

WAQF ASSET MANAGEMENT STRATEGY FOR IMPROVING PUBLIC HEALTH IN EAST JAVA PROVINCE

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Abstract

This research aims to determine waqf asset management strategies for improving public health in East Java Province. The method used is qualitative with a descriptive approach and determining waqf management strategies using the SWOT analysis technique. The technique used in sampling is purposive sampling. Data collection techniques were carried out by distributing questionnaires and conducting interviews. This research indicates that waqf asset management in East Java Province is still widely used for religious and educational purposes. Meanwhile, the management of waqf assets by the Indonesian Waqf Board East Java is still doing little to improve public health. Hence, an appropriate strategy for managing waqf assets is establishing cooperation between the Indonesian Waqf Board and the Health Service to provide free ambulances and develop livestock waqf proceeds for programs for people experiencing poverty in prevention and control. disease, developing waqf land by building healthy houses, and developing waqf land by establishing nutritional recovery centers.

Keywords: Health, Management, Strategy, Endowment

1. Introduction

Waqf is an act of worship that is highly recommended in Islam because the rewards of waqf continue even though the person who donated the assets has died (Falahy, 2016). Throughout history, waqf has become a financial tool with sacred and holy characteristics

per Sharia principles. Waqf not only has meaning in a spiritual context but also involves social and religious aspects and can potentially improve the economic welfare of Muslims. (Saputri, 2019). Waqf assets can be developed and managed productively so that profits from productive waqf proceeds can become a source of funds and income for the community. Productive waqf management refers to the administration of waqf assets by the community, where these assets are managed in a way that produces productive benefits. By managing waqf assets productively, the aim is to create an excess or surplus that can last on an ongoing basis. According to Kurnia (2016), with productive waqf management, waqf income becomes more diverse because it comes from business activities or businesses managed by waqf administrators. For example, productive waqf includes using waqf land for agricultural activities, selling water from waqf springs, and the construction of waqf roads and bridges, which can be used as crossing services at a cost borne by the users of these services. Here, waqf can be a movable or immovable object. The excess productive waste proceeds are then used as a source of funding to meet the needs of the people, such as in the fields of education, services, or even health facilities (Asn & Qusthoniah, 2018).

In Indonesia, the number of waqf assets has increased yearly. In 2022, the amount of waqf land in Indonesia will reach 55,259.87 hectares (Ministry of Religion of the Republic of Indonesia, 2022). This large number indicates the potential for waqf in Indonesia is also relatively high. This vast potential has received a serious response from the government. Regulations regarding waqf continue to be improved. Marked by the formation of the Indonesian Waqf Board as an independent institution responsible for developing waqf assets in Indonesia. Of course, in this case, the Indonesian Waqf Board was not formed to replace the nadir but to assist the nadir in managing waqf assets. It is a shame that in Indonesia, many waqf assets still have not provided much benefit to the broader community.

The number of waqf in East Java Province has also increased significantly. According to information from the Ministry of Religion of the Republic of Indonesia, in 2022, the area of waqf land in East Java Province reached 5,006.23 hectares. This data places East Java Province third among other provinces with the most significant waqf land assets. According to data from the Human Development Index for East Java province (2021), in general, the availability of health facilities is still concentrated in areas that have a reasonably large population and area, such as Surabaya City, Malang Regency, Jember Regency, and Banyuwangi Regency. Meanwhile, several regions in the western region of East Java (Mantraman region), namely Pacitan Regency, Trenggalek Regency, Magetan Regency, and Madiun City, as well as several regions in the eastern region (Pandalungan region), namely Bondowoso Regency, Situbondo Regency, Lumajang Regency and Probolinggo Regency, do not have many health facilities. The health facilities in question include General Hospitals, Special Hospitals, Hospitals/Maternity Homes, Community Health Centers, Clinics/Health Centers, Posyandu, and Polindes. Along with changing times, the world of

health has also experienced rapid and dynamic development. Modern waqf institutions are required to be able to move quickly to accompany the rapid developments in various fields that are the target of waqf distribution.

