

EFFECTIVENESS OF CASH WAQF MANAGEMENT: A CASE STUDY ON THE MUVID PROGRAM BY BAITULMAAL MUAMALAT

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ABSTRACT - The management of cash waqf through a community empowerment-based café business is a relatively rare model in Indonesia's productive waqf practice. The Muvid program, initiated by Baitulmaal Muamalat South Sulawesi, offers a unique approach by combining cash waqf fund management with entrepreneurship training and job creation. This study aims to assess the effectiveness of cash waqf management, the implementation of core management functions, and the socioeconomic impact of the Muvid program on its beneficiaries. Using a qualitative case study method, data were collected through interviews, observations, and documentation, then analyzed inductively. The results show that the Muvid program operates effectively, with all management functions planning, organizing, actuating, and controlling being carried out appropriately. The program has positively influenced beneficiaries by enhancing their skills, income, and economic independence, particularly among youth and underprivileged communities. The study concludes that productive cash waqf, when managed effectively, can serve as a strategic instrument for sustainable economic empowerment and can be replicated by other waqf institutions.

Keywords: Effectiveness, Cash Waqf Management, Muvid

ABSTRAK – Efektivitas Manajemen Wakaf Tunai Studi Pada Program Muvid Baitulmaal Muamalat.

Manajemen wakaf tunai melalui bisnis kafe berbasis pemberdayaan masyarakat merupakan pendekatan yang relatif jarang ditemukan dalam praktik wakaf produktif di Indonesia. Program Muvid yang diinisiasi oleh Baitulmaal Muamalat Sulawesi Selatan menawarkan pendekatan unik dengan menggabungkan pengelolaan dana wakaf tunai, pelatihan kewirausahaan, dan penciptaan lapangan kerja. Penelitian ini bertujuan untuk mengkaji efektivitas pengelolaan wakaf tunai, penerapan fungsi-fungsi manajemen, serta dampak sosial ekonomi program Muvid terhadap para penerimanya. Penelitian ini menggunakan metode studi kasus kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi, serta dianalisis secara induktif. Hasil penelitian menunjukkan bahwa program Muvid dikelola secara efektif dengan penerapan fungsi manajemen (perencanaan, pengorganisasian, penggerakan, dan pengawasan) yang baik. Program ini berdampak positif terhadap peningkatan keterampilan, pendapatan, dan kemandirian ekonomi penerima manfaat, khususnya kalangan muda dan kelompok kurang mampu. Penelitian ini menyimpulkan bahwa wakaf tunai produktif yang dikelola dengan baik dapat menjadi instrumen strategis untuk pemberdayaan ekonomi berkelanjutan dan layak direplikasi oleh lembaga wakaf lainnya.

Kata Kunci: Efektivitas, Manajemen Wakaf Tunai, Muvid

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INTRODUCTION

From a religious perspective, the best form of sustainable charity is waqf (Hafizd et al., 2022). Waqf functions as a form of worship by withholding ownership of assets so that they can be utilized in the way of Allah SWT, thus granting continuously flowing rewards without time limitation. (Selasi, 2021). The enactment of Law Number 41 of 2004 on Waqf marked the beginning of a new era in the implementation of waqf in Indonesia (Ainulyaqin, 2023).

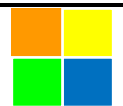
With this law, the management of waqf has continued to develop with a progressive spirit. (Sylvanie, 2023). However, issues in waqf management and administration remain a major concern. Many waqf assets are neglected, and some have even been lost or are no longer being utilized (Amelia Fauzia, Nani Almuin, Tati Rohayati, 2016).

The command in the Qur'an to do good can serve as the foundation for waqf, as stated in Surah Al-Maidah verse 2: "And cooperate in righteousness and piety" (Zabidi, 2020). The benefits and distribution of productive waqf have been evident since the era of the Caliphate, as exemplified by Uthman ibn Affan (Respati, 2018).

The principle of waqf management emphasizes that the benefits of waqf must continue to flow, in line with the hadith of the Prophet SAW: "Retain the asset and give away the yield" (Rozalinda, 2015). This implies that waqf management must be productive so that assets can grow and increase in value. The Indonesian Waqf Board (BWI) has regulated various aspects of waqf, including management and the role of the nazir (trustee), but the competence of nazir remains a major issue in waqf discourse (Sylvanie, 2023).

In the current context, waqf should play a role in enhancing the economic welfare of society. The assets donated by the waqif must be managed productively (Pranata et al., 2025). Besides immovable property, waqf also includes movable assets such as money, which can be managed to provide sustainable benefits (Satyawan, 2017). The development of cash waqf or productive waqf represents a modern waqf governance model specifically designed to support activities that generate economic value or sustainable profits for the mauquf 'alaih (beneficiaries) (Lubis et al., 2023).

