

Research article

Optimization of Micro Waqf Bank's Ability to Support Micro and Small Businesses

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ORCIDMuhammad Rizki: <https://orcid.org/0000-0003-1928-1730>Nurmita Sari: <https://orcid.org/0000-0002-8476-6147>**Abstract.**

Poverty and income inequality are the most complex issues we face, and they affect people at all levels of society. Poverty is a global humanitarian issue that continues to be a major concern in all parts of the globe. The percentage of people living in poverty in West Nusa Tenggara is higher than the national average. Waqf is an economic pillar that is expected to help micro and small-scale businesses succeed. Micro Waqf Bank (BWM) is a Sharia microfinance institution formed by OJK and the National Amil Zakat Institution, with a capital scheme that is unique to BWM. The goal of this research was to figure out how to improve BWM's ability to assist micro and small businesses in Central Lombok. Qualitative descriptive methods were used by the researcher. It was found that strategies to maximize the role of waqf banks for micro and small businesses in the vicinity of Islamic boarding schools can be developed based on the findings of BWM ATQIA's SWOT analysis of cash waqf management. According to the findings, strategies that can be implemented include increasing the sense of responsibility among members of the customer group, strengthening the support of Islamic boarding schools in conducting marketing while also providing an understanding of the law of usury, developing appealing programs that are in high demand by customers or the public, displaying customers' products in front of the audience, and decorating the office in a pleasing manner.

Keywords: optimization, Micro Waqf Bank, micro and small enterprises, SWOT

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1. Introduction

The problems of poverty and income inequality are the most complex problems faced and occur in every level of society. Poverty is a worldwide humanitarian problem and is still a central issue in any part of the world. Based on BPS data in 2021, the percentage of poor people in Indonesia in the September 2020 period increased to 10.19 from 9.22 in the September period the previous year. Based on the same source, the percentage of poor people in the province of West Nusa Tenggara (NTB) in the September 2020 period also increased. The percentage of poor people in NTB in the September 2020 period was 14.23, while the position in the same period the previous year was 13.88.

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This position has shown that the percentage of poor people in NTB is higher than the percentage of poor people nationally.

Based on several studies that have been carried out, it shows that one way that can be done to overcome poverty is by empowering Micro, Small and Medium Enterprises (MSMEs). Research conducted by (1), concluded that the empowerment of MSMEs is able to reduce poverty, increase economic growth and contribute to absorbing labor. The same thing was said by (2) who wrote that the empowerment and development of MSMEs is one way to overcome the poverty that occurs. Research conducted by (3) wrote that Micro and Small Enterprises (MSEs) have an important role as a way to fight poverty in the regions. However, it is often difficult for micro and small business actors to obtain capital loans.

One form of government commitment in providing ease of doing business is through providing access to capital. Following up on this, the policy breakthrough was carried out by the Financial Services Authority (OJK), by presenting The Micro Waqf Bank (BWM), as one of the Sharia Financial Institutions, which aims to serve finance and realize welfare for people throughout the archipelago (4) In October 2007, President Joko Widodo together with the OJK inaugurated the BWM program. The implementation of BWM is regulated in Law No. 1 of 2003 on Micro Finance Institutions and Regulation of the OJK (POJK) Number 62 / POJK.05 / 2015 on Changes to POJK Number 13 / POJK.05 / 2014 on The Implementation of Micro Finance Institution Business.

Waqf is an economic pillar that is expected to provide support for micro and small-scale entrepreneurs. In this case, microfinance institutions are said to still be a significant piece of the financial framework in Indonesia because the scope of business in the micro and small sector is still very high (5). BWM bring together donors or parties who have excess funds and people who need business capital (6). BWM is a form of Sharia Microfinance Institution (LKMS), which was formed by OJK and the National Amil Zakat Institution (LAZNAS). The capital scheme of the BWM is unique. Each LKMS will receive around 3 to 4 billion rupiah from donors, where donors can come from all walks of life or companies with an initial cost of 1 million rupiah per person. However, the funds received by the LKMS will not all be channeled into financing, because some will be placed in the form of deposits in Islamic commercial banks. By the end of 2019, the number of BWM was 56 units throughout Indonesia. The cumulative beneficiaries of the BWM were 25,631 customers and total financing was IDR 33.92 billion, an increase of 179.8 percent compared to the previous (7).