From the imbalance problem in East Java Province, it can be concluded that optimal management of owned waqf assets has not been fully realized. Until now, the use of waqf assets in East Java is still dominant in constructing places of worship such as mosques, prayer rooms, Islamic boarding schools, and educational facilities such as schools. This phenomenon reflects the use of waqf assets to improve the welfare of the people in the health sector, but it is still considered less significant. Therefore, based on the context and problems in East Java, efforts are needed to increase the effectiveness of waqf asset management.

2. Literature Review

2.1 Waqf

Waqf comes from the word waqafa, which is the same as habasa. So, al-waqf is the same as al-habs, which means to hold back. Meanwhile, the term waqf restrains the legal actions of the waqf person regarding the property donated to use it for public interests and goodwill to get closer to Allah SWT. At the same time, the material remains intact (Ilyas, 2016). Waqf in Islam is not only a pillar of the country's economy in terms of building infrastructure, economy, and resilience. Land can mean worship if the land is used for public purposes, such as land donated to build places of worship, financing the poor, and so on. Several verses in the Qur'an recommend Muslims who have excess wealth to immediately spend it in the way of Allah, namely QS Ali Imran verse 92 :

لَنْ تَنَالُوا الْبِرَّ حَتَّى تُنْفِقُوا مِمَّا تُحِبُّونَ وَمَا تُنْفِقُوا مِنْ شَيْءٍ فَإِنَّ اللَّهَ بِهِ عَلِيمٌ

You will never obtain virtue (perfect) until you give up some of the treasures you love. Whatever you instruct, Allah is Knowing.

According to Az-Zuhaili (2013), in the interpretation of al-Munir, the meaning of the verse above is that a believer will not get a good reward, namely heaven. He will not be classified as a good person who is entitled to pleasure, grace, and mercy of Allah SWT and is far from His torment before he gave away some of the treasures he loved most. Because of what he gives in charity, whether in the form of sound and valuable assets or assets of low value, Allah SWT knows and will reward him.

2.2 Strategy Processing of Waqf Assets

Management generally changes something until it becomes better and has higher values. Management can also be interpreted as doing something to make it more appropriate and suited to needs so that it can be more helpful. In waqf, the management of waqf or nadir requires management to carry out its duties. This management measures waqf

management activities, collects funds, distributes waqf proceeds, and maintains a good correlation between nadir, wakif, and the community (Huda & Fauzi, 2019). The government has attempted to develop and empower the potential of waqf through strategic efforts by establishing waqf institutions that have positively impacted the social and economic life of Muslims. One of the concrete steps towards productive waqf is the need for a strategy for developing and managing waqf through various models and managerial aspects from the business world's perspective to advance the people (Albab & Wulandari, 2019). There are various models of efforts to improve the welfare of the economic life of the people, namely:

- a) Productive waqf model for building construction
- b) Productive waqf model for business development
- c) Optimal cash waqf management model for the welfare of the people

According to Hud, waqf management aims to maximize the potential of waqf and develop waqf to improve the people's economic and social welfare. New waqf can benefit the people if it is managed professionally. Management of waqf assets is the duty and obligation of the nadir, a party legally given the power to manage waqf by the wakif.

2.3 Health

Experts have expressed several definitions of health. Santoso's (2017) opinion states that health is a dynamic state of balance, influenced by genetic factors, the environment, and daily living patterns such as eating, drinking, sex, work, rest, and managing emotional life. A disturbed state of balance causes damage to health status, but most of the damage in the early period is not severe if people are willing to realize it. Strengthened by the World Health Organization (WHO) definition, health is: "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity," which means a state of physical, mental and social well-being without complaints. Completely (disabled or sick).

From the various opinions above, it can be concluded that health is a condition of the well-being of the body that is stable in the coordination system of the body and soul of humans or other living creatures on a typical average. Health is the main factor that can influence the body's fitness and function, and it is the most valuable asset, which is priceless. Therefore, everyone dreams of a healthy, happy life and always wants to look healthy and fit, have a good appearance, and stay young without getting wrinkles quickly due to aging. This can be felt if we have experienced illness (Fitri, 2020).

