

## ***Synergy between Badan Amil Zakat Nasional and Badan Wakaf Indonesia to Strengthen Waqf Assets in Central Java***

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### **Abstract**

This research aims to analyze the synergy between Badan Amil Zakat Nasional (Baznas) and Badan Wakaf Indonesia (BWI) and to examine the obstacles and impact of synergy between both. Baznas and BWI are the two government agencies tasked with managing the muslim community assets; Baznas is tasked with collecting and utilizing zakat, while BWI is responsible for managing waqf assets. The zakat funds collected by Baznas are relatively large, but many have not been distributed. On the other hand, BWI has many waqf assets but does not have the funds to make them productive. Based on the strengths and weaknesses of each, cooperation between the two is crucial to be strengthened. This article is a qualitative research with a normative-empirical approach. The results of the research show that the synergy between the two is held in communication and coordination. The obstacles to synergy are related to funding for asset development, nazir's professionalism, lack of legalization of waqf assets. The synergy between Baznas and BWI has not had a significant impact on the development of productive waqf assets in the Central Java province. If both work together synergistically, they can generate a more beneficial and productive waqf for the ummah, as seen in the case of the Johar Market relocation and the establishment of healthcare services in the form of hospitals for the benefit of the community. This article complements the theme around the importance of synergy between waqf institutions so that the benefits of waqf and the sustainability of its management can run optimally, just as the commitment of both institutions to financial reporting is important, making nazir more professional can be achieved by providing training and establishing partnerships with other, more competent institutions.

**Keywords:** Productivity; waqf; waqf institution; zakat institution.

## **1. INTRODUCTION**

Land has two main functions: as a capital asset and a social asset. As a social asset, land has a role in society as a binder of social unity in everyday life, and as a capital asset, land can function as an investment recommendation.<sup>1</sup> Land use must be managed and utilized optimally for present and future generations.<sup>2</sup> Indonesia has 57.263,69 hectares of *waqf* land over 440.512 locations.<sup>3</sup> Central Java has 5.825,77 hectares, the largest share at about 10%, across 112.834 locations.<sup>4</sup> *Waqf* land could greatly improve people's prosperity if productively managed. However, only 9.11% is managed productively, with the majority used for mosques (43.93%),

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<sup>1</sup> Rezi Alfarizi Rahman and Atik Winanti, "Perlindungan Hukum Bagi Pembeli Hak Atas Tanah Dalam Sengketa Warisan Siraso-Raso Sumatera Utara," *USM Law Review* 8, no. 1 (2025): 51, <https://doi.org/10.26623/julr.v8i1.9473>.

<sup>2</sup> Supriyadi Supriyadi, Diah Sulistyani Ratna Sediati, and Nafis Dardiri, "Implementasi Pengaturan Pendaftaran Tanah Dalam Pembatalan Peralihan Hak," *USM Law Review* 6, no. 2 (2023): 555, <https://doi.org/10.26623/julr.v6i2.7223>.

<sup>3</sup> Direktorat Pemberdayaan Zakat dan Wakaf, "Data Tanah Wakaf," 2021, <http://siwak.kemenag.go.id/index.php>.

<sup>4</sup> "Grafik Jumlah Dan Luas Tanah Wakaf," 2025.

prayer rooms (28.01%), schools (10.70%), social services (8.58%), cemeteries (4.43%), and Islamic boarding schools (3.82%). The lack of productive *waqf* land stems from insufficient *nazir*.<sup>5</sup> Funds, not the limited budget capacity of regional government, as in the project at Zainal Abidin Hospital, which failed to reach its construction goals,<sup>6</sup> leaving much land undeveloped. However, *nazir* can use various financing models to make *waqf* land productive, such as rental-based, cooperation-based, financial services-based, public fund-based, like *zakat*, *infaq*, endowments, and public loans, and independent financing-based models.<sup>7</sup>

Badan Amil Zakat Nasional (Baznas) Central Java Province is a government agency tasked with collecting, distributing, and utilizing *zakat* and *infaq* in Central Java. In the 2021 Central Java Province Baznas financial report, the *zakat* funds collected amounted to IDR 235,509,918,322.93, and what was distributed until June 2021 was around IDR 85,382,138,053.00.<sup>8</sup> This means that there are funds of more than IDR 150 billion that have not been distributed. Baznas' success in collecting these funds was partly due to direct cuts determined by regional heads for the State Civil Apparatus (ASN).

Representatives of the Indonesian *Waqf* Board, apart from providing guidance to *nazir*, appointing and dismissing *nazir*, are also responsible for managing and developing *waqf* assets in Central Java. However, in its operations, representatives of the Central Java *Waqf* Board do not have sufficient funds to produce the *waqf* land in Central Java. Article 14 of BWI Regulation no. 2 of 2008 concerning Financing states that BWI operations are obtained from assistance from the Regional Government, assistance from other parties, which is halal and non-binding, and compensation from the net proceeds of 10% for the management and development of *waqf* assets. According to Noor Ahmad chairman of the Central Java Province BWI Representative, the Central Java Province BWI Representative only received assistance funds from the Ministry of Religion, amounting to 75 million rupiah, a very small amount to produce the *waqf* land in Central Java.