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Waqf is generally in the form of land or buildings. Unfortunately, many are still not managed productively, so the role of waqf in empowering the Muslim community's economy in Indonesia is still not optimal (Putra & Musfira, 2021). In waqf administration, the nazir as the manager requires effective management to carry out their duties properly (Putra, 2022). A lack of public understanding is also one of the factors that causes waqf to be underutilized as a tool for Islamic propagation and community empowerment (Muslich, 2017).

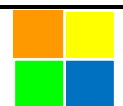
Sharia economic practices can serve as alternative solutions for Muslims in managing their financial affairs (Pranata & Maulana, 2024). The existence of Islamic economic institutions helps facilitate economic activities based on sharia principles (Karlina Wati, 2023).

Cash waqf or productive waqf in Indonesia has become a topic of discussion among various groups, including academics, professionals, and the government (Itang & Syakhabyatin, 2017). This is due to the vast potential of waqf from various sources, including both movable and immovable assets (bwi.go.id, 2023). The potential of cash waqf in Indonesia is estimated at IDR 180 trillion, but the annual realization is only about IDR 1.8 trillion. Even though it is still far from its potential, cash waqf can continue to be developed and managed productively to provide broader benefits (kemenag.go.id, 2024).

Indonesia is one of the countries with the largest Muslim population in the world, with around 231 million Muslims. This accounts for 86.7% of the total population of Indonesia and nearly 13% of the global Muslim population (worldpopulationreview, 2024). According to the Charities Aid Foundation World Giving Index, which assesses generosity levels in countries worldwide, Indonesia has been named the most generous country for six consecutive years (cafonline.org, 2023).

The province of South Sulawesi, which consists of 24 cities/regencies, continues to face a high poverty rate. According to data from BPS in 2023, the number of poor residents in this province reached 788.85 thousand people (sulsel.bps.go.id, 2024). In the city of Makassar, the number of poor people reached 80.32 thousand, an increase compared to 71.83 thousand in 2022 (sulsel.bps.go.id, 2024).

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The gap between potential, realization, and actual practice clearly presents a challenge in the management of waqf assets. If realization is able to reach or even exceed the estimated potential but is not properly utilized or managed, then the objectives of eradicating poverty and unemployment will be difficult to achieve. Waqf should not be limited to mosques and prayer halls, Islamic schools such as madrasahs and pesantrens, or cemeteries, but can also take the form of productive assets that benefit the community's welfare (Amelia Fauzia, Nani Almuin, Tati Rohayati, 2016), therefore, the researcher is interested in studying the management of waqf assets, particularly those operated by waqf institutions in Makassar. Waqf is a very strategic Islamic teaching because it emphasizes both economic and communal welfare (Suryani & Mursyidah, 2020). One model of waqf management that focuses on economic and social welfare is Muvid Caffee and Eatry, a program by Baitulmaal Muamalat South Sulawesi. The concept of productive waqf in Indonesia has emerged as a fresh solution amid the limitations of conventional waqf practices. (Guntoro, 2023).

For centuries, Indonesian Muslims have primarily associated waqf with land assets. (Naim, 2018). Amid national economic challenges, South Sulawesi one of the provinces with a relatively high poverty rate is a relevant area to examine the effectiveness of cash waqf management. One institution seeking to develop a productive waqf model based on economic enterprise is Baitulmaal Muamalat South Sulawesi through the Muvid program.

LITERATUR REVIEW

cash waqf and productive waqf. Cash waqf has emerged as an innovative form of Islamic philanthropy that allows individuals to endow money for sustainable socio-economic purposes. In Indonesia, its legal foundation is regulated under Law No. 41 of 2004 on Waqf and Government Regulation No. 42 of 2006. Ascarya (2006) argued that cash waqf has significant potential as a development instrument if it is managed productively. The Indonesian Waqf Board (Munawar, 2021). estimated that the potential of cash waqf could reach more than IDR 180 trillion annually, but the realization remains very low. Productive waqf, in this context, refers to the management of waqf assets through investment or business ventures that generate continuous benefits. (Rozalinda, 2015) highlighted that productive waqf could reduce community

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dependency on external assistance, since its proceeds are used to support education, health, and welfare programs. Similarly, found that the success of productive waqf largely depends on the managerial capacity of the nazhir, especially in terms of planning and monitoring.

Previous Studies on Waqf Management. Several studies have examined how waqf is managed across various contexts. (Putra & Fildayanti, 2021) explored productive waqf practices in Luwu Timur, concluding that small-scale business models can generate direct economic benefits for local communities. (Fitriani et al., 2024) emphasized that public trust in nazhir institutions is a critical factor for the success of cash waqf mobilization. In another study, (Hafizd et al., 2022) identified managerial weaknesses, particularly in financial reporting and strategic planning, as barriers to the optimal development of waqf institutions.