3. Research Methods

This research uses a descriptive qualitative approach, which focuses on efforts to describe a problem, situation, or event as it is. This approach aims to reveal facts and provide an objective picture of the actual state of the research object. The research method used is a case study, which collects in-depth, detailed, intensive, holistic, and systematic data and information about people, events, social settings, or groups. A qualitative approach with the

case study method is used to examine and answer problems and to obtain more profound meaning. In this research, the study was carried out in East Java Province. The data collection technique used in this research uses SWOT analysis. SWOT analysis (Strength, Weakness, Opportunity, and Threat) systematically identifies various factors to determine the strategy of a company or business actor in carrying out its business activities. This analysis is based on logic that can maximize strengths and opportunities while minimizing weaknesses and threats (Budiman, 2017). SWOT analysis, when viewed based on its philosophy, SWOT analysis is a refinement of thinking from various frameworks and strategic plans that have been implemented both on the battlefield and in business.

SWOT analysis is based on logic: maximizing strengths and opportunities while minimizing weaknesses and threats. The strategic decision-making process is always related to developing the company's mission, goals, strategies, and policies. This strategic planner must be able to analyze the company's strategic factors in current conditions, which is usually called situation analysis. The situation analysis used is a SWOT analysis. Research shows that company performance can be determined by combining internal (strengths and weaknesses) and external (opportunities and threats) factors. These two factors must be considered in a SWOT analysis, comparing internal and external factors. The SWOT matrix is used to develop an appropriate development strategy to produce a waqf asset management strategy for improving health. This SWOT matrix can clearly describe the opportunities and threats faced so that it can be adjusted to the strengths and weaknesses of the entrepreneur. Through the SWOT matrix, appropriate development strategies can be implemented. The next step is to analyze the IFAS and EFAS results using the SWOT matrix. This SWOT matrix can clearly illustrate how the external threat opportunities faced in waqf asset management strategies for improving public health can be adjusted to their strengths and weaknesses. SWOT analysis compares internal factors of strength and weakness with external factors of opportunities and threats so that this analysis can be taken as a strategic decision.

4. Results and Discussion

4.1 Waqf Asset Management in East Java Province

East Java Province is the third largest province after Central Java and West Java in the category of the most significant number of waqf lands in Indonesia. Based on data from the Ministry of Religion of the Republic of Indonesia shows that waqf land assets in East Java Province are 5,006.23 Ha, with a total land area of 78,825 m². However, the function of waqf as an economic enabler in East Java Province is still not optimal. Most waqf assets are used only for religious development, namely prayer rooms and mosques. In contrast, the use of waqf assets for social facilities and the welfare of the people is still said to be minimal.

Based on the results of an interview with the Head of the East Java Province Indonesian Waqf Board Representative, Mr. Jeje Abdul Rojak, waqf assets in East Java Province have

an extraordinary number of waqf assets managed by Nadir professionally, divided into several fields, including worship, education, agriculture, animal husbandry, economics, health, and fisheries.

4.2 Waqf Asset Management Strategy for Health Improvement in East Java Province

Based on interviews with Mr. Jeje Abdul Rojak as Head of the East Java Province Indonesian Waqf Board Representative Office, as well as the results of questionnaires from the community, the following external and internal factors were obtained:

4.2.1 Indonesian Waqf Board East Java Internal Factor Indicator

A. Strength

a) Empowerment of waqf land for education

Most of the waqf land in East Java Province is used to construct educational facilities. East Java Province has an extraordinary number of waqf assets, especially waqf assets in the form of Islamic boarding schools and schools managed by *Kiyai* in collaboration with the Indonesian Waqf Board, for example, the Darussalam Gontor Modern Islamic Boarding School in Ponorogo. Darussalam Gontor Modern Islamic Boarding School is one of the best educational institutions built through waqf.

b) As an independent waqf management institution and a legal entity

The Indonesian Waqf Board is an independent state institution formed based on Law Number 41 of 2004 concerning waqf. It has the duties and authority to develop and advance waqf in Indonesia. With this law, the government gave the Indonesian Waqf Board the authority to manage waqf assets in Indonesia through Indonesian Waqf Board representatives in each province (Teguh, 2023).