Given the condition of *waqf* assets and Baznas' funds in Central Java, there's a need for cooperation between Baznas and BWI to optimize *waqf* land productivity. Although governed by different laws, both institutions manage social asset funds and are Islamic philanthropic bodies. In this disruptive era, cooperation is more vital than competition. An effective joint movement

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<sup>5</sup> The *nazir* plays a crucial role as the manager of *waqf* assets. Individuals or organizations acting as *nazir* are responsible for the maintenance, administration, and productive management of the *waqf* properties. They ensure that *waqf* assets are utilized effectively and maintain their enduring benefits for the community. See more Lukman Yafi, "Productive Waqf Development Strategy to Grow Community Economy in Selangor Malaysia," *Demak Universal Journal of Islam and Sharia* 2, no. 03 (2024): 189–98, <https://journal.walideminstitute.com/index.php/deujis/article/view/111>; Efri Syamsul Bahri, "The Proposed Model for Successful Cash Waqf Management for Waqf Institutions in Indonesia," *ITQAN: Journal of Islamic Economics, Management, and Finance* 2, no. 1 (2023): 1–9, <https://doi.org/10.57053/itqan.v2i1.13>.

<sup>6</sup> Kurdi Kurdi et al., "Harmonization of Funding for Government Cooperation with Small-Scale Public-Private Partnership," *Ius Constituendum* 9, no. 3 (2024): 514, <https://doi.org/10.26623/jic.v9i3.10536>.

<sup>7</sup> Ahmad Furqon, "Model-Model Pembiayaan Wakaf Tanah Produktif," *Economica: Jurnal Ekonomi Islam* 1, no. 5 (2014).

<sup>8</sup> "Laporan Keuangan BAZNAS Bulan Juni 2021," 2021, <https://baznas.go.id/keuangan/juni-2021>.

for a zakat dan *waqf* project could significantly impact welfare in Indonesia, especially in Central Java, which has the largest *waqf* assets in the country.

Writing about the management of *waqf* land in Indonesia and the collaboration between Baznas and BWI is significant for its potential impact on economic development and social welfare. *Waqf* is a religious institution that has existed for a long time in the Islamic tradition and has great potential to contribute to various social and economic aspects.<sup>9</sup> The topic is novel in its exploration of a collaborative model for utilizing *waqf*, which has historical roots but requires adaptation to meet contemporary challenges. Thus, it contributes to both academic discourse and practical applications in the field of Islamic philanthropy and community development.

Efforts to make *waqf* more productive in providing benefits have been widely researched. In general, these efforts are carried out at the idea and empirical levels. Ash-Shiddiqy et.al (2024) state that the potential for funding educational initiatives through the empowerment of cash *waqf* is considerable.<sup>10</sup> The strength of this article is the role of cash *waqf* as a solution to education funding, which is very relevant considering the limited education budget in Indonesia, as well as the clear identification of challenges and solutions. Meanwhile, the weakness of this article is that it does not explain in detail how this model can be implemented in the long term without relying on new donations. The article proposes a solution that relies heavily on the government and the Indonesian *Waqf* Board (BWI), without discussing alternatives if support from these institutions is limited.

Previous research by Bahri (2023) proposed a model for successful cash *waqf* management by enhancing the Indonesian *Waqf* Board (BWI) and community organizations that manage cash *waqf* contributions into five factors of successful cash *waqf* management, namely regulation, nazir, mauquf 'alaih, Islamic financial institutions, and management systems.<sup>11</sup> Meanwhile, Yafi's (2024) research reports that in Selangor, Malaysia, the increased production and utilization of *waqf* assets have created new business opportunities and boosted income for the local community.<sup>12</sup> Finally, Suyatno's (2024) research concludes that the management and development of productive *waqf* and its strategies in pesantren in Kampar Regency, Riau Province, in managing *waqf* assets, the foundation relies on strengthening the organizational system by improving the quality of nazir, managing administrative tasks and *waqf* asset inventory, as well as organizational management. The Al-Ihsan *Waqf* Foundation of Riau manages *waqf* through cash *waqf* and cash *waqf* and develops productive *waqf* by establishing

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<sup>9</sup> Ani Faujiah et al., "Integrasi Wakaf Dan Pendidikan: Lembaga Gerakan Wakaf Indonesia Dalam Mendukung Magang Di Era Merdeka Belajar," *Ekosiana: Jurnal Ekonomi Syariah* 11, no. 2 (2024): 102, <https://doi.org/10.47077/ekosiana.v11i2.513>.

<sup>10</sup> Muhammad Ash- Shiddiqy, Makhruh Makhruh, and Muhammad Ghafur Wibowo, "Cash *Waqf* Management for Education: Challenges, Solutions and Strategies," *Shirkah: Journal of Economics and Business* 9, no. 2 (2024): 275–89, <https://doi.org/10.22515/shirkah.v9i2.723>.

<sup>11</sup> Bahri, "The Proposed Model for Successful Cash *Waqf* Management for *Waqf* Institutions in Indonesia."

<sup>12</sup> Yafi, "Productive *Waqf* Development Strategy to Grow Community Economy in Selangor Malaysia."

business units, including Ahsanta Mart, Ahsanta Cafe, Ahsanta Agro, IBS Business Center, Sharia microfinance, and LPG gas filling stations.<sup>13</sup>

In Aceh, Mukhlis et.al (2024) reveal critical challenges related to *waqif* (endower) awareness, *nazir* (trustee) professionalism, waqf asset allocation, legal documentation, and regulatory coordination.<sup>14</sup> These studies above do not discuss at all the synergy model between BWI and Baznas institutions in Central Java, their challenges, and the ideal model of synergy between two big institutions. In comparison, this research analyzes the form of synergy between Baznas and Badan Wakaf Indonesia (BWI), to examine the obstacles and impact of synergy between both, and examines the direct implementation of synergy between Baznas and BWI in Central Java.