Despite these contributions, most prior research tends to focus on traditional land-based waqf, pesantren-based initiatives, or financial instruments such as sukuk. Very few studies have investigated innovative models like entrepreneurship-based waqf programs, especially those using a café as both a training ground and a source of sustainable income, as implemented by Muvid Baitulmaal Muamalat. This gap indicates the novelty and relevance of the present research.

Application of POAC in Waqf Institutions. The application of management theory in waqf administration has also been explored in the literature. Terry (2006) introduced the POAC framework Planning, Organizing, Actuating, and Controlling as a fundamental approach to organizational management. (Siregar, 2020) applied this model to waqf institutions and argued that POAC functions help nazhir to design fundraising strategies, allocate resources, execute programs, and conduct monitoring and evaluation. Studies in Islamic social finance also confirm that effective implementation of POAC strengthens institutional accountability and sustainability.

Waqf as an Instrument of Economic Empowerment. Scholars widely recognize waqf as a tool for socio-economic empowerment. Kexplained that properly managed waqf contributes to distributive justice and reduces inequality in society. further noted that historically, waqf played a central role in advancing Islamic civilization by financing education, healthcare, and social services. Contemporary research also supports this view (Kasdi, 2016) demonstrated that

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productive waqf can enhance the competitiveness of small and medium enterprises (SMEs) and improve the livelihoods of low-income families.

Research Gap. Based on the reviewed literature, it is evident that productive waqf has been studied extensively in various models, ranging from land-based projects to financial products such as sukuk. However, limited attention has been given to models that combine cash waqf with entrepreneurial training and café-based business operations. The present study addresses this gap by examining the effectiveness of cash waqf management in the Muvid program initiated by Baitulmaal Muamalat, highlighting its managerial processes and socio-economic impacts.

METODOLOGI


This study uses a phenomenological method, where the researcher explores the natural experiences of the subjects through open-ended questions to understand a phenomenon (Feny Rita Fiantika, dkk, 2022).

Data were collected using several qualitative methods, including interviews and documentation. Interviews involved a one-way question-and-answer process where questions were asked by the interviewer and answers were given by the informants or respondents: Nasruddin (Program Officer), Muhammad Akram (Muvid Manager), Hikma (production staff), Aryas (barista and beneficiary), and Jamil (media skills trainee and beneficiary).

The documentation method involved collecting written data related to the research object, such as official records, books, and other relevant materials. Documentation also included photographs, transcripts, or written data that helped strengthen and refine the research findings. This method was used to analyze available documents from research subjects or related parties.

The process of collecting and organizing data from interviews, field notes, and other sources was conducted in a structured manner to ensure clarity and coherence. Data analysis was carried out by organizing, detailing into units, forming patterns, selecting important information to study, and finally drawing conclusions.

The data analysis process in this study used an inductive approach, starting from empirical facts obtained in the field. These facts were then

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analyzed to produce conclusions regarding the issues under investigation. Field data related to waqf asset management strategies at Baitulmaal Muamalat using the productive waqf method were analyzed to determine their alignment with the theoretical framework of the study.

RESULT AND DISCUSSION

effectiveness of cash waqf in the muvid program

The Muvid program, initiated by Baitulmaal Muamalat South Sulawesi, was designed to maximize the potential of cash waqf as an instrument for economic empowerment of underprivileged communities. Economic empowerment through waqf-based investment is a concept with the potential to positively impact community development, particularly in the social and economic sectors in Indonesia (Lintang & Hamdan, n.d.), Cash waqf plays a strategic role in addressing socio-economic challenges, especially in South Sulawesi, which has a relatively high poverty rate.

The success of waqf management is determined by the effectiveness of program implementation, which is measured based on the achievement of expected outputs. Effective management of waqf assets plays a crucial role in optimizing the utilization of accumulated assets, enabling them to become more productive and deliver broader benefits (Abiba & Putra, 2023). This theory aligns with the statement given by Nasruddin, Program Officer of Baitulmaal Muamalat South Sulawesi:

“The Muvid program originated from a collaboration between Bank Indonesia South Sulawesi and Baitulmaal Muamalat South Sulawesi in establishing the 'Dapur Kebaikan' as a form of productive waqf. The program later evolved into Muvid after facing challenges in reaching a broader target market, especially millennials and Gen Z. During its first year, Baitulmaal Muamalat South Sulawesi was required to submit Muvid's monthly profit and loss reports to Bank Indonesia South Sulawesi. After one year, Bank Indonesia continued to monitor the sustainability of the cash waqf. The program's initial funds came from cash waqf donated by employees of Bank Indonesia's South Sulawesi office, totaling IDR 30 million, which was used for equipment and facilities. Operational costs were initially funded by donations and alms from the same office. The program directly benefited housewives in Aditarina

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Village who had culinary skills but were unemployed, as well as young people who received vocational training.”