c) Development of Islamic boarding school waqf

Most of the waqf land in East Java is used to construct Islamic boarding schools. Several Islamic boarding school waqfs have been managed and developed into productive waqfs by utilizing the land around Islamic boarding schools to become building shops, bottled water factories, gas stations (public fuel filling stations), and others.

d) Development of livestock waqf

Almost all people in East Java Province use livestock as a source of livelihood. Among them are cattle; in 2022, the population will reach 4,705,067 head, spread almost entirely in the East Java district. This is because the existence of cattle is an opportunity for the wakifs to donate part of their wealth so that it is managed well by the nadir. Waqf assets managed by *Nadzir* are channeled into several forms of distribution. These include waqf for cattle fattening, livestock, and feed and livestock support facilities.

e) Has a large waqf land

Based on Waqf Information System data, the Ministry of Religion, East Java, has a waqf land area of 5,006.23 Ha. This number makes East Java Province third with the most significant waqf assets. In the area of the waqf land, there is still empty land that can be used as productive land and utilized by the community.

B. Weakness

a) There are still few health waqf programs

The limited budget received by the Indonesian Waqf Board East Java from the central government has created very few health waqf programs. This is due to budget competition.

b) *Nadzir*, those who manage waqf are still traditional

The number of *nadirs* in Indonesian Waqf Board East Java is already significant, registered and unregistered. However, these *nadir* still have traditional ideas in managing waqf assets, so a lot of waqf land has not been used productively and optimally.

c) Lack of human resources and lack of operational funds

Human resources at Indonesian Waqf Board East Java are very minimal, namely only 11 people consisting of a chairperson, deputy chairman, secretary, treasurer, and representatives of the nadir division, waqf property management and development division, public relations division, institutional and advocacy division, research division and development as well as the addition of three advisory council members. Besides that, the Indonesian Waqf Board also experiences a lack of operational funds, which should come from the State Revenue and Expenditure Budget and Regional Revenue And Expenditure Budget. However, the Indonesian Waqf Board East Java does not receive an injection of funds from the Regional Revenue And Expenditure Budget., so it cannot increase management staff.

4.2.2 Indonesian Waqf Board East Java External Factor Indicator

A. Opportunity

a) Increasing access and quality of health services

The Health Service's efforts, namely increasing access, are efforts made through providing health workers, improving primary care facilities (primary clinics, independent practice doctors), fulfilling supporting infrastructure (health equipment, medicines, and consumables), as well as innovation for services in a remote area of East Java.

b) Providing ambulance services

Providing free ambulance services for underprivileged communities in East Java Province aims to meet the community's need for ambulance awareness. Apart from that, providing free ambulance services can help people who have difficulty getting ambulance services and can also be used by the general public who need them. So that an ambulance can help the community by delivering bodies and seriously ill patients.

c) Carrying out nutritional improvement programs for children

The health problem among children in East Java Province is stunting. The prevalence of stunted toddlers in East Java will reach 19.2% in 2022. One of the East Java Health Department's programs to improve nutrition is weighing children. This weighing is the

first step in the main activity of the child nutrition improvement program. Weighing is a community effort to monitor children's growth and development. Malnutrition, especially during the toddler years, will cause an increased risk of stunting, disruption of physical growth, mental and intelligence development, and even the risk of death.

d) Improve disease prevention and control

Disease Prevention and Control are all efforts made by the East Java Provincial Government to avoid or reduce risks, problems, and negative impacts due to communicable and non-communicable diseases. Based on the 2020-2024 National Medium Term Development Plan, exceptional attention to disease prevention and control is on heart disease, stroke, hypertension, diabetes, cancer, tuberculosis, malaria, HIV/AIDS, emerging diseases, diseases that have the potential to cause outbreaks and VPD, neglected tropical diseases (leprosy, filariasis, schistosomiasis), mental disorders, injuries, visual impairment, and dental and oral diseases. Apart from that, the emergence of new diseases that require cooperation and collaboration between programs must also be strengthened.