The partnership between BWI and Baznas in Central Java has been effectively implemented. This includes making productive use of *waqf* assets like the Central Java Grand Mosque (MAJT) in Semarang. Some of MAJT's *waqf* land has been converted into a culinary center funded by Baznas. Additionally, on September 8, 2021, construction began on an Islamic hospital (RSI) on *waqf* land belonging to the Grand Mosque of Semarang (MAS), located on Jalan Jolotundo Semarang, west of MAJT, with funding from Baznas Central Java. Further research is needed in other areas of Central Java. Therefore, it is essential to study the extent and effectiveness of the synergy between Baznas and BWI in Central Java to make *waqf* assets productive and to identify problems and formulate solutions.<sup>15</sup>

## 2. METHOD

This research is qualitative research with the aim is understanding why partnership and synergy are needed between the Baznas and BWI in producing *waqf* assets in Central Java; and what the pattern of partnership and synergy between the two institutions and their impact on the production of *waqf* land in Central Java. The approach used in this research is a descriptive case study approach.<sup>16</sup> Data collection carried out in this research is by the observation method by directly visiting the locations that are the objects of synergy between the two institutions.<sup>17</sup> To support observation, the author also used data collection techniques through interviews with selected informants, those are the Chair of Baznas Central Java, the Head of the secretariat division of Baznas Central Java, and secretariat staff from BWI Central Java representatives as well as other BWI administrators. The interviews were conducted using structured interview

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<sup>13</sup> Suyatno and Mukhaer Pakkana, "Management and Development of Productive *Waqf* for Islamic Boarding Schools in Kampar Regency," *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)* 7, no. 1 (2024): 395–422.

<sup>14</sup> Mukhlis Muhammad Nur et al., "Strategic Development Of Productive *Waqf* in Aceh: An ANP Approach" 13, no. 2 (2024): 770–805, <https://doi.org/10.22373/share.v13i2.24362>.

<sup>15</sup> Agus Fathuddin, "MAJT-MAS Bangun Rumah Sakit, Disiapkan Dana Rp 62 Miliar," *Suara Merdeka*, September 18, 2021, <https://www.suaramerdeka.com/semarang-raya/pr-041138696/>.

<sup>16</sup> Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D* (Bandung: Alfabeta, 2016), 50; Sugiyono, *Memahami Penelitian Kualitatif* (Bandung: Alfabeta, 2005), 25; Burhan Bungin, *Penelitian Kualitatif* (Jakarta: Kencana Prenada Media Grup, 2008), 30.

<sup>17</sup> Bungin, *Penelitian Kualitatif*, 32.

techniques. In addition, this research uses documentation techniques by using books and journals on *waqf* management and its regulations.

In this research, the validity test used is triangulation. Triangulation is used in the validity test of this research data to add and straighten the data obtained. The author conducted triangulation with the community involved in productive *waqf* efforts organized by Baznas Central Java and BWI Central Java Representatives, both with the status of figures or lay people (source triangulation). The triangulation method was also carried out in the validity test of this research data, namely by comparing the data obtained from the results of interviews with the contents of related documents. At this stage, the researcher re-examined the data from the interview results. The results of the analysis are then presented in the form of a descriptive narrative, accompanied by direct quotes from informants to strengthen the research findings.<sup>18</sup>

### 3. RESULTS AND DISCUSSION

#### 3.1 The synergy between Baznas and BWI Representatives of Central Java in Managing *Waqf* Assets Productively

The term synergy comes from the Greek *synergos*, which means working together. Synergy is a form of synergistic relationship that is created from a process or interaction and produces a harmonious balance so that it is capable or expected to produce something optimum. Creating synergy can occur in a synergistic relationship with several main conditions, namely trust, effective communication, fast feedback, and creativity.

Covey explains that synergy is the highest level of communication relationship that is formed from high integration and cooperation of several individuals in a group or social organization. Synergy can be built from a sense of trust, a sense of openness, and good cooperation between individuals to form creativity to find solutions to problems or new ideas in alternative third paths (middle paths) without causing social conflict with other individuals.<sup>19</sup> Synergistic relationships can develop and flow between individuals and groups by continuously working together with one another so that they can think and move as one unit to achieve greater goals and output. To achieve synergistic conditions or to produce much greater output, it cannot be avoided that there is a level of dependence between one party and another.<sup>20</sup>

The synergy formed between Baznas Central Java and BWI Central Java Representative in managing *waqf* assets productively was examined using two indicators, namely communication and coordination. This form of communication is very necessary in building synergy.

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<sup>18</sup> Bungin, *Penelitian Kualitatif*; Sugiyono, *Memahami Penelitian Kualitatif*, 30.

<sup>19</sup> R. Stephen Covey, *The 7 Habits of Highly Effective People* (India: Manjul Publishing House Pvt Limited, 2004).

<sup>20</sup> Sri Najiyati dan S.R. Topo Susilo, "Sinergitas Instansi Pemerintah Dalam Pembangunan Kota Terpadu Mandiri (The Synergy of Government Institutions in The Transmigration Urban Development)," *Jurnal Ketransmigrasian* 28, no. 2 (2011): 113–24.

[https://d1wqtxs1xzle7.cloudfront.net/30373238/sinergitas\\_instansi\\_pemerintah\\_dalam\\_pembangunan\\_kota\\_terpadu\\_mandiri-libre.pdf?1390885826=&response-content-disposition=inline%3B+filename%3DSINERGITAS\\_INSTANSI\\_PEMERINTAH\\_DALAM\\_PEM.pdf&Expires=1670421102&Si](https://d1wqtxs1xzle7.cloudfront.net/30373238/sinergitas_instansi_pemerintah_dalam_pembangunan_kota_terpadu_mandiri-libre.pdf?1390885826=&response-content-disposition=inline%3B+filename%3DSINERGITAS_INSTANSI_PEMERINTAH_DALAM_PEM.pdf&Expires=1670421102&Si)



Coordination is also needed to form synergy because coordination is the unification/integration of various individual activities in a joint effort to achieve goals.