The success of waqf management in the Muvid program illustrates that the effectiveness of program implementation significantly determines the achievement of productive waqf goals. This is evident from the achievement of outputs such as transparent financial reporting, optimal utilization of waqf funds, and the adaptive development of programs based on market needs. This aligns with the theory that effective waqf asset management can enhance productivity and broaden its impact. Muvid has successfully empowered the community particularly women in Aditarina Village and youth through training and sustainable economic development. The collaboration between Bank Indonesia and Baitulmaal Muamalat is a key factor in ensuring the accountability and sustainability of the program.

comparison of initial targets and realization. Cash waqf is an Islamic philanthropic instrument with great potential for economic empowerment (Humas, n.d.). However, in practice, cash waqf remains relatively unknown and lacks sufficient attention from various parties including the government, public, religious scholars, and non-governmental organizations thus limiting its impact on societal welfare (Irham, 2018). The public’s economic and social conditions also influence target achievement. In times of economic instability, individuals are more cautious about donating their funds to cash waqf. Since cash waqf is still a new concept in Indonesia, an effective strategy is needed to increase public awareness and understanding (Harahap, 2013).

In line with this theory, Muhammad Akram, the Muvid Program Manager, stated:

“From the IDR 30 million collected through a campaign by Bank Indonesia employees in South Sulawesi, we aimed to maximize its benefit to the community. We purchased equipment to become long-term assets and provided space for the public especially women over 40 who are still capable of working and creative young people to learn culinary and barista skills. We designed programs to equip them with skills and training. After the first year, we saw the need to transform the Dapur Kebaikan into Muvid Caffee and Eatry to sustain the equipment purchased with the IDR 30 million. We believe this

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transformation can further the program's potential. God willing, we will maintain Muvid's business stability so it becomes more widely known and impactful."

Another strategy implemented by Muvid to increase visibility is collaborating with communities such as Project Dakwah, Markaz Hijrah, and others, as well as holding religious discussions at the café. Social media promotion is also utilized to enhance Muvid's presence.

analysis of target vs. output realization. In addition to fundraising, the success of cash waqf is also measured by the output it generates in the form of benefits for beneficiaries. Cash waqf in Indonesia must contribute significantly to improving the community's social and economic welfare (Medias, 2017).

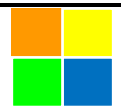
Waqf funds are allocated to support economic activities that can generate long-term income or sustainable benefits (Lintang & Hamdan, n.d.). However, a major challenge is the limited management capacity in optimizing fund allocation. The effectiveness of Baitulmaal is also influenced by several factors, including resource availability, regulatory complexity, public understanding of Islamic finance, and external support (Heron, 2023; Yusuf et al., 2024). Lack of coordination among stakeholders and administrative hurdles can hinder program effectiveness. Additionally, external factors such as market conditions and purchasing power also impact the results of waqf programs.

Engaging communities in program implementation can help ensure that the benefits of cash waqf are genuinely felt by those in need. Measuring the performance indicators of a waqf institution is crucial for ensuring effective waqf management. Regular evaluations are essential to optimize programs based on the needs of beneficiaries (Fitriani et al., 2024). Furthermore, involving influential community figures or influencers can help increase brand visibility and encourage greater participation in waqf (Syahrullah, 2023).

Interviews revealed that beneficiaries experienced economic improvements after joining Muvid. As stated by Muhammad Akram, the program manager:

"We've seen increased attendance and participation in the training sessions. The staff we hired also experienced better economic conditions, and

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we also distributed free meals to assist those facing economic hardship. This clearly shows that our program is aligned with the outcomes we aimed to achieve.”

Regular evaluation not only functions as a success metric but also serves as a foundation for optimizing programs to better meet beneficiary needs. In the Muvid program, community involvement and innovative strategies such as involving influential figures play a key role in broadening the impact and reach of cash waqf. Akram’s statement underscores the tangible effects of the program, particularly in improving the beneficiaries’ economic status and skills, aligning with the program’s intended outcomes.

application of management functions in the muvid program


The effective implementation of management functions planning, organizing, actuating, and controlling is a key factor in a program's success. The management approach used here is based on the P-O-A-C model (Yogi Pratama, 2019):

planning. Planning is the process of setting future goals, determining steps to achieve them, and identifying necessary resources (Alfiah et al., 2020). In the context of a cash waqf-based program, planning includes setting goals, identifying resources, and formulating strategies for fundraising and fund allocation (Yogi Pratama, 2019).

Based on an interview with Muhammad Akram, Muvid has three planning stages:

“In the first year, we focused on submitting monthly financial reports to our partner Bank Indonesia South Sulawesi and building brand presence. In the second year, we aimed to maintain business stability, and in the third year, we planned to open a new branch.”

Thus, planning in a cash waqf-based program is not only about setting goals but also about outlining actionable and realistic steps to achieve them. The Muvid program employs phased planning: starting with brand development, followed by business stability, and then expansion. This shows that good planning considers sustainable program growth and is tailored to each stage’s needs.