B. Threat

a) Demographic shift

Demographic shifts are the result of urbanization, industrialization, and increasing income, education levels, and health and medical technology in society. These will impact epidemiological shifts, namely changes in death patterns, mainly due to infection, population life expectancy, and increased non-communicable or chronic diseases.

b) High maternal mortality rate

As we already know, the maternal mortality rate is increasing. This is because the high number of COVID-19 cases is still affecting the MMR in East Java. In 2021, the MMR in East Java will reach 97.42 per 100,000 live births.

c) Increased stunting

Stunting occurs when the fetus is still in the womb and only appears when the child is two years old. Currently, the prevalence of stunted toddlers in East Java will reach 19.2% in 2022. This province is ranked 25th with the highest prevalence of stunted toddlers in Indonesia.

4.3 IFAS and EFAS Table

After the internal and external strategic factors of Indonesian Waqf Board East Java have been identified, the IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) tables will be prepared to formulate these strategic factors in the framework of Indonesian Waqf Board Java's strengths, weaknesses, opportunities and threats. East according to the stages described in the analysis method in chapter three. The IFAS and EFAS tables from the SWOT analysis at Indonesian Waqf Board East Java can be seen in the following table.

Table 1 IFAS Matrix

No	Internal factors	Weight	Ratings	Score (Weight x Rating)
STRENGTH				
1	Empowerment of waqf land for education	0.15	4	0.6
2	As an independent waqf management institution and a legal entity	0.10	3	0.3
3	Development of Islamic boarding school waqf	0.16	4	0.64
4	Development of livestock waqf	0.11	4	0.44
5	Has a large waqf land	0.14	4	0.56
Total		0.66		2.54
WEAKNESS				
1	There are still few health waqf programs	0.10	1	0.1
2	Nadzir still manages the waqf traditionally	0.09	1	0.09
3	Lack of human resources and lack of operational funds	0.15	1	0.15
Total		0.34		0.34
Amount		1		2.88

Source: processed data, 2023

Table 1 above shows that the Indonesian Waqf Board West Java's strengths and weaknesses score 2.88. This value indicates that the company's internal position is strong because it scores above 2.5. Regardless of the number of factors included in the IFAS matrix, the total average ranges between a low of 1.0 and a high of 4.0 with an average of 2.5. If the average number is below 2.5, the company is internally weak, while the value above 2.5 indicates a strong internal position.

Table 2 EFAS Matrix

No	External Factors	Weight	Ratings	Score (Weight x Rating)
OPPORTUNITY				
1	Increasing access and quality of health services	0.19	4	0.76
2	Providing ambulance services	0.2	4	0.8
3	Carrying out a nutrition improvement program	0.12	3	0.36
4	Improved disease prevention and control	0.12	3	0.36
Total		0.63		2.28

THREAT				
1	Demographic shift	0.09	2	0.18
2	High maternal mortality rate (MMR)	0.12	1	0.12
3	Increased stunting	0.16	1	0.16
Total		0.37		0.46
Amount		1		2.74

Source: processed data, 2023

Table 2 above shows that the opportunity and threat factors for Indonesian Waqf Board East Java have a score of 2.74, which indicates that this value is above 2.5, indicating that the company is responding to existing opportunities in a good way and avoiding existing threats. In the EFAS matrix, the highest total score is 4.0, and the lowest is 1.0. A total score 4.0 indicates that the company responds to existing opportunities and avoids threats. A score of 1.0 indicates that the company's strategies do not take advantage of opportunities or avoid external threats.