The communication that exists between Baznas Central Java and the BWI Central Java Representative in managing *waqf* assets productively is both formal and informal. Formal communication is carried out by sending or transferring information through a hierarchical pattern of organizational authority or organizational structure. This relates to communication built within the internal scope of Baznas Central Java and the BWI Central Java Representative. This formal communication is approved and oriented toward the organization. The contents include how the organization works, productivity, various jobs that must be done, memos, policies, statements, and official letters.

Formal communication between two institutions is carried out verbally and in writing. Verbal means that formal communication is carried out face-to-face between two or more people. Meanwhile, writing means communication takes place via written messages. Forms of formal communication that exist between these two institutions include, among others, when the BWI Representative for Central Java will hold activities funded by Baznas Central Java, the BWI Representative for Central Java must first submit a proposal to Baznas Central Java until the proposal is approved, and the BWI Representative for Central Java must provide a written report who can be held accountable if the activity has been carried out.<sup>21</sup> Another thing that shows the existence of formal communication between Baznas Central Java and BWI Central Java Representative is progress, information, and other matters related to productive *waqf* governance that have been carried out between *nazir* and Baznas Central Java, obtained by BWI Central Java Representative from Baznas information to BWI through formal or non-formal meetings. Baznas will ask for an official written report from *nazirs* who work together with it. Meanwhile, BWI is only waiting for information from Baznas regarding the management of productive *waqf*, and not in the form of an official report, either from *Nazir* or from Baznas. In this productive *waqf*, the duties and authority of the Central Java BWI Representative are only to take care of the certification of the *waqf* assets/land.<sup>22</sup>

The informal communication that existed between Baznas Central Java and the BWI Central Java Representative was formed because of the physical and social closeness between members of these two institutions. Informal communication plays a very important role in building synergy because it can maintain integrity, self-concept, self-esteem, solidarity, and channel opinions. This informal communication is mostly done directly or face-to-face so that the message can be conveyed quickly and can give the impression of honesty, mutual trust, familiarity, and openness. This is done for the sake of optimal management of *waqf* assets and proper distribution of zakat assets in Baznas. This informal communication is usually carried out between these two philanthropic institutions to discuss *waqf* and zakat issues. Conveying ideas

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<sup>21</sup> Interview with Azwar Hakiem (BWI Secretariat Staff Central Java Representative). 1<sup>st</sup> September 2022.

<sup>22</sup> Interview with Azwar Hakiem (BWI Secretariat Staff Central Java Representative). 1<sup>st</sup> September 2022.

and information does not have to be through official meetings, but can also be done during casual chats, not at official events or forums.<sup>23</sup>

The closeness that exists between the Central Java Baznas administrators and the Central Java BWI administrators is based on the fact that several Central Java Baznas administrators were previously BWI administrators in the previous period. Some currently serve in these two philanthropic institutions, including KH. Ahmad Darodji, serves as a member of the Central Java Baznas Advisory Council and also as advisor to the BWI Central Java in the current period. In the previous period, he was chairman of BWI Central Java. Furthermore, H. Ahyani, who currently serves as Secretary of Baznas Central Java, also serves as a BWI administrator in the Legal Aid and Research Institute section of the BWI Central Java management structure, and in the previous period, he served as Secretary at BWI Central Java.<sup>24</sup> Therefore, it is very easy for these two institutions to communicate informally regarding the problems they face because they already have physical and social closeness between their members.

In terms of coordination, there are at least four conditions to create effective coordination. *First*, there is a direct relationship between individuals. Based on the results of interviews with several informants in the field, the aspect of the direct relationship that has been built between Baznas Central Java and the BWI Central Java Representative has gone well. Through this direct personal connection, ideas, ideals, goals, and views can be discussed and misunderstandings can be explained much better than through any other method. This is proven by the channelling of ideas and information between the two institutions, which can be conveyed directly, both formally and informally. Concrete examples of accepting or rejecting *nazir's* request to Baznas to fund *waqf* productively. Baznas will first ask BWI about the suitability of the *nazir* and his *waqf* assets as recipients of zakat funds to manage his *waqf* assets productively. *Second*, early opportunities during planning and policy making. Initial planning is related to the planning of both institutions in carrying out agreed activities and needs to be coordinated. This includes a form of consultation established by BWI Representatives for Central Java with Baznas Central Java. The Chairman of Baznas in Central Java said that Baznas would continue to help BWI in terms of funding in providing activities to *nazir* and BWI administrators because BWI does not have funds and assets, does not get a budget from anywhere, whether from village, district or provincial budgets, so it can feel how difficult tasks that must be carried out by BWI.<sup>25</sup>

The third is coordination continuity. Sustainability is related to the responsibilities carried out by the two institutions in managing *waqf* assets in Central Java Province. Several things examined in this indicator are the extent to which these two institutions can maintain their synergy to

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<sup>23</sup> Interview with Azwar Hakiem (BWI Secretariat Staff Central Java Representative). 1<sup>st</sup> September 2022, Interview with Chandra Eka Sakti (Head of the Central Java BAZNAS Secretariat Division). 1<sup>st</sup> September 2022.