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organizing. Organizing involves more than just structuring; it includes preparation, arrangement, and coordination so that each organizational component functions effectively and efficiently (Asni et al., 2023). Organizing plays a key role in ensuring the quality of management services. (Asni et al., 2023).

According to Muhammad Akram, Muvid's organizational structure is:

"We designed a simple but functional organizational structure. There's a manager, barista, finance staff, production staff, and marketing team. Each has their own role baristas focus on beverage service, the production team handles kitchen supplies, and marketing manages social media and promotions. Everyone understands their job descriptions to ensure smooth operations."

The organizational structure of Muvid consists of a leader or manager, barista staff, marketing staff, production staff, and financial staff. Each division has clear roles and responsibilities to ensure smooth operations. Team coordination is carried out through meetings and the use of digital platforms such as WhatsApp to monitor progress and submit daily reports. In addition, performance evaluations are conducted regularly to identify challenges and formulate improvement strategies. With an effective coordination system, each staff member can work more optimally in supporting the objectives of the Muvid program.

actuating. Implementation is the stage where the previously formulated plans begin to be executed in the field. (Yogi Pratama, 2019). After the planning and organizing stages are established, the next step is to carry out the implementation function to realize the goals of the organization, institution, or similar entity. The implementation of the Muvid program is carried out in four stages, namely:

Fundraising. Based on an interview with Nasruddin, the manager of Baitulmaal Muamalat South Sulawesi, he stated:

"The waqf funds we received from Bank Indonesia Representative Office of South Sulawesi amounted to IDR 30,000,000. These funds came from waqf contributions made by the employees of Bank Indonesia's South Sulawesi branch through a cash waqf campaign, which were then entrusted to Muvid to

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be managed as a business by purchasing tools and equipment. The initial operational costs came from infaq and sadaqah funds provided by the same institution. The tools and equipment purchased with these funds must not be depleted; they must be preserved, maintained, and used for the benefit of the ummah and the sustainability of the business.”



Figure 1. Inauguration of the Productive Waqf Program

(Source: MUI.or.id)

The Chairman of the Indonesian Ulema Council (MUI) of South Sulawesi, Prof. Dr. KH Nadjamuddin AS, Lc., M.A., emphasized the importance of strengthening public trust among waqf donors during the inauguration of the *Dapur Kebaikan* (Kitchen of Kindness) program, which was sponsored by Bank Indonesia. He conveyed this message in his speech at the launching event of the *Dapur Kebaikan* initiative (Sjukri, 2023).

The *Dapur Kebaikan* (Kitchen of Kindness) program is a productive waqf initiative in collaboration with Bank Indonesia, which has been transformed into the Muvid Coffee and Eatery a café-based productive waqf program. The name "Muvid" comes from the Arabic word مفيد (*mufīd*), meaning "beneficial" or "useful." In English, it also draws inspiration from the word *move*, signifying action and progress.

Based on an interview with Muhammad Akram, the manager of Muvid, he explained:

“This business is named MUVİD, which in Arabic means *mufīd* (مفيد), meaning 'beneficial' or useful. In English, it also means 'move' to take action.”

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He further added that the philosophy behind the name reflects a hope that this place would not be just an ordinary coffee shop, but a platform to spread benefits, ignite positive movements, and inspire change for the better, particularly for the younger generation.

“We hope this business brings a lot of benefit, becomes a source of positive movement, and improves the welfare of young people undergoing personal and economic transformation.”

Skill Training. According to Muhammad Akram, the skills training component is one of the core features of the Muvid program. He stated:

“We conduct training programs to educate beneficiaries. For example, we offer training in food production and barista skills as the main focus. These trainings serve as a foundation for the beneficiaries to prepare for job market competition. In fact, some of the baristas, production staff, and media team members currently working at Muvid are direct graduates of these training programs and now serve as both employees and beneficiaries.”

One of the beneficiaries, Jamil, a young man who participated in Muvid’s media training program, shared his experience during an interview:

“Before joining Muvid’s training, I was only learning design from my phone. I didn’t know how to make good content or designs like the ones on Instagram. After participating in the media training, I learned how to edit videos, create feed posts, and manage media content. Now I often create various promotional content for Muvid’s Instagram. The knowledge I gained from the training is very useful—especially now that I also earn extra income by offering design services to friends who run small businesses.”

Jamil’s statement indicates that the training program organized by Muvid not only provides short-term benefits but also opens up new opportunities for beneficiaries to grow both economically and in terms of skills. This serves as one of the indicators that the program's implementation goes beyond administrative execution and has a tangible impact on individuals’ lives.

The media training provided by Muvid falls under the category of soft skills development, which is highly relevant in today’s digital era. In addition

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to equipping participants with technical abilities, the program also enhances their self-confidence and motivation to achieve economic independence. The involvement of participants like Jamil reflects an inclusive implementation strategy, where beneficiaries are not merely recipients of aid but active contributors to the program.

Here is the result of an interview with one of Muvid’s baristas, regarding their initial involvement in the training:

“At first, I accompanied a friend who had previously worked as a barista. Then I decided to join the barista training held by Muvid. At that time, I was actually looking for something productive to help me gain new skills.”

Regarding their experience during the Muvid training program, the barista shared:

“During the training, we started with the basics—manual brewing, making espresso, and how to serve customers properly. We were also guided on workplace behavior in a café, such as maintaining cleanliness, being punctual, and treating customers politely.”

They continued:

“What I gained the most is that I now have real skills and work experience. After graduating high school, I didn’t have anything to do—I didn’t even know how things worked in a café. Now I can confidently make coffee. The income from this job has also helped support my family financially.”

Thus, the barista training program conducted by Muvid has made a tangible impact, especially for youth who previously lacked skills and job experience. The training not only provides technical know-how—such as coffee brewing and customer service—but also instills important values like discipline, cleanliness, and professional work ethics. As a result of the program, trainees experience increased confidence and feel better prepared to enter the workforce. This demonstrates that Muvid has successfully created an empowerment space that is not only socially driven but also serves as a practical solution to reduce youth unemployment.

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marketing. Marketing is a social and managerial process by which individuals or groups fulfill their needs and wants by creating, offering, and exchanging valuable products or services. The core concepts of marketing include needs, wants, demand, market, as well as the role of marketing and marketers (Qomariah, 2016). Marketing focuses on the communication between a company and its consumers, with the primary goal of building a positive image or reputation that aligns with the company's vision and mission (Rizaldi & Putranto, 2018). *Branding or marketing is a crucial aspect for companies in building and presenting their identity to the public* (Burhanuddin, 2023).

The following are the results of interviews regarding Muvid's marketing strategy, as explained by Mr. Muhammad Akram:

"Our initial strategy focused on digital promotion through social media, especially Instagram. We know that our target market consists largely of young people, so we fully utilized that platform. We post content regularly—from product photos and behind-the-scenes barista moments to customer testimonials."

The interview further revealed that Muvid adopts a marketing approach distinct from most conventional cafés, as Mr. Muhammad Akram elaborated:

"We collaborate with various communities such as Project Dakwah, Markaz Hijrah, and other youth groups. They often organize study sessions or small events at Muvid. This has helped increase Muvid's visibility, as it is seen as a friendly and comfortable space for positive activities."

Additionally, insights from Muvid's production staff highlighted the role of internal coordination in the marketing process:

"We in the production team don't directly handle marketing activities, but our work is closely connected to it. Every time Muvid launches a new product or special menu, we're responsible for preparing it in a way that looks attractive and leaves an impression. The marketing team needs products that look fresh and aesthetic for content photos or videos."

These testimonies illustrate that Muvid's marketing strategy integrates digital engagement with community collaboration, supported by internal

"Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals"



synergy between teams to ensure product presentation aligns with the brand's identity and promotional goals.

An interview with one of Muvid's baristas also highlighted their contribution to Muvid's marketing efforts:

"As a barista, I don't just make coffee—I also help with promotions. For example, when there's a new product, I'm trained on how to explain it to customers. Sometimes I'm even asked to be a model for video or photo content that gets uploaded to Muvid's Instagram."

Based on the interviews conducted with the manager, production staff, and barista, it can be concluded that Muvid's marketing strategy is collaborative and community-oriented, with a strong emphasis on digital engagement. From the outset, Muvid has focused on maximizing social media especially Instagram as an effective promotional channel to reach its main target audience: young people.

The production team plays a strategic role in ensuring that the visual presentation of products is appealing and suitable for promotional content. Meanwhile, baristas are not only responsible for serving beverages but also actively contribute to marketing efforts, either by communicating directly with customers or by participating in visual content for social media.

In Muvid's program, building a brand and marketing products is done in a way that differs significantly from typical café marketing approaches. Muvid often hosts Islamic study sessions (*kajian*) and invites prominent local and national Islamic scholars such as Ustadz Fakhurrazi, Ustadz Abdul Somad, Ustadz Das'ad Latif, among others. This creates a unique appeal that sets Muvid apart from similar businesses. In addition, Muvid frequently collaborates with Islamic organizations and youth communities to hold events with religious themes.

Muvid's marketing strategy extends beyond technical promotion; it involves the entire team as an integral part of the promotional process. This holistic approach strengthens Muvid's identity as a socially driven enterprise that prioritizes collaboration, inclusiveness, and empowerment throughout all aspects of its management and operations.

"Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals"



development and Distribution. The management of productive waqf is a planned process that includes both the development and distribution of waqf outcomes. In its implementation, various preparations and strategic steps are required to ensure the process runs smoothly and effectively. (Purnomo & Khakim, 2019), Therefore, the distribution of productive waqf outcomes needs to be enhanced to ensure that the benefits are more deeply felt by the beneficiaries. Additionally, the training provided should be tailored to the characteristics of the recipients—for example, by using local language or simplifying technical materials to make them easier to understand (Respati, 2018).

According to data from the Indonesian Waqf Board (BWI), waqf in Indonesia has predominantly been utilized for the social sector, particularly for the construction of mosques, madrasahs, and cemeteries (Putra & Fildayanti, 2021), There is currently a need to transform the utilization model of waqf. With the realization of the Muvid program, it is hoped that beneficiaries (mauquf 'alaih) will exercise their rights not only in traditional sectors but also in other areas that offer greater and more sustainable benefits.

In the implementation stage, the Muvid program does not solely focus on café operations, but also emphasizes the continuous development and distribution of waqf benefits. In this regard, Mr. Muhammad Akram stated:

“We want Muvid to not only operate as a business, but also to continue growing and making an impact. A portion of the profits is redirected to training programs or other social initiatives. Our hope is that the benefits of this waqf can continue to flow and generate more new beneficiaries.”

According to the interview with Muhammad Akram, as the program manager, the development of the Muvid program is carried out in phases, aligned with capacity and field needs. One of the main focuses is ensuring that the profits generated from the café operations do not remain within the internal circle but are redistributed to the community through training, mentorship, and economic empowerment initiatives.

However, several challenges have been identified in the implementation and development of the Muvid program, affecting the overall effectiveness of its management both internally and externally. Based on an interview with Mr.

“Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals”



Muhammad Akram, the primary obstacles lie in funding and operational sustainability. As a productive waqf program, Muvid cannot manage its funds like conventional businesses. Every financial decision must be made with prudence, accountability, and transparency, since the funds originate from community waqf contributions that must be reported both in accordance with Islamic principles and administrative standards. He explained:

“One of the initial challenges was funding and sustaining operations. Because Muvid is based on productive waqf, we have to be extremely careful with how we use the funds we can’t just spend them however we like.”

In addition to financial challenges, the program also encountered difficulties in shaping public understanding of Muvid’s identity and the values it promotes. Many people initially assumed Muvid was just an ordinary café, unaware of the social and religious mission behind it involving the management of productive waqf. This lack of awareness limited public involvement in the early stages. To address this, the management team engaged in outreach through various Islamic and youth communities as part of its awareness and education strategy. This process required consistent and long-term efforts. As Mr. Akram stated:

“Some people initially didn’t realize this wasn’t just a regular business. But after we educated them especially through the Islamic communities we regularly engage with thankfully more people began to understand and even support the program. It just takes time and ongoing outreach.”

It can be understood that the challenges faced by the Muvid program are not only technical and managerial but also pertain to community awareness and acceptance of productive waqf as a tool for economic empowerment. Through adaptive management and sustained educational outreach, these challenges are gradually being addressed though they remain areas that require continued attention for future program development.

Controlling. Supervision is a continuous monitoring process that ensures activities are implemented according to the established work plan and allows for corrective measures when deviations occur. As one of the key functions of management, controlling plays a critical role in ensuring that every individual entrusted with duties and responsibilities performs their tasks in alignment with

“Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals”



the organization's goals, vision, and mission (Alfiah et al., 2020). Supervision can be carried out from two perspectives: positive supervision, which focuses on ensuring that the organization's goals are achieved effectively and efficiently; and negative supervision, which aims to prevent the recurrence of undesirable or unnecessary activities. (Yogi Pratama, 2019).


One of the most effective control methods is through regular reporting that covers both the financial and social aspects of the program. These reports can be used to assess the extent to which the program has achieved its targets and to identify areas that require improvement. Accountability reports are submitted periodically through designated media channels, ensuring transparency and fostering trust among stakeholders (Dya Wulandari et al., 2024). With transparency in fund management, public trust in the cash waqf program can be sustained and even increased Based on an interview with Mr. Nasruddin, the Program Manager of Baitulmaal Muamalat who regularly monitors the Muvid program he stated:

“The form of supervision we carry out is by observing the activities conducted. Sometimes we even participate in Muvid's programs. Additionally, every month we monitor their financial reports. However, we do not supervise the Muvid program entirely, as Baitulmaal Muamalat acts more as a partner in this program.”

In theory, effective supervision should be implemented through regular financial and social reporting. However, the findings from the interviews reveal that this is not executed through a specific standardized format but rather through informal monitoring. This suggests a gap between theoretical expectations and practical field implementation, which is influenced by its own dynamics and limitations.

Impact of the Muvid Program on Beneficiaries

The importance of cash waqf programs lies in their potential to address economic challenges within communities. The impact can be assessed from two main perspectives: economic and social. To ensure the sustainability of benefits, long-term support strategies are necessary. These include entrepreneurship training and access to broader market networks, so that beneficiaries can achieve financial independence. With ongoing support,

<p><i>“Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals”</i></p>	
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beneficiaries are expected not only to rely on initial aid but to grow their own enterprises and contribute to the wider economy.

One effective method to assess the impact of a cash waqf-based program is through case studies. By observing the changes experienced by individuals before and after receiving support, we can determine the actual outcomes of the program on their lives.

A common case involves individuals who were previously unemployed or lacked skills, but after receiving training and support, were able to improve their living standards. These changes are not limited to economic improvement but extend to psychological, spiritual, and social aspects.

An interview with one of Muvid's baristas, who previously joined a training program and was later employed, revealed:

"Alhamdulillah, I now have a stable income from my job as a barista at Muvid. I can support my parents at home and feel more useful. I also feel more confident because I have a skill. One day, I hope to open my own small coffee shop."


From the consumer's perspective, Muvid is seen as a café that offers not just services, but also delivers a social mission. According to Arya, a customer:

"I enjoy visiting Muvid not only because of its cozy atmosphere but also because I know it's a waqf-based program that helps the community. It feels like I'm supporting a social cause too."

From these two perspectives, it can be concluded that the Muvid program provides a holistic impact—creating economic value for direct beneficiaries and fostering social awareness among the wider public. This strengthens Muvid's position as a model of productive waqf that offers both financial and social benefits.

Discussion and Data Analysis

research data discussion. This section aims to provide a deeper analysis of the data collected during the research, which includes interviews, observations, and supporting documentation. The data are compared with relevant theories to

<p><i>"Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals"</i></p>	
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determine whether the program aligns with the concept of cash waqf as a solution for economic empowerment.

Data were obtained from interviews with three key sources: the Program Officer at Baitulmaal Muamalat South Sulawesi, the manager of the Muvid program, and several beneficiaries. Each set of findings is discussed in connection with the research objectives and relevant theories.

The interview with Mr. Nasruddin, Program Officer of Baitulmaal Muamalat, revealed that Muvid was designed as a productive waqf-based economic empowerment initiative. The program aims to provide sustainable financial solutions to beneficiaries through coaching and support. He also explained the source of funds—from cash waqf and infaq—and how distribution and beneficiary monitoring mechanisms are carried out.

From the implementation side, Mr. Muhammad Akram, as Muvid's program manager, elaborated on the selection procedures for beneficiaries, types of support provided, and the challenges encountered. A key challenge was coordination with implementation partners, which plays a critical role in the success of the program.

Meanwhile, interviews with beneficiaries revealed improvements in economic conditions, such as increased household income. However, some still face financial management challenges and require additional guidance—such as Reski, who is in need of further support. Muvid has provided tangible benefits, particularly to underprivileged communities like those in Aditarina village, Makassar. A notable example is Aryas, a 25-year-old barista who was previously unemployed and now earns IDR 1.5 million per month. Besides economic gains, he also experienced spiritual and psychological growth through his work at Muvid.

A housewife who previously had no income is now running a small business after receiving entrepreneurship training. According to Mr. Muhammad Akram, Muvid's initial target group included women over 40 with economic potential and creative youth from low-income backgrounds (mauquf 'alaih). Beneficiaries reported increased confidence and motivation after participating in the program.

"Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals"



research data analysis. This analysis evaluates the effectiveness of the Muvid program based on predefined success indicators. It compares beneficiaries' conditions before and after receiving assistance and assesses whether the program has met its goals.

From a policy perspective, the study examines the strategies implemented by Baitulmaal Muamalat in managing productive waqf funds and how these strategies contribute to community welfare. Fund management and distribution systems are also analyzed to identify any challenges and how they are addressed.

In terms of implementation, the program is compared to similar initiatives in other institutions to identify its strengths and areas needing improvement. The analysis also includes beneficiaries' feedback, their satisfaction with the program, success in managing the support received, and the challenges they face.

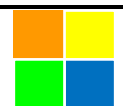
Based on the analysis, several recommendations are proposed to enhance the Muvid program's effectiveness, including improving beneficiary mentoring, strengthening financial literacy, and developing more sustainable business models for participants.

CONCLUSION

The Muvid program has shown positive impacts in improving beneficiaries' well-being, as seen in increased income and enhanced job-related skills. Beneficiaries not only experience economic growth but also gain new knowledge and capabilities that support greater independence and competitiveness in the job market.

This study confirms that well-managed cash waqf programs can significantly enhance social and economic outcomes for communities. Furthermore, such programs play a key role in addressing economic challenges by offering viable alternatives to improve income and reduce inequality. In this way, effective cash waqf management benefits not only individuals but also contributes broadly to regional economic development.

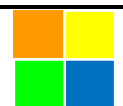
"Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals"



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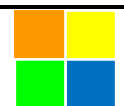
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“Transformation of Zakat and Waqf in the Digital Era: Innovations, Challenges, and Opportunities for Maqasid Shariah Development Goals”

