calculations above, the position for SWOT analysis can be determined, namely in quadrant I (Positive, Positive). As shown in the following figure:

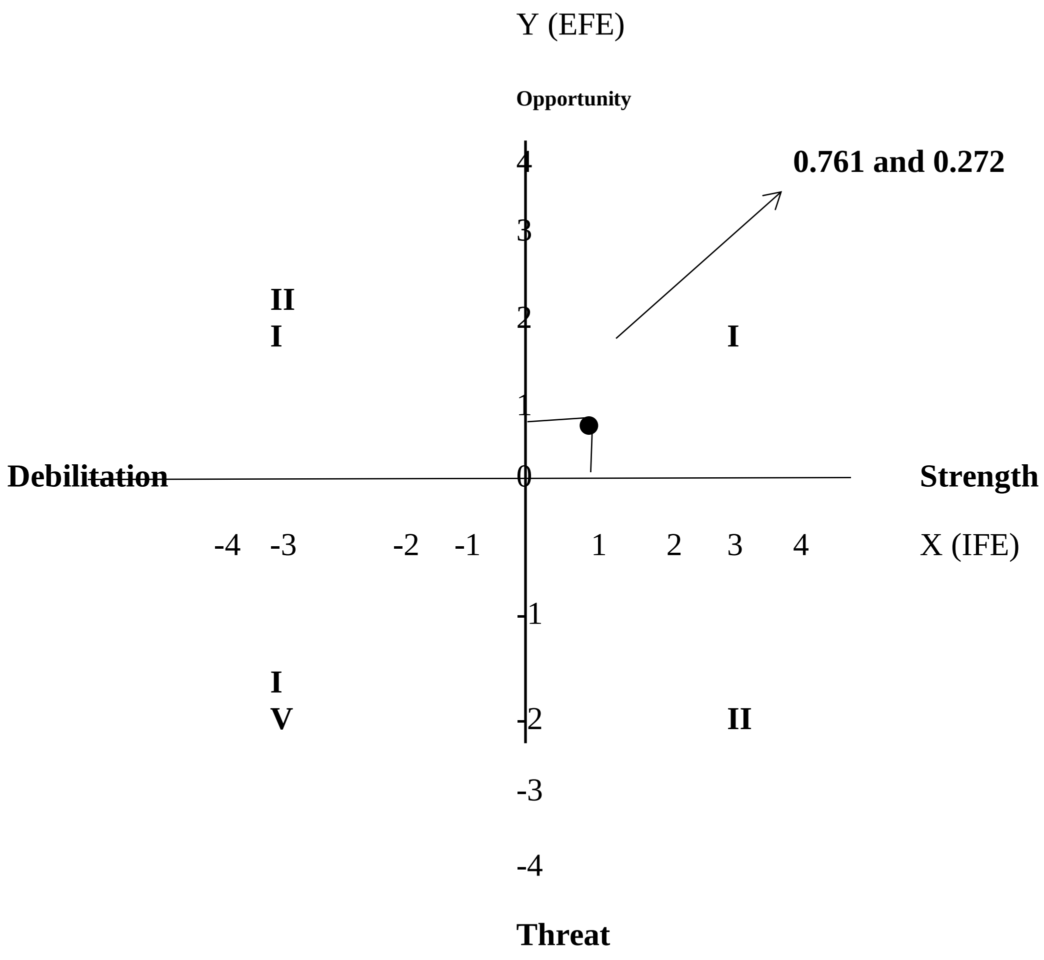

Figure 2. *Positioning* of SWOT Analysis Results

Source: processed data by researchers (2024)

The quadrant above shows that the strategy of Waqf Fund Collection at the Dompet Dhuafa Waspada Foundation is in the first quadrant, namely between strength (*Strong*) and opportunities (*Opportunities*), indicating that an organization is strong and has opportunities. This means that the strategy recommendations given are progressive. Where the city of Medan is one of the cities whose population is majority Muslim. So there is a great opportunity for the progress and development of people who have waqf to increase. The improvement of technology that is increasingly developing makes it easier for waqf institutions to promote waqf literacy. Even though there are opportunities, there are several challenges that must be faced

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by waqf institutions, namely, the lack of waqf literacy in the community. Therefore, waqf institutions are required to be active in providing training or educating the public about waqf. (Kuncorowati et al., 2018)

Furthermore , it is known that the right type of strategy to be applied by the Dompet Dhuafa Waspada Waqf Institution needs to be analyzed using a SWOT matrix to find alternative strategies that can be implemented in accordance with these factors. This matrix serves to determine the right strategy alternatives based on internal and external factors. From the SWOT matrix above, several alternative strategies that can be implemented in the strategy of collecting waqf funds in the city of Medan are obtained, namely: (Siregar et al., 2022)

SO (Strength – Opportunity) Strategy

To develop the collection of waqf funds properly, human resources who are responsible and honest are needed to bring halal sustenance. In addition, institutions that are transparent in collecting and distributing waqf funds will be more trusted by the community. The use of e-commerce features can also be used to establish cooperation in collecting waqf funds. Focusing on one area of work will help in achieving the expected targets, and continuing to provide creative ideas and execute them with technological developments will help minimize the challenges that come (Ardy et al., 2021).

WO (Weakness – Opportunity) Strategy

Increasing employee loyalty can be done by providing internal training gradually, so that they work not only for personal interests, but also for the benefit of the people. In addition, the promotion strategy of attractive waqf programs needs to be improved so that the community is more enthusiastic in participating. The management of waqf funds also needs to be improved, both in collection and realization, and existing features must continue to be updated to provide convenience for the community in waqf (Hakiki & Rahmawati, 2022).

ST (Strength – Threat) Strategy

Internal and external training needs to be provided to deal with the global recession. Advanced technology must be improved so as not to hinder the collection and realization of waqf funds. Training on accurate data management is also important to minimize errors in recording donor names. Waqf education to the community must be carried out regularly to reduce people's misunderstanding of the differences in waqf.

WT (Weakness – Threat) Strategy

Collaboration between waqf institutions needs to be carried out to overcome weaknesses and threats. The promotion of waqf programs through social media and print media must be increased. Cooperation with e-commerce is also important to increase the number of donors who donate waqf. HR performance must be maximized to produce attractive programs. Internal evaluation of waqf institutions also needs to be improved to minimize the unsuccess of existing programs (Setiawan et al., 2024).

Conclusion

This study concludes that first, the SWOT analysis of the Waqf Fund Collection strategy at the Dompet Dhuafa Waspada Foundation is in the first quadrant, namely between strength (*Strong*) and opportunities (*Opportunities*), indicating that an organization is strong and has opportunities. This means that the strategy recommendations given are progressive. Second, the application of the SWOT method carried out by the Dompet Dhuafa Waspada Foundation to the collection of waqf funds has been running effectively and in accordance with SWOT rules in terms of strategy management, but in the collection of waqf funds reporting in a

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transparent and accurate manner. Furthermore, increasing waqf literacy among the community, so that the development of waqf does not become a foreign thing. Fostering creative ideas in making waqf programs, so that in the future waqf can be a solution for the economic growth of the people

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