<sup>24</sup> Interview with KH. Ahmad Darodji (Chairman of BAZNAS Central Java and Advisor to BWI Central Java Representative). 1<sup>st</sup> September 2022. Interview with Azwar Hakiem (BWI Secretariat Staff Central Java Representative). 1<sup>st</sup> September 2022.

<sup>25</sup> Interview with KH. Ahmad Darodji (Chairman of BAZNAS Central Java and Advisor to BWI Central Java Representative). 1<sup>st</sup> September 2022.

realize the same goal, namely, creating the welfare of the people. The continuity of coordination between these two institutions cannot be separated from the support of the Chairman of Baznas Central Java, KH. Ahmad Darodji, who once served as Chairman of BWI Central Java Representative, and several Baznas administrators who also served as BWI administrators. Mr KH. Ahmad Darodji emphasized that Baznas will continue to help BWI in terms of funding in providing activities to *nazir* and BWI administrators because BWI does not have funds and assets, does not get a budget from anywhere, whether from village, district, or provincial budgets, so it feels like how difficult the tasks that must be carried out by BWI are. Meanwhile, BWI, as the party that receives assistance/funds, is consistent and responsible in carrying out activities funded by Baznas as proven by valid reports at the end of the activities.

Fourth is dynamic coordination by various internal and external changes. The dynamism is related to the productive management of *waqf* by BWI and Baznas. What was studied was the synergy built by these two institutions and the extent to which the Central Java Representative BWI and Central Java Baznas synergized in realizing productive *waqf* management. Coordination between these two institutions is dynamic because changes in the environment, both internal and external, continue to occur. The development of the times makes human behavior patterns change, but we must still think about how to ensure that the plans that have been programmed can run effectively. Every program agreed upon by Baznas Central Java and BWI Central Java Representative is expected to run well and dynamically in line with the influence of internal and external conditions, therefore, these two institutions need to formulate breakthroughs in productive *waqf* management strategies. For example, in determining the programs that will be implemented to support the productive management of *waqf*. Baznas and BWI agree that the priority in productive *waqf* management at this time is controlling the administration of *waqf* assets in Central Java province and increasing the *nazir*'s understanding and soft skills in productive *waqf* management. This is confirmed by KH. Ahmad Darodji, chairman of Baznas Central Java, said that apart from funding problems, there are still many *waqf* problems, including land data that has not been neatly administered. Apart from that, there is the problem of the *nazir* being the key holder of the *waqf*.

*Nazir* has a central role in the management and development of *waqf* assets. *Nazir* way treats *waqf* assets will determine the quality and quantity of utilization of *waqf* assets, so that the existence of a professional work team means that *waqf* assets will continue to grow and be productive.<sup>26</sup> The *nazir* is not only required to be trustworthy and honest, but also to have a plan, have knowledge about how to manage his *waqf* data, how to be accountable, and how to build relationships with other bodies. Thus, *nazir* is not only required to be fair and honest, but also to understand his duties. Until now, data shows that only 18% of *Nazirs* can

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<sup>26</sup> Wildan Munawar, "Profesionalitas *Nazir* Wakaf: Studi Manajemen Wakaf Produktif Di Lembaga Wakaf Daarut Tauhiid," *Journal of Islamic Economics and Finance Studies* 2, no. 1 (2021): 17, <https://doi.org/10.47700/jiefes.v2i1.2731>.



manage/professionally.<sup>27</sup> A similar thing was also expressed by Mr. Azwar Hakiem, who stated that whether *waqf* management in Central Java will be productive or not, and how productive *waqf* management is, depends on the *nazir*. Therefore, currently, BWI Central Java representatives are only focusing productive *waqf* activities on the aspect of increasing *nazir*'s knowledge and understanding of the urgency of productive *waqf* and changing *nazir*'s mindset towards productive *waqf* because there are still some *nazir* who view that the value of *waqf* is based on how large the *waqf* assets are in nominal terms, not how much benefit can be obtained from the asset, as he said,

*"There was a story in the past, I haven't been here (BWI), since 2018 or whatever, there was a nazir who had an asset on the side of the road, and he wanted to exchange it for a bigger rice field inside, now in terms of selling value and the size of that In the interior, only in terms of benefits, the ones on the side of the road are better for production. But Nazir's mindset is that his rice fields, his harvest, are more promising."*<sup>28</sup>

The synergy built by these two philanthropic institutions has been running well and dynamically. These two institutions are very open to managing *waqf* assets in Prop. Central Java through formal and informal communications. *Waqf* management carried out in synergy can be responsible and accountable. This shows that the coordination carried out is running dynamically, however, there are still several obstacles, including a. bottom-up relationship mindset. Institutionally and at the implementation level, Baznas and BWI have equal positions, but in practice, there is a bottom-up relationship between the two in carrying out *waqf* management, including productive *waqf* management. This bottom-up relationship can be seen from the dominance of Baznas in managing *waqf* productively. BWI Central Java Representative is the only party that executes Central Java Baznas policies, although in determining these policies, Baznas sometimes consults with BWI, the decision is absolutely in the hands of Baznas. This is due to Baznas' position as founder (owner of funds), while BWI does not have assets or funds. The *waqf* assets recorded at BWI are controlled by *nazir*; b. limited budget, facilities, and infrastructure. BWI Central Java Representative, as a *waqf* management institution, does not have a clear source of funds to manage *waqf* productively, so this condition makes it very difficult for BWI to achieve its goals. Even though it has been supported by Baznas Central Java in its activities, BWI is still unable to manage *waqf* productively and optimally. As stated by Mr. Chandra Eka Sakti, SH, MH (Head of the Central Java Baznas Secretariat Office), BWI still has to struggle, because support from the regional government and central government is still not optimal. However, if the potential is large, it can be managed well.<sup>29</sup> BWI is fully supported by Baznas in realizing its programs. BWI must submit a proposal to Baznas to finance its activities.

