



Cash waqf crowdfunding model as a source of business capital for Kelompok Usaha Warung Sejahtera

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ABSTRACT

The establishment of waste bank units is one of the solutions to address the waste management issues in Samarinda City. However, waste bank managers often lack the necessary knowledge and capacity to effectively manage these units, resulting in limited development. This community service activity, in the form of training, aims to enhance the managerial knowledge and skills of waste bank managers, focusing on waste sorting, operational techniques, and administrative management. Managerial capacity is crucial for the sustainability of waste bank activities. The participants of this activity were the managers and cadres of the Turi Putih RT 48 waste bank unit in Sempaja Timur. The training was conducted by the director of the main waste bank, who has practical experience in waste bank management. The training employed lectures, brainstorming sessions, practical exercises, and mentoring. It was conducted over two days, followed by two months of mentoring. This activity successfully improved the managers' capacity in three areas: knowledge of valuable waste types, skills in waste sorting to increase the selling value of waste, and skills and practices in orderly administration.

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1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a significant role in supporting Indonesia's economy. In addition to being contributors to the national economy, MSMEs also have a substantial impact on various aspects such as total production, trade value, and job creation. Efforts to increase the contribution of MSMEs to national income must continue, given that this sector is the primary source of employment for 96.87 percent of the total workforce. The Ministry of Cooperatives and MSMEs recorded in 2017 that MSMEs contributed 60.34 percent to the Gross Domestic Product (Alfriani & Pitaloka, 2020). Practically, MSMEs not only play a role in the economic aspect but also serve as a medium for human resource development through entrepreneurial practices. As part of economic democracy, MSMEs hold a strategic position in achieving a balanced, developed, and equitable economic system. Therefore, the national economic system must be directed to support a resilient, equitable, transparent, accountable, and competitive people's economy both regionally and globally.

The development of MSMEs in Indonesia shows an increase every year. In 2018, the Ministry of Cooperatives and MSMEs recorded approximately 64.2 million MSMEs in Indonesia, forming a critical pillar in supporting the national economy, especially during the post-pandemic economic recovery period. MSMEs play a vital role in Indonesia's economic development but still face challenges such as limited access to capital (Yolanda, 2024). Strategic steps are needed to support MSMEs to become independent and contribute optimally to national economic development (Windusancono, 2021; Zidane et al., 2024).

One alternative source of funding for MSMEs is cash waqf instruments through waqf crowdfunding programs. Crowdfunding is the process of collecting small amounts of funds from various parties through digital platforms to support various types of projects, businesses, or social activities (Mollick, 2014; Suhaili & Palil, 2016; Thaker et al., 2018). In other words, crowdfunding is a microfinance and collective financing activity that provides access to a large group of people to raise capital through digital platforms (Sulistiani et al., 2023). Through crowdfunding, entrepreneurs gain easier access to capital and strengthen their economy. Waqf crowdfunding is chosen as a solution for increasing the capital capacity of partners, considering the potential for cash waqf in Indonesia, which is quite large, amounting to around IDR 180 trillion/year (Badan Wakaf Indonesia, 2023). However, this potential has not been optimized to reduce poverty and inequality in Indonesia. Waqf has long been a part of Indonesia's history, and the enactment of Law No. 41 of 2004 marked an important point for the better and more professional management of waqf in Indonesia (Diniyah, 2021). Regarding the utilization of waqf as a source of business capital, Huda et al. (2014) stated that waqf is an alternative choice for wealth distribution to enhance economic development in Indonesia. The significant potential of waqf in Indonesia provides hope for improving the socio-economic welfare of the community; furthermore, waqf plays a crucial role in poverty alleviation efforts (Huda et al., 2018). Noerhidajati & Fahrurroji (2023) stated that cash waqf management could be directed to support productive activities, including financing Micro, Small, and Medium Enterprises (MSMEs). Thus, cash waqf not only functions as a donation but can also become a sustainable source of funds for economic development. This can help increase the capacity of MSMEs and drive overall economic growth within society.

