

ABSTRAK

Syifa Laila Sariwanti: *Manajemen Strategi Fundraising Dana Wakaf Produktif dalam Meningkatkan Kepercayaan Wakif.*

Wakaf produktif memiliki peran penting dalam pembangunan ekonomi umat, namun partisipasi masyarakat di Indonesia masih rendah khususnya di Tasikmalaya, disebabkan oleh rendahnya pemahaman terhadap wakaf uang serta kurang optimalnya strategi *fundraising* dana wakaf produktif. Kementerian Agama Kota Tasikmalaya berupaya meningkatkan produktivitas wakaf sesuai Peraturan Pemerintah No. 42 Tahun 2006 dengan memperluas cakupan harta wakaf, termasuk wakaf uang. Penelitian ini berfokus pada manajemen strategi *fundraising* dana wakaf produktif dengan tiga aspek utama, yaitu: formulasi, implementasi, dan evaluasi.

Penelitian ini bertujuan untuk mengetahui secara mendalam bagaimana formulasi, implementasi, serta evaluasi strategi *fundraising* dana wakaf produktif yang diterapkan di Kementerian Agama Kota Tasikmalaya dalam upaya meningkatkan kepercayaan wakif. Melalui penelitian ini, diharapkan dapat ditemukan pola strategi manajemen yang efektif dan dapat menjadi model bagi lembaga wakaf lainnya dalam mengelola dana wakaf secara optimal.

Kerangka pemikiran penelitian ini didasarkan pada teori manajemen strategi menurut Fred R. David, yang mencakup tiga tahapan utama yaitu: formulasi strategi, implementasi strategi, dan evaluasi strategi. Kepercayaan wakif dalam penelitian ini menjadi variabel penting yang diukur melalui transparansi, akuntabilitas, serta keterlibatan pemangku kepentingan dalam proses *fundraising* dana wakaf.

Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus deskriptif. Data diperoleh melalui observasi, wawancara mendalam, dan dokumentasi. Analisis dilakukan melalui reduksi data, display data, tafsir data, penarikan kesimpulan, dan verifikasi untuk memperoleh gambaran utuh mengenai manajemen strategi *fundraising* dana wakaf produktif di Kementerian Agama Kota Tasikmalaya.

Hasil penelitian menunjukkan bahwa Kementerian Agama Kota Tasikmalaya telah menerapkan manajemen strategi *fundraising* dana wakaf produktif secara terstruktur melalui formulasi strategi dengan menggunakan matriks SWOT, implementasi strategi, dan evaluasi strategi. Sehingga, strategi yang dilakukan melalui sosialisasi, edukasi literasi wakaf uang, transparansi, dan profesionalisme, mampu meningkatkan kepercayaan wakif serta partisipasi masyarakat. Namun, rendahnya literasi wakaf masih menjadi tantangan, sehingga diperlukan edukasi tentang wakaf uang melalui program duta wakaf dan kolaborasi yang lebih intensif agar partisipasi umat Islam terhadap wakaf uang semakin luas. Manajemen strategi *fundraising* dana wakaf produktif di Kementerian Agama Kota Tasikmalaya, efektif meningkatkan kepercayaan wakif dan dapat menjadi model bagi lembaga wakaf lain.

Kata Kunci: *Manajemen Strategi, Fundraising, Dana Wakaf Produktif, Kepercayaan Wakif, Kementerian Agama Kota Tasikmalaya.*

ABSTRACT

Syifa Laila Sariwanti: *Strategic Management of Productive Waqf Fundraising in Increasing Wakif Trust.*

Productive waqf plays a significant role in the economic development of the community, but public participation in Indonesia remains low, particularly in Tasikmalaya, due to a lack of understanding of cash waqf and a suboptimal strategy for fundraising productive waqf funds. The Ministry of Religious Affairs of Tasikmalaya City is striving to increase waqf productivity in accordance with Government Regulation No. 42 of 2006 by expanding the scope of waqf assets, including cash waqf. This research focuses on the management of productive waqf fundraising strategies with three main aspects: formulation, implementation, and evaluation.

This study aims to gain a deeper understanding of the formulation, implementation, and evaluation of productive waqf fundraising strategies implemented by the Ministry of Religious Affairs in Tasikmalaya City to increase waqf trust. Through this research, it is hoped that effective management strategies can be identified and serve as models for other waqf institutions in optimally managing waqf funds.

This research framework is based on Fred R. David's strategic management theory, which encompasses three main stages: strategy formulation, strategy implementation, and strategy evaluation. In this study, waqf trust is a key variable measured through transparency, accountability, and stakeholder involvement in the waqf fundraising process.

This research employed a qualitative approach with a descriptive case study method. Data were obtained through observation, in-depth interviews, and documentation. Analysis was conducted through data reduction, data display, data interpretation, conclusion drawing, and verification to obtain a comprehensive picture of the management strategy for productive waqf fundraising at the Ministry of Religious Affairs in Tasikmalaya City.

The results of the study indicate that the Ministry of Religious Affairs of Tasikmalaya City has implemented a structured fundraising strategy management for productive waqf funds through strategy formulation using the SWOT matrix, strategy implementation, and strategy evaluation. Thus, the strategy implemented through socialization, cash waqf literacy education, transparency, and professionalism, is able to increase waqf trust and community participation. However, low waqf literacy remains a challenge, so education about cash waqf is needed through the waqf ambassador program and more intensive collaboration to broaden Muslim participation in cash waqf. The fundraising strategy management for productive waqf funds at the Ministry of Religious Affairs of Tasikmalaya City is effective in increasing waqf trust and can be a model for other waqf institutions.

Keywords: Management Strategy, Fundraising, Productive Waqf Funds, Wakif Trust, Ministry of Religion of Tasikmalaya City.