The development of Sharia finance in Indonesia has also penetrated into one of the provinces that is famous for its natural tourism which in 2019 was also named the first rank of Indonesian halal tourism, namely NTB (8). In February 2020, Indonesian Vice President Ma'ruf Amin and Chairman of the OJK Board of Commissioners Wimboh Santoso inaugurated BWM Ahmad Taqiuddin Mansur (ATQIA) at the Al Mansyurriyah Ta'limusshibiyah Islamic Boarding School in Central Lombok, NTB (9). The BWM program was established as a solution for providing access to capital or financing for underprivileged communities around the Islamic Boarding School area (4). The ATQIA BWM located in Central Lombok is expected to be able to support business actors around the Al Mansyurriyah Ta'limusshibiyah Islamic Boarding School. In this case, religious institutions are considered close to the community, and it is hoped that the leaders of Islamic boarding schools as religious leaders in the community are able to influence the surrounding community to apply for financing through BWM (10).

1.1. Literature Review

1.1.1. Optimization

Optimization as indicated by the Big Indonesian Dictionary is the highest, best, perfect, best, most profitable, optimizing means making perfect, making the highest, making the maximum, optimization means optimization (11). Optimization is the process of finding the best solution, not always the highest profit that can be achieved if the optimization goal is to maximize profits, or not always the lowest cost that can be reduced if the optimization goal is to minimize costs. (12).

The process of finding the best solution is done by formulating a strategy. The strategy decision-making process is constantly concerned with the development of the organization's mission, objectives, strategies, and policies. Consequently, strategic planning should analyze the organization's strategic factors under current conditions. The most famous model for situation analysis is SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis (13). SWOT analysis is a form of situation analysis by systematically identifying various factors to the strengths and weaknesses of an organization, opportunities and threats from the environment to formulate organizational strategies (14). These SWOT have their own meaning explanations.

Strengthening is a situation that is the strength of the organization, and the internal factors that support the organization in achieving its goals. Supporting factors can be resources, expertise or other advantages that may be gained thanks to financial

resources, good names, and market advantages, as well as buyer and supplier relationships. Strength is an internal factor that supports the organization in achieving its goals. Weaknesses a limitation or deficiency in one or more of an organization's resources against its competitors. Such limitations or shortcomings can be seen as in the facilities and infrastructure that are not owned, low managerial capabilities, marketing skills that do not meet the demands of the market, products that are not or less in demand by consumers or prospective users and inadequate levels of profit gain. Weakness is an internal factor that hinders the organization in achieving its goals.

It is a positive factor that arises from the environment and provides an opportunity for organizations to take advantage of it. Opportunity is an external factor that supports the organization in achieving its goals. External factors that support the achievement of goals can be policy changes, market changes, changes in the competitive environment, and technological changes. Threat is a negative factor of the environment that provides obstacles to the development of an organization. Threats are unfortunate circumstances in a company's environment. The influx of new competitors, sluggish market growth, the increasing bargaining power of major buyers or suppliers, technological changes, and revision or regulatory renewal, can be a hindrance to a company's success (15). Threats are something contrary to the thought of opportunity, thus it can be said that threats are external environmental factors that don't benefit an organization, and if not overcome then the threat will be an obstacle for an organization concerned with that environment.

1.1.2. Micro Waqf Bank

BWM consists of three words that classify the meaning, first Bank, second Waqf, and third Micro. Banks in Islamic banking Law No. 21 of 2008 are business elements that gather funds from the local area as stores and disperse them to the local area as credit and/or different structures to improve people's way of life. Waqf in the National Sharia Council Fatwa of Indonesian Council of Ulama (DSN MUI) No. 131/DSN-MUI/X/2019 on waqf sukuk explained that waqf is a wakif legal act to separate and/or hand over some of its property to be used forever or for a certain period of time in accordance with its designation for the purposes of worship and/or general welfare according to sharia. The micro referred to here is the criteria of micro-businesses based on Law No. 20 of 2008, which is a business that has a net worth of at most fifty million rupiah excluding land and buildings where businesses or have annual sales of at most three hundred million rupiah.