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<sup>27</sup> Interview with KH. Ahmad Darodji (Chairman of BAZNAS Central Java and Advisor to BWI Central Java Representative). 1<sup>st</sup> September 2022.

<sup>28</sup> Interview with Azwar Hakiem (BWI Secretariat Staff Central Java Representative). 1<sup>st</sup> September 2022.

<sup>29</sup> Interview with Chandra Eka Sakti (Head of the Central Java BAZNAS Secretariat Division). 1<sup>st</sup> September 2022

Even though proposals submitted by BWI are rarely rejected by Baznas,<sup>30</sup> however, in the absence of funds, BWI cannot freely plan its programs.

The implementation of regulations in managing *waqf* productively has not gone well. The third party between Baznas and BWI is *nazir*. *Nazir* controls *waqf* assets if they are managed productively. *Nazir* received financial assistance from Baznas in making his *waqf* assets productive by submitting his application to Baznas or with a recommendation from the BWI Central Java Representative. However, *Nazir* did not report the progress of *waqf* asset management to BWI. BWI only gets information from Baznas, and that is, if it is given or requested. BWI cannot require *nazir* to submit a report on the management of *waqf* assets as stated by BWI Central Java secretariat staff Mr. Azwar Hakimiem, because it is not BWI's authority, so the progress of managing productive *waqf* assets is not recorded at BWI and is not monitored. In this case, the researcher sees that BWI has the right to require *nazir* to report the management of their *waqf* assets to BWI based on *Waqf* Law No. 41 of 2004, concerning the rights and obligations of *Nazirs*; "A *Nazir*, whether an individual, organization or legal entity, has several duties as follows: administering *waqf* assets; managing and developing *waqf* assets by their objectives, functions and designation; supervising and protecting *waqf* assets; and reporting the implementation of duties to the Ministry of Religion and the Indonesian *Waqf* Board (BWI).

Apart from communication and coordination issues, another principle of synergy is building trust within the organization. Conditions of mutual trust must be built, even though it takes time. This is important because it is a wise and intelligent belief that can change something or create dynamics leading to the expected change. In an organization, the ability to build, grow, maintain, and restore the trust of all stakeholders and colleagues is the key to synergy. Building trust means thinking about trust in a positive way, building it step by step, commitment by commitment. If trust is considered a form of risk and full of threats, then nothing positive can be obtained. Trust is important for a relationship because it contains opportunities for cooperative activities, knowledge, self-respect, and other moral values. By having a sense of trust in colleagues or partners, work becomes easier, and the heart becomes calm.

The synergy between Baznas Central Java and BWI Central Java Representatives is built on the basis of mutual trust, as stated by the Chairman of Baznas, Mr. KH. Ahmad Darodji emphasized that Baznas would continue to help BWI in terms of funding.<sup>31</sup> Baznas Central Java's trust in the performance of BWI Central Java Representatives can be understood from the statement by BWI secretariat staff that in carrying out activities/programs funded by Baznas, BWI has full initiative

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<sup>30</sup> Interview with Azwar Hakiem (BWI Secretariat Staff Central Java Representative). 1<sup>st</sup> September 2022.

<sup>31</sup> Interview with KH. Ahmad Darodji (Chairman of BAZNAS Central Java and Advisor to BWI Central Java Representative). 1<sup>st</sup> September 2022

and freedom in carrying them out. Baznas does not dictate how BWI or intervention should carry out these activities. Baznas trusts BWI in managing funds and carrying out activities."<sup>32</sup>

Building this trust certainly requires a long process. This trust is what creates organizational dynamics in the desired direction. Each party, both Baznas and BWI, believes that all actions/policies taken in order to achieve the goals that have been jointly proclaimed are welcomed and supported by their colleagues. This is a condition that must be instilled in each individual's personality to build trust and confidence in the ability of colleagues to carry out tasks with all the capabilities they possess.<sup>33</sup>

The researcher concluded that the synergy built between Baznas Central Java and BWI Central Java Representative in managing *waqf* assets productively in Central Java Province has gone well, where working relationships have been created at the internal and external levels between them. The institution is running productively, but because in this cooperative relationship, BWI Representative of Central Java, as a party that does not own assets, does not have much freedom in determining policies and programs, BWI only acts as the executor of activities submitted to Baznas, meaning that in this relationship BWI Central Java is more inclined to be passive and accepts the provisions of the Central Java Baznas.

### **3.2 Obstacles and Impact of Synergy between Baznas Central Java Province and BWI Central Java Representatives on *Waqf* Asset Productivity in Central Java**

Funding is the main focus in running or developing a program/activity. Therefore, funding resources or sources of funding must be available so that programs/activities can run. BWI is a professional institutions that manage *waqf*, only as a house whose property is owned by someone else. BWI does not currently have funds or assets that can support its programs and activities to run well. *Waqf* land assets in Central Java Province are the largest of all other provinces, namely around 10% of the total amount of *waqf* land in Indonesia, or to be precise, an area of 5,459.46 Ha. Spread across around 107,192 locations in Central Java Province.<sup>34</sup> The *waqf* assets have not been managed optimally, the *waqf* is only used consumptively, while the productive management of *waqf* has not gone according to expectations. BWI Central Java's efforts to manage *waqf*, especially productively, are hampered by the lack of funds that BWI has. BWI only relies on Baznas to carry out its programs. Therefore, BWI Central Java's activity programs do not allow for direct management of productive *waqf*, because BWI Central Java does not have funds and assets. Assets registered with BWI are under the control of the *nazir* and managed by *nazir*.