Tanjung Priok is an area located in North Jakarta with a population of 403,467 people in 2022 (Central Bureau of Statistics, 2024). In addition to its large population, Tanjung Priok has significant economic potential, evidenced by the increase in residents opening shops and becoming MSME entrepreneurs as depicted in Table 1.

Table 1. Number of trading facilities

Trading Facilities	Year			
	2020	2021	2022	2023
Traditional Markets	23	23	23	23
Small Shops	943	1.393	1.483	1.511
Total	966	1.416	1.506	1.534

Source: Badan Pusat Statistik (2024)

Amid this potential, there is a business group that plays an important role in the local economy. However, the current condition of this business group still faces various challenges that hinder its growth, making it necessary to provide solutions through community service activities. The business group, named ****Kelompok Usaha Warung Sejahtera****, consists of approximately 34 small entrepreneurs engaged in sectors such as culinary, fashion, and handicrafts. This group is led by Mrs. Unayah and is

located at Jalan Sungai Bambu IV No. 20, RT 006 RW 08, Kelurahan Sungai Bambu, Kecamatan Tanjung Priok, North Jakarta.



Figure 1. Sharing session with Warung Sejahtera Business Group partners regarding current conditions and future developments

Based on discussions with members of the Kelompok Usaha Warung Sejahtera, seven primary issues faced by the group were identified: (1) Limited access to business capital for production; (2) Lack of digital knowledge; (3) Limited market access; (4) Insufficient understanding and managerial skills; (5) High competition; (6) Infrastructure and technological access limitations; and (7) Limited access to mentorship and support.

Of these seven issues, the community service activities focused on the first issue, limited access to business capital, with two sub-problems identified: (1) Many group members lack knowledge on how to obtain capital to grow their businesses, as well as limited understanding of available funding options such as waqf crowdfunding, bank loans, investments, or government assistance programs; and (2) Members face difficulties accessing capital due to complex requirements, lengthy application processes, or unattainable guarantees, alongside limited access to financial institutions offering funding suitable to their needs.

One solution that has been increasingly developed to assist MSME financing is through Islamic social funding instruments such as waqf. Waqf in Indonesia has evolved through various instruments, including cash waqf, where funds are managed for the benefit of the community. [Rusydiana & Rahayu \(2019\)](#) stated that cash waqf is a new innovation in the Islamic financial system. Waqf has transformed over time, initially limited to immovable assets, but now also including movable assets such as money and stocks ([Sulistiyani et al., 2020](#)).

Based on the two sub-problems, the implementation of this community service activity has three main objectives: (1) To provide group members with an understanding of waqf and the potential for waqf as a source of business capital through training; (2) To facilitate the exploration of collaboration between the group and the digital platform SatuWakaf Indonesia; and (3) To assist in establishing a cash waqf management institution (nazir) as a means to increase business capital through a waqf crowdfunding approach.

2. METHODS

The implementation method is required to support the achievement of solutions to the problems faced by the members of Kelompok Usaha Warung Sejahtera. The approach used in this activity is the Participatory Action Research (PAR) method. Participatory Action Research is an approach that actively

involves all parties in evaluating ongoing actions (Qomar et al., 2022). PAR is also referred to as an approach that involves the community as its target object, with the aim of bringing about change and improving the participants' abilities. Therefore, the activities conducted include training on waqf management to enhance participants' understanding of managing waqf as a source of capital for MSME actors, and providing assistance to the group in establishing a cash waqf management institution (*nazhir*) as an alternative source of financing for MSME actors through the waqf crowdfunding program. The subjects of this activity are around 34 members of the **Kelompok Usaha Warung Sejahtera**. The activities are structured in several stages, namely:

Preparation Stage

In the preparation stage, it is important to conduct an initial assessment of the participants' understanding of waqf and the SatuWakaf Indonesia Platform. This aims to ensure that the upcoming activities can be tailored to the participants' level of knowledge. The assessment process is carried out through the distribution of a pretest questionnaire specifically designed to identify the participants' basic understanding of the concept