Based on Law No. 41/2004, the management of waqf money in Indonesia involves three related parties, namely the Indonesian Waqf Agency (BWI) as the party that conducts management and development, the Sharia Financial Institution (LKS) as the institution of collecting and distributing funds, and the third is Nazhir as the manager of waqf money funds. In fact, through a management mechanism where not under one umbrella institution like this, the potential of waqf money in Indonesia has not been optimal, thus giving rise to less effective management of money waqf (16).

The establishment of BWM first began in October 2017. Based on data obtained from the BWM website, until the end of June 2021 there have been 60 BWM with the cumulative amount of financing has reached 68.57 billion and has been distributed to 45.9 thousand customers throughout Indonesia. BWM is an Islamic Micro Finance Institution established with the permission of the OJK and aims to provide access to capital or financing for small communities that do not yet have access to formal financial institutions. The funds used are purely donation funds. Donors come from all Indonesians with surplus funds, especially entrepreneurs and large corporations who are concerned about empowerment programs for alleviating poverty and inequality in Indonesia. Based on Law no. 1 of 2013 article 1 paragraph 1, microfinance institutions are financial institutions specifically established to provide business development services and community empowerment, either through loans or financing in micro-scale businesses to community members, deposit managers, or the provision of business development consulting services that are not solely for profit.

The purpose of the BWM program is to empower the community around the Islamic boarding school environment through the establishment of LKMS / BWM with mentoring patterns. The purpose of the BWM program is to maximize the role of Islamic boarding school in the empowerment program of productive poor people and build and strengthen the socio-economic institutions of Islamic boarding school for the environment around Islamic boarding school in the form of professional, accountable, and independent MSMEs through the growth of the Community Business Group Around Indonesian Islamic Boarding School (KUMPI).

The financing process at BWM that must be done by prospective customers for the first time is to follow the selection of prospective customers through Group Mandatory Training (PWK) for five consecutive days with discipline, cohesiveness, solidarity, and courage to strive. The next stage is to form a group with the name Halaqa Weekly (HALMI) consisting of 3-5 groups of five members each group. The group is educated every week, its solidarity, commitment to effort, and togetherness. At the first meeting of

this group will be disbursement of financing, and then the HALMI meeting with weekly installment payment activities, delivery of materials such as business development and household economy.

BWM is basically expected to be able to provide easy and cheap financing, especially for MSMEs without burdening them in building their business. There are several assessment procedures that must be passed before Islamic boarding school can be declared fit to establish BWM. The OJK special team assisted by the Nahdlatul Ulama General Manager (PBNU) will first see if there is a need from Islamic boarding school to help the community in its environment, whether it requires financing in the micro segment and how it is productivity, then the commitment and readiness of the Islamic boarding school will also be assessed.

1.1.3. Micro and Small Enterprises

MSEs is a broad phrase in economic treasures that refers to productive economic endeavors held by individuals and business entities that meet the standards established by Law No. 20 of 2008. MSEs are productive businesses owned by individuals and/or individual business entities that meet the criteria of Micro Enterprises as stipulated in the Act. Small business is an independent productive economic enterprise operated by individuals or business units that are not subsidiaries or branches of companies owned, controlled or directly or indirectly by medium-sized or large companies and meet the criteria of meet small businesses within the meaning of the law.

MSEs is a business activity that can expand employment, provide a wide range of economic services to the community, play a role in equalization and increasing people's income, promoting economic growth, and achieving national stability. Furthermore, MSEs are one of the most important pillars of the national economy, and they must be given priority in terms of opportunity, support, protection, and development as a form of firm alignment to the people's economic business groups, without overlooking the importance the role of large corporations and state-owned companies. In some regions in Indonesia, MSMEs have even become the backbone of the regional economy (17).