4.4 East Java INDONESIAN WAQF BOARD SWOT Matrix

From the IFAS and EFAS table above, it can be seen that the IFAS factor has a value of 2.88, while the value for the EFAS factor is 2.74. The total score for each factor can be divided into strengths 2.54, weaknesses 0.34, opportunities 2.28, and threats 0.46. So, it can be seen that the strength value is higher than the weakness value by a difference of 2.2, while the difference between opportunities and threats is 1.82. This can be seen in the SWOT diagram image below:

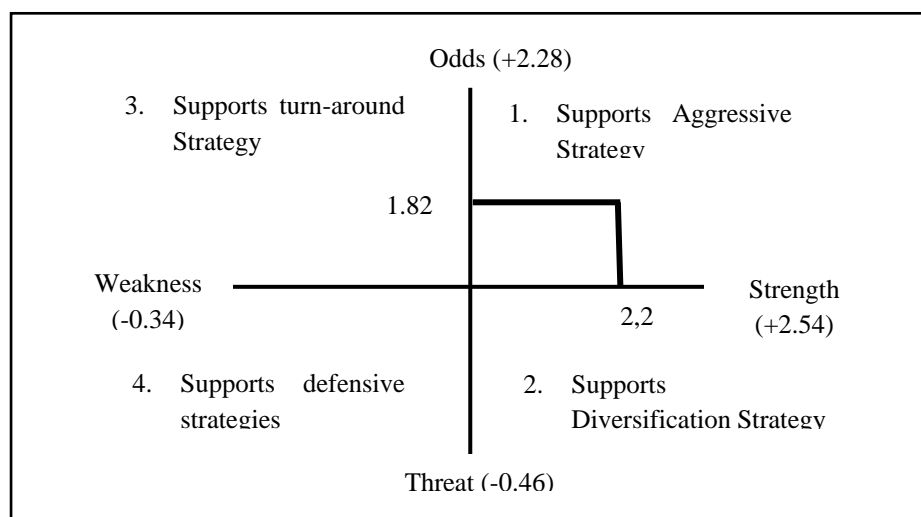


Figure 1 SWOT Analysis Diagram for Indonesian Waqf Board East Java
Source Data processed

Based on Figure 1, it can be seen that the SWOT analysis at Indonesian Waqf Board East Java is in quadrant I, which is a very profitable situation because it has internal opportunities and strengths. With its strengths, it can take advantage of existing

opportunities to become an advantage for the company. The development strategies of the Indonesian Waqf Board for West Java Province can be carried out based on research results, which can be seen through the SWOT matrix below. This matrix can clearly describe the external opportunities and threats a company faces and how to adapt them to its strengths and weaknesses. This matrix can produce four alternative strategies: Strength-Opportunity Strategy, Weakness-Opportunity Strategy, Strength-Threat Strategy, and Weakness-Threat Strategy.

Table 3 Indonesian Waqf Board SWOT Matrix for East Java Province

IFAS EFAS	Strength (S) 1. Empowerment of waqf land for education 2. As an independent waqf management institution and a legal entity 3. Development of Islamic boarding school waqf 4. Development of livestock waqf 5. Has a large waqf land	Weakness (W) 1. There are not many health waqf programs 2. Nadzir still manages the waqf traditionally 3. Lack of human resources and lack of operational funds
Chance (O) 1. Increasing access and quality of health services 2. Providing ambulance services 3. Carrying out a nutrition improvement program 4. Improved disease prevention and control	SO Strategy 1. Establishing cooperation between the Indonesian Waqf Board and the Health Service to provide free ambulance waqf (S2O2) 2. Developing livestock waqf results for programs for people with low incomes in disease prevention and control (S4O4) 3. Developing waqf land by establishing Healthy Homes (S5O1) 4. Developing waqf land by establishing a Nutrition Recovery Center (S5O3)	WO Strategy 1. Organizing a coaching program to increase access and quality of health services by utilizing empty waqf land (W1O1) 2. Creating a nutrition improvement program by utilizing empty waqf land (W1O3) 3. Establishing collaboration between the Indonesian Waqf Board and financial institutions to provide facilities in the form of ambulances (W3O2)
Threat (T) 1. Demographic shift 2. High maternal mortality rate (MMR) 3. Increased stunting	ST Strategy 1. Utilizing educational endowments to provide education related to stunting prevention (S1T3) 2. Utilizing existing waqf land by guiding maternal health services to reduce maternal mortality (MMR) (S5T2)	WT Strategy 1. Holding outreach programs related to stunting material, improving nutrition, breast milk, and MPASI targeting the population of mothers, toddlers, and pregnant women (W1T3)