The problem is that the professionalism of the *nazirs* who are entrusted with managing the *waqf* is still low; in fact, according to a study, the training received by the *nazirs* in Semarang City is still considered insufficient to create professional *nazirs*. There are still many *nazirs* who only

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<sup>32</sup> Interview with Azwar Hakiem (BWI Secretariat Staff Central Java Representative). 1<sup>st</sup> September 2022.

<sup>33</sup> S. Sulasmi, "Kontribusi Perilaku Kelompok, Karakteristik Anggota Kelompok Dan Kepemimpinan Pada Usaha Untuk Membangun Kualitas Sinergi," 2003.

<sup>34</sup> (*Waqf* 2021b)

manage without paying attention to their obligations as *waqf* managers according to applicable legal regulations.<sup>35</sup> The problem of *nazir*'s trust in Baznas and BWI is also an inhibiting factor in productive *waqf* management, apart from there being *nazir* who is not creative or lazy to develop *waqf* productively, as explained by the informant of this research, Mr Azwar Hakiem.

From this, it follows that in carrying out their duties, the *nazir* should implement good management, from asset collection, asset certification, asset development, and asset management, to maintaining a good relationship with the *waqif* and ensuring that the *waqf* assets under their management become productive. In addition, the *nazir* needs to undergo certified training, receive periodic education, and be subject to regular audits. All of these measures are intended to ensure that the *waqf* management at BWI and Baznas is carried out effectively. Apart from the problem of *nazir* professionalism, the obstacle surrounding *waqf* in Central Java is that there are still many *waqf* assets that exist without legalization or complete administration. Such conditions are caused by *nazir*'s lack of understanding of his responsibilities in managing *waqf* assets.

For this reason, the synergy between BWI Representatives of Central Java and Baznas Central Java focuses on *waqf* management through increasing *nazir* professionalism, *nazir* understanding of the urgency of managing *waqf* productively, and controlling the administration of existing *waqf* assets. BWI seeks to legalize all *waqf* assets in Central Java Province based on Law No. 41 of 2004. The target or targets of the BWI Central Java and Baznas synergy program in managing *waqf* assets in Central Java Province productively are *nazir*, because *nazir* holds the key to *waqf* assets. Whether the *waqf* assets will be managed productively or not, the decision is up to the *nazir*, according to information from the Chairman of Baznas Central Java, KH. Ahmad Darodji, the only *waqf* assets that are managed productively in Central Java are the *waqf* assets owned by MAJT, namely in the form of culinary stalls on the land around MAJT and the construction of the RSI, which is currently underway. Chairman of the Executive Management Board, MAJT, who is also the Chair of the *Nazir* Wakaf Banda Great Mosque Semarang Foundation, as well as the Chair of Baznas RI, Prof. Dr. Noor Achmad, MA, explained that the first stage provided funds of IDR 62 billion. The hospital is located on Jalan Jolotundo Semarang, just to the west of MAJT. For the first stage, 1.2 hectares of *waqf* land for the Great Mosque of Semarang were provided. For development, 6 hectares of land have been prepared.<sup>36</sup> Meanwhile, Mr. Ahyani added that the relocation of Johar Market on MAJT land is also a form of productive *waqf* in Central Java. It is a traditional market that plays a crucial role as contributes positively to

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<sup>35</sup> Muhammad Budi Buchari Harahap, "Peran Strategi Badan Wakaf Indonesia (BWI) Dalam Meningkatkan Profesionalisme Nazhir Kota Semarang."

<sup>36</sup> Fathuddin, "MAJT-MAS Bangun Rumah Sakit, Disiapkan Dana Rp 62 Miliar."

regional economic growth,<sup>37</sup> although in this modern era, people no longer need to meet in person to buy and sell.<sup>38</sup>

Baznas Central Java collaborates with BWI in the Middle Java Region and the Great Java Mosque Foundation (MAJT) to develop productive *waqf*. This collaboration was marked by the birth of RSIMAJT.RSI Productive *Waqf* Project MAJT. This is a collaboration between BWI, Baznas, and MAJT, where BWI and Baznas will support funding. BWI will raise *waqf* collections, both cash *waqf* and non-cash *waqf*. Baznas in terms of distributing zakat to the poor through health services at RSIMAJT, including financial support development, while the *Nazir* Wakaf Banda Grand Mosque Semarang Foundation is managing its *waqf* land assets.

Apart from the MAJT *waqf* assets, there are no other *waqf* assets in Central Java Province that are managed productively, even though Central Java Province has the largest *waqf* land of all other provinces, namely around 10% of the total amount of *waqf* land in Indonesia, or to be precise an area of 5,459.46. Ha. Spread across around 107,192 locations in Central Java Province.<sup>39</sup>

Researchers see that an important factor that supports the realization of collaboration between Baznas, BWI, and the MAJT Foundation in managing *waqf* productively is the *nazir* who manages MAJT's assets. The *Nazir* Wakaf Foundation Grand Mosque Semarang is chaired by Prof. Dr. Noor Achmad, MA, who currently serves as Head of Baznas RI and also as Chair of the Executive Management Board MAJT. His understanding and professionalism in managing *waqf* productively are beyond doubt. In addition, several other figures are *nazir* of MAJT *waqf* assets who are also administrators of BWI and Baznas. Therefore, productive management of MAJT's *waqf* assets can be realized. Meanwhile, regarding other *waqf* assets in Central Java Province, the condition of *nazirs* still needs to be improved in their understanding and professionalism, and even their mindset towards productive management needs to be straightened out.