2. method

Methods conducted by researchers are descriptive qualitative research methods undertaken to build knowledge through understanding and discovery. The qualitative

research approach is a research and inquiry process based on the study of social phenomena and human problems. According to Sugiyono (2005) in (18) Qualitative research is research for studying the state of natural objects with researchers as the main tool. In this study the researcher creates a complex picture, examines words, reports in detail from the respondents' views and conducts studies in natural situations. Descriptive paradigm is research that aims to describe or explain something as it is.

The data sources used in this study are primary and secondary data. Primary data is data obtained by a researcher from the first source, either from an individual or an individual, such as the results of interviews and surveys that the researcher normally fills out (19). Data obtained directly from sources who are closely related to BWM. Secondary data is data obtained from a second source or through the results of record keeping and documents that will provide direct or indirect support at the research site. This research is also known as research that uses literature studies and which is usually used by researchers who adhere to qualitative understanding. Data can be obtained directly from sources and other sources that are closely related to BWM.

The data collection technique used is by interviews and literature studies (library research) that explain in theory about the researcher's arguments. Literature review using secondary data obtained from government regulations, and other publication reports. While the primary data collection is obtained from the results of the interview. Interviews use closed and open-ended questions, which are a combination of closed interview techniques that ask for certain answers, with open interview techniques that are not limited to answers. The sources in this study are BWM administrators and customers. Research was conducted at BWM Ahmad Taquiuddin Mansur (BWM ATQIA), precisely on TGH road. M. Shaleh Hambali No.1 Sangkong, Bonder Village, Kec. Praya Barat, Central Lombok, NTB province.

The data processing procedure is carried out by collecting data by direct interview with the source, which then the data will qualitatively be used as a basis in compiling the way of optimization of BWM. Data analysis in qualitative research, directed at the hour of information assortment happens, and after fulfillment of information assortment inside a specific period. At the hour of the interview, the researchers had already conducted an analysis of the interviewees' replies. If the answers interviewed after analysis feel unsatisfactory then then the researcher will proceed with the inquiry once more, to some extent, acquired information that is thought of as valid. In addition, in this study also used data analysis techniques with SWOT techniques to formulate strategies to optimize the role of BWM. The strategy decision-making process is constantly concerned

with the development of the organization's mission, objectives, strategies, and policies. Consequently, strategic planning should analyze the organization's strategic factors under current conditions. The most famous model for situation analysis is SWOT analysis (13).

3. RESULTS AND DISCUSSION

Central Lombok Regency was formed as an Autonomous Region on August 14, 1958 based on the ratification of Law Number 69 of 1958 concerning the Establishment of Level II Regions within the Level I Regions of Bali, NTB and East Nusa Tenggara (NTT). However, before being formed as a government area, the Central Lombok entity existed long before. Some of the historical momentum that marked the existence of Central Lombok Regency, among others, was the issuance of *Staadblad* Number 248 of 1898 concerning *onder afdeling* East Lombok, Central Lombok, West Lombok by the Governor of the Dutch East Indies. Furthermore, after the proclamation of Central Lombok, it became integrally part of the Unitary State of the Republic of Indonesia, marked by the formal inauguration of the first Head of the Local Region – Central Lombok on October 15, 1945. The choice of October 15, 1945 was based on several considerations. First, the appointment of Lalu Srinata as Head of the Local Region – Central Lombok by the Governor of the Lesser Sunda Province, Mr. I Gusti Ketut Pudja, has legally legitimized the existence of the Central Lombok Government. Second, on October 15, 1945, the Lombok Regional National Committee (a kind of DPRD) held a general meeting in the Mataram square.

At that time, there was a transfer of power from the Japanese to the Indonesian people at the Mardi Bekso Building, Mataram. Since then, the Red and White Flag began to be flown in Lombok and the text of the Proclamation of August 17, 1945 was read on the Sasak Earth, Lombok. This was followed by the appointment of officials holding government positions, including R. Noene Noeraksa as Regional Head of Lombok, I Gusti Ngurah became Head of West Lombok Local Region, Srinata became Head of Central Lombok Local Region and Mamiq Fadelah became Head of East Lombok Local Region.

The journey of Central Lombok Regency at the age of 76 years has spanned three eras, namely the Old Order era, the New Order era and the Reformation Order era. Central Lombok Regency has been led by 9 regional heads/deputy regional heads in

the three periods of government. The first Head of the Central Lombok Region was Lalu Srinata for the period 1945 to 1946.

NTB Province consists of 10 cities/regencies. The regencies of Mataram City, West Lombok, East Lombok North Lombok, and Central Lombok are located on the island of Lombok. Meanwhile, the districts of Sumbawa, Bima, Dompu and the City of Bima are located on the island of Sumbawa. Based on the number of poor people, Central Lombok Regency is the district with the second largest population after East Lombok Regency, which is 128.10 thousand people. The population of Central Lombok Regency based on the results of the 2020 Population Census is 1,034,859 people, consisting of 514,355 male residents and 520,504 female residents. Compared to the projected population in 2010, the population of Central Lombok grew by 1.8%. Based on the religion adopted, the Muslim population is the majority population. The number of people who are Muslim is 965,408 people, while those who are religious other than Islam are 3,357 people. The population density in Central Lombok Regency in 2020 reached 856 people/km². Population density in 12 sub-districts is quite diverse with the highest population density located in Praya District with a density of 2,055 inhabitants/km² and the lowest in Batukliang Utara District of 330 people/km².

The unemployment rate in Central Lombok Regency has increased compared to 2019. Based on the results of the national labor force survey in August 2020, the unemployment rate was 3.74 percent, moving up from the 2019 figure of 1.75%. This increase is related to the Covid 19 pandemic in 2020. The total workforce in Central Lombok in 2020 is 538,728 people, and the number of unemployed is 20,165 people, consisting of 12,430 men and 7,735 women. The highest number of unemployed is at the high school graduate level, which is 8,300 people and the lowest is at the junior high school graduate level, which is 2,226 people.

Gross Domestic Regional Product (GDRP) based on current prices according to business field in 2020 amounted to Rp. 16,670.40 billion, while in the previous year it was Rp. 17,853.81 billion or decreased by 6.68%. The economy in Central Lombok Regency is dominated by the construction sector as well as the agriculture, forestry and fisheries sectors. Construction's contribution reached 15.38%, while the agricultural sector's contribution reached 27.05%. The sector with the lowest contribution was the electricity, water and gas procurement sector which only contributed 0.08%.

The economy of the people of Central Lombok is still dependent on agricultural products ranging from food crops to plantations. Central Lombok is one of the tobacco

producers. In 2020, Central Lombok's tobacco production reached 20,931.38 tons consisting of smallholder tobacco and Virginia tobacco. In addition to tobacco production coconut also dominates the plantations of Central Lombok Regency. In 2020 coconut production will reach 10,005.25 tons.

The industrial sector in Central Lombok Regency only provides a 5% distribution of the Central Lombok economy. This is because the majority of the existing industries are small industries and household crafts. Based on data from the Industry and Trade Cooperatives Office of Central Lombok Regency, the number of industrial business units in 2019 was recorded at 35,801 units with a workforce of 57,890 people. Judging from the type, the craft industry still dominates. The number of handicraft industries in Central Lombok district in 2019 reached 19,282 units or reached 53.86% of the total industry in Central Lombok.

During 2020, the average monthly per capita expenditure of the population of Central Lombok Regency was IDR 1,033,551. the expenditure is 52% for food and 48% for non-food. The food commodity group that has the highest percentage of expenditure is processed food and beverages, which is 16.64%. Meanwhile, the non-food commodity group that has the highest percentage of expenditure is housing and household facilities at 22.52%. The highest percentage of the population according to the monthly per capita expenditure group is in the Rp500,000 to Rp749,999 category, which is 25.15%. While the lowest percentage is in the expenditure group of less than Rp. 200,000 to Rp. 299,999, which is 2.63%.

BWM Ahmad Taquiuddin Mansur (BWM ATQIA) is a cooperative that was established on May 10, 2019 with Legal Entity number 013422/BH/M.KUKM.2/V/2019 from the Ministry of Cooperatives and SMEs. BWM ATQIA carries out its operational activities as an LKMS from the OJK with an Operational License number KEP-29/KO.0801/2019 on June 14, 2019. This inauguration was carried out by Prof. Dr. K.H. Ma'ruf Amin, Wimboh Santoso and Dr. Zulkieflimansyah, S.E., M.Sc. Also attended by Affairs Riza Deliansyah as Astra Deputy Chief of Corporate, Rudy Chen as Astra Insurance Chief Executive Officer and Adi Sepiarso as Astra Financial Chief. BWM ATQIA is the 2nd BWM supported by the Astra Insurance sharia social fund in collaboration with Astra. Meanwhile, the 1st BWM for Astra Insurance and Astra was previously inaugurated at the As'Ad Islamic Boarding School in Jambi on April 3, 2019. The location for the ATQIA BWM is at the Al Manshuriyyah Ta'limusshibiyah Islamic Boarding School in the province of NTB, to be precise on Jalan TGH. M. Shaleh Hambali No.1 Sangkong, Bonder Village, West Praya, Central Lombok.

The foundation for the establishment of BWM began with the desire to continue the existence of Islamic boarding schools to strengthen ties with the community, not only to increase human resources but also to support ties that could sustain their lives. The cooperative development plan started from October to December 2018, in line with the circumstances that required Baiq Mulianah to be abandoned by her husband who was the head of the Al Manshuriyyah Ta'limusshibiyah Islamic boarding school, Tuan Guru Haji (TGH) Ahmad Taiquddin Mansur. So far, Baiq Mulianah is the technical implementer of all the ideas of the leaders of the Islamic boarding school.

The ATQIA BWM is supervised by the OJK and is the only BWM in NTB out of 60 BWM locations in Indonesia. Based on data as of April 2021, BWM ATQIA has distributed funds reaching Rp. 1.4 billion with a total outstanding financing of Rp. 530 million. The number of customers who still have outstanding financing is 720 people or 146 KUMPI spread over one West Praya sub-district and consists of 12 villages. Meanwhile, the cumulative number of customers is 1,090 people. The products sold by BWM ATQIA customers include, rope bags, pandan leaf mats, woven fabrics, rattan fans, and ketak bags as well as various types of culinary businesses.

Waqf management at BWM ATQIA is carried out with the concept of moving the people's economy without any collateral or interest. The BWM ATQIA, led by Baiq Mulianah, who is also the rector of the Nahdlatul Ulama University, NTB, no longer talks about interest. BWM ATQIA purely moves the people's economy, instills a religious spirit to a sense of togetherness with one another. In addition to carrying out activities as a place to borrow, along the way, the spirit of the Islamic boarding school is also applied, namely, learning religious and social sciences. The basic concept in BWM ATQIA is to continue to transform the spirits of the Islamic boarding school to the community with the aim that the relationship between the Islamic boarding school and the community is always connected.

BWM's operating costs are not entirely from managing costs as allowed by LAZNAS, but also sourced from the boarding school foundation. In addition, it comes from the deposit yield derived from 75% of the agreed funds given to BWM sourced from the waqf of PT Astra International Tbk together with PT Asuransi Astra Buana through LAZNAS. Initially the disbursed funds amounted to Rp1 billion which is 25% of the total funds, but in the implementation will be disbursed in accordance with the development of BWM itself.

The requirement to get a loan at BWM is fairly easy. The conditions include having an ID card, having a business, and grouping and no less important is to follow the sop

set, which is required to follow HALMI. Every customer who is given a loan, in groups must run HALMI or study regularly once a week directly led by a supervisor (*asatidz*). In addition, they also learn a lot of religious science such as fiqh how to purify, ablution, preaching, and prayer ordinances. Not only that, the reading of Asmaul Husna prayer is also a regular reading at every meeting. The loan is given to the group so that when one of the customer members cannot deposit his credit because of the disaster so that he cannot run his business for one week it can be helped by the group together. Even in that group can also see which Members diligently follow all the rules of the group or not. If one member of the group is not considered compact, then it is recommended to move to another group.

The customer will be given a class first before being given a business capital loan. Each group member will be loaned 1 million and then returned with the mechanism of depositing Rp. 20,000 every week for 52 weeks and without any collateral. The term interest is omitted but is directed to provide infaq which will be used for operational activities and cash that is currently being held by the management. This infaq habit also gave birth to another good habit, namely saving. In just 4 months, the total savings from all BWM ATQIA customers has been collected as much as Rp. 20 million. Of course, this happens after the saving customers fulfill their obligations, namely paying loan installments for their business capital and also infaq. Another synergy that can be done is that prospective customers who cannot be reached by BWM ATQIA can be given recommendations for credit applications and this also applies to BWM ATQIA customers who need greater credit due to their good track record as long as they are BWM ATQIA customers.

A SWOT analysis compares the external factors of opportunity and threats, with strengths and weaknesses as the internal factors. Internal factors are taken from corporate environmental data such as financial reporting, operational activities, marketing activities and employees, and external factors are taken from external environments such as market analysis, competitors, communities and governments.

The strength of the Chairman of BWM ATQIA who is an important figure in NTB. At the time of the interview, at least the researcher was able to list a series of positions as chairman of BWM in several organizations such as the leader of the Al Manshuriyyah Ta'limusshibiyah Islamic boarding school, the rector of the Nahdlatul Ulama University (UNU) NTB, the chairman of the Islamic Economic Community (MES) in the NTB region, and the board of the People's Game Committee. and Traditional Sports (KPOTI). The chairman of BWM ATQIA serves as the new leader of the Islamic boarding school

because the child who is the heir to the throne of his father is currently studying abroad. In addition, he is the chairman of the rector at UNU NTB for the 2018-2023 period. Then, he is also the chairman of MES for the NTB region and issued the same program as BWM ATQIA, namely Mawar Emas (Against Mosque-Based Moneylenders) which currently has 1,500 customers with a wider coverage, namely all of Lombok. Then, there is a group lending system that allows each customer to remind each other regarding their obligation to repay the loan in installments. In addition, it can also avoid misuse of loan funds and the distribution of funds that are not on target. Every customer who is given a loan, in groups is required to carry out HALMI at a routine recitation once a week which is directly led by a supervisor. Where apart from the Koran, other activities intended in this event are where they deposit/pay their installments as well as infaq and savings if anyone is interested. Installment payment system per week for 52 weeks or one year. Groups of customers who have been approved for loans are given guidance in managing their business. This guidance also aims to monitor the use of loan funds so that they are not misused for other purposes other than as business capital. BWM's business activities are carried out with sharia principles, so that loan funds distributed to customer groups are not burdened with interest. BWM's funding scheme uses an unsecured funding scheme with a maximum value of IDR 3 million and a profit-sharing margin of 3% per year.

The weaknesses are the limited human resources, the absence of direct support from the Central Lombok Cooperatives and SMEs Office, and there is no place to display customer products. The number of human resources at BWM ATQIA is only 4 people. The total number of customers who still have loans is 720 customers, so this will more or less affect the operational performance of BWM ATQIA. In addition, the dream of the chairman of BWM, apart from wanting to have human resources to manage funds, he also wants to have quite a lot of marketing personnel. This is because in order to reach more customers such as wives whose husbands left them to become migrant workers. There is no continuous coordination with the Central Lombok Cooperatives and SMEs Office. Coordination is only at the initial establishment in the form of a cooperative operational permit. There is no place for displaying customer products in the storefront and the area that is visible from the front at the BWM office like in a shop. With the display system, it is hoped that it will attract attention, show the goods being sold, and indirectly show the quality of the goods. If it is a customer product, there will be more people who want to join to become BWM customers because before customers get business capital, they will be given training and business assistance. Cooperation with related technical institutions to improve customers' business and competence (20).

There are still loan shark practices around the location. There are people who are trapped in the ease of obtaining loans from moneylenders because they do not know the BWM business model that can provide micro capital, low yields and without collateral. This threat can be overcome by socializing the loan program in BWM. Strengthen the associate's roles to improve the BWM administrator's understanding about BWM program and business plan is the best strategies for developing BWM (20).

BWM ATQIA which is domiciled in Central Lombok can only serve customers who live around the location, even more specifically only in the village where BWM ATQIA is located. This is as stated in the SOP which is recognized by the management as coming from LAZNAS. Even though after 2 years the ATQIA BWM has been operating, there has not been another BWM in LNTB, but it won't be long before another BWM will be established. OJK supports government programs to improve people's welfare, especially micro and small business actors. One way is to establish BWM in the Islamic boarding school environment. The possibility of the emergence of this competitor must be anticipated by strengthening marketing so that it can still help more people.

Opportunities for the development of BWM are supported by external conditions which exists. The population of Central Lombok Regency based on the results of the 2020 Population Census is 1,034,859 people, consisting of 514,355 male residents and 520,504 female residents. Based on the religion adopted, the Muslim population is the majority population. The number of people who are Muslim is 965,408 people, while those who are religious other than Islam are 3,357 people. The total workforce in Central Lombok in 2020 is 538,728 people. This is an opportunity for BWM ATQIA to get productive human resources to help carry out BWM's fund management, operations, and marketing activities. Islamic boarding school is a forum to facilitate the running of this BWM, the support provided by the Islamic boarding school will be very useful. The support of the Islamic boarding school as a religion-based educational institution has great potential to empower the people and play a role in reducing economic inequality and alleviating poverty, especially the community around the Islamic boarding school. In addition, it is hoped that Islamic boarding schools can take a direct approach to the community to provide an understanding of the law of usury on conventional bank interest and convince residents to want to switch to using a system that is prescribed by Islam. BWM ATQIA admitted that he had been visited by a group of people from East Lombok who were interested in becoming BWM ATQIA customers, a management figure who was appointed as treasurer as well as the right hand of the chairman who was a former employee of a private bank.

4. Conclusions

SWOT analysis on BWM ATQIA produces internal factors and external factors. Where the internal factors are strengths, namely, the character of the chairman, the group lending system, the easy installment payment system, the existence of training and business assistance, and low returns. Weaknesses are limited human resources, there is no direct support from the cooperatives and SMEs in Central Lombok, and there is no place to display customer products. Meanwhile, external threat factors are the existence of moneylenders, there is zoning from LAZNAS as the institution providing capital for BWM, and the possibility of the emergence of competitors. Opportunities, namely, the number of people of productive age, the contribution of the Islamic boarding school, and the number of potential customers who are interested in becoming customers. Based on the results of the SWOT analysis in managing cash waqf at BWM ATQIA, strategies can be formulated to optimize the role of waqf banks for micro and small businesses around Islamic boarding schools. Strategies that can be carried out include increasing the sense of responsibility among members of the customer group, strengthening the support of Islamic boarding schools in conducting marketing accompanied by providing an understanding of the law of usury, creating attractive programs that are in high demand by customers or the public, exhibiting products from customers' products in front of the audience. office in an attractive manner, and enter products from customers' results on the marketplace site or online store.

BWM ATQIA is expected to improve fund management performance by consistently implementing the best strategies to optimize the role of waqf banks for micro and small businesses. The government is expected to be able to develop the BWM ecosystem in terms of financing, operations, and customer business development to assist the performance of micro and small business actors in rural areas. Future researchers are expected to conduct further research that discusses, examines, and analyzes in depth the potential of BWM in order to optimize the role of waqf banks for micro and small businesses.

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