Source: processed data, 2023

Based on the SWOT matrix table above, the recommended SO strategy that is most suitable for managing waqf assets in East Java is a strategy that uses strengths and takes advantage of existing opportunities to manage waqf assets in improving public health in East Java Province. There are 5 SO strategies in this research, namely:

- 1) Establishing cooperation between the Indonesian Waqf Board and the Health Service to distribute free ambulance waqf

The provision of free ambulance waqf for people experiencing poverty is carried out in collaboration between the Indonesian Waqf Board and the East Java Provincial Health Service, which aims to ease the burden on poor residents who need free patient pick-up and drop-off services considering that the cost of renting an ambulance is not cheap. An ambulance is alerted every time a patient needs assistance in terms of transportation for treatment to a hospital clinic or other place required by the patient according to conditions at that time, including patients who are in remote areas of East Java Province, so that it will be beneficial for the people of East Java Province.

- 2) Developing livestock waqf results for programs for people with low incomes in disease prevention and control

Livestock waqf has begun to be empowered to answer various social and economic problems in East Java Province. Livestock waqf can be distributed through land or cash waqf, which will later be managed and developed in a livestock program. This waqf plays an important role in improving the development and economy of East Java Province as a form of utilizing waqf assets to be used in various livestock programs whose results will be channeled to help the social and economic welfare of the people, especially people experiencing poverty in improving health, preventing and controlling disease.

- 3) Developing waqf land by establishing a Healthy House

A Healthy House on abandoned land is a productive use of waqf assets. Healthy House is a health service facility that provides free services to underprivileged people. This Healthy Home can provide access to good health in the community, healing, early detection, disease prevention, administration of vitamins, health education, assistance, vaccination, and disease screening. Considering that health problems are significant, providing quality health service coverage creates a healthy society. This Healthy House also provides health services to residents who cannot afford them. It carries out optimal health service efforts and helps to improve the health and prosperity of the community in East Java Province.

- 4) Developing waqf land by establishing a Nutrition Recovery Center

The establishment of the Nutrition Recovery Center was carried out on unproductive waqf land. Apart from that, a nutrition recovery center can also be built on abandoned waqf land. The establishment of the Nutrition Recovery Center is one of the efforts to anticipate the worsening conditions that may occur due to incidents of malnutrition. With this effort, it is hoped that it will provide significant results in reducing or reducing nutritional problems. The Nutrition Recovery Center is a place that provides additional food, accompanied by diet and medical therapy, to children suffering from malnutrition (very thin) by involving the participation of parents (mothers) in reducing under-five mortality and stunting. Treatment at The Nutrition Recovery Center includes 3 aspects. Namely medical, nutritional, and nursing aspects.

5. Conclusions

In the conclusion of this research, a lot of waqf asset management in East Java still has not been utilized in a productive direction. Management of waqf assets is mainly used for religious purposes, such as building mosques, prayer rooms, and cemeteries. Apart from that, the management of waqf assets in East Java is also used for education and the economy. Waqf assets managed productively by the Indonesian Waqf Board East Java, namely educational waqf, are used for various kinds of scholarships that can be used by people who need them more to get educational facilities, then waqf for the economy, namely waqf assets developed by the Darussalam Gontor Islamic Boarding School, which develops assets. Waqf became a building shop, bottled water factory, and gas station. In managing waqf assets, the Indonesian Waqf Board East Java already has a program to improve public health in East Java Province, but it needs further development. The following conclusion, as a strength in the waqf asset development strategy, an appropriate strategy in managing waqf assets for improving public health in East Java Province is establishing cooperation between Indonesian Waqf Board and the Health Service to provide free ambulance waqf, developing livestock waqf products for programs for people experiencing poverty in disease prevention and control, developing waqf land by establishing Healthy Homes, developing waqf land by establishing a Nutrition Recovery Center to anticipate worsening conditions that may occur due to incidents of malnutrition.

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