Based on data found in the field, information about *waqf* management, which is the result of a partnership and synergy between BWI Representatives of Central Java and Baznas Central Java, only productive *waqf* is managed by the *Nazir* MAJT Foundation in the form of an Islamic Hospital, culinary stalls, and the Johar Relocation Market.

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<sup>37</sup> Lesha Hardiyanti and Taupiqqurrahman Taupiqqurrahman, "Investor 's Obligations in Default Dispute of Build Operate Transfer Agreement for Market Revitalisation," *Ius Constituendum* 9, no. 1 (2024): 160, <https://doi.org/10.26623/jic.v9i1.8648>.

<sup>38</sup> Sylvia Mufarrochah et al., "Etika Bisnis Dalam Hukum Islam : Implikasinya Terhadap Praktik Bisnis Modern Business Ethics in Islamic Law : Implications for Modern Business Practices," *USM Law Review* 8, no. 1 (2025): 21, <https://doi.org/10.26623/julr.v8i1.11365>.

<sup>39</sup> (Waqf 2021b)



**Table 1. *Waqf* Managed by the *Nazir* of MAJT Foundation**

Name of <i>Waqf</i> Asset	Forms of Management	Management Start Time	Source
Johar Market Relocation	The largest economic central market in the city of Semarang	Built in 2015, operating effectively in 2018	<a href="https://www.warnamerdeka.com/semarang-ray/pr-045351429/detak-denyut-economic-di-bekas-relocation-pasar-johar">https://www.warnamerdeka.com/semarang-ray/pr-045351429/detak-denyut-economic-di-bekas-relocation-pasar-johar</a>
Mustahik Culinary Trader's Stall, assisted by Baznas, Central Java Province	Culinary center	2019	<a href="https://www.ayosemarang.com/semarang-ray/pr-77771415/Baznas-Jateng-Buka-16-Lapak-Kuliner-di-Area-MAJT">https://www.ayosemarang.com/semarang-ray/pr-77771415/Baznas-Jateng-Buka-16-Lapak-Kuliner-di-Area-MAJT</a> <a href="https://humas.jatengprov.go.id/detail_berita_gubernur?id=2667">https://humas.jatengprov.go.id/detail_berita_gubernur?id=2667</a>
Islamic Hospital (RSI) MAJT-MAS (Grand Mosque of Central Java-Grand Mosque of Semarang)	Public health services take the form of modern international standard hospitals	2021	<a href="https://jateng.kemenag.go.id/2021/09/peletakan-batu-pertama-pembangunan-rsi-majt-mas-as-sinergi-pemberdayaan-wakaf-zakat-dan-manajemen-masjid/">https://jateng.kemenag.go.id/2021/09/peletakan-batu-pertama-pembangunan-rsi-majt-mas-as-sinergi-pemberdayaan-wakaf-zakat-dan-manajemen-masjid/</a> <a href="https://docplayer.info/219384391-Proposal-pembangunan-rumah-sakit-islam-masjid-agung-jawa-tengah-masjid-agung-semarang-rsi-majt-mas.html">https://docplayer.info/219384391-Proposal-pembangunan-rumah-sakit-islam-masjid-agung-jawa-tengah-masjid-agung-semarang-rsi-majt-mas.html</a>

Based on Table 1, it can be concluded that in the last 5-7 years, the Baznas - BWI Jateng collaboration has only been able to produce 1 asset location *Waqf* is MAJT's *waqf* land out of 112,834 *waqf* asset locations in Central Java.<sup>40</sup> This shows that there is no synergy between Baznas and BWI Central Java's significant impact on the productive development of *waqf* assets in the Central Java region. Moreover, the *waqf* assets that are managed productively are *waqf* assets that are under the control of the *nazir*, who is also involved in the management of two

<sup>40</sup> (*Waqf* 2021a)

institutions (Baznas – BWI), which are the initiators of the campaign for productive *waqf* in Central Java.

#### 4. CONCLUSION

The *waqf* land has significant potential to enhance the prosperity and welfare of the people if managed productively. However, BWI Central Java, responsible for these assets, lacks funds and support, making it difficult to fulfill its duties. Conversely, Baznas Central Java, tasked with collecting and utilizing zakat, infaq, and others, has over IDR 150 billion in undistributed funds. This disparity presents an opportunity for a partnership between BWI and Baznas to improve the productivity of *waqf* land. While Baznas tends to dominate the partnership, determining the activities proposed by BWI, its synergy relies heavily on good communication and coordination. However, BWI's lack of proactivity and communication with Baznas hinders the full potential of their collaborative efforts. Hence, it is recommended that BWI secure additional funding sources from the government or private sector to achieve its goals, enhance communication through regular meetings to improve coordination and understanding, develop joint projects with clear responsibilities and shared benefits to increase effectiveness and take a more active role in proposing ideas and initiatives for *waqf* land development. By implementing these recommendations, the partnership can better utilize *waqf* land for the welfare of the people in Central Java. The synergy built by Baznas Central Java and BWI Central Java Representative is based on two elements—communication and coordination. The communication and coordination established between these two institutions have been effective, resulting in the productive management of *waqf* assets, namely the MAJT *waqf* land. Consequently, the challenge moving forward is to ensure that other assets are also managed productively to benefit society. For this goal, further communication is necessary, and even comparative studies in other successful provinces are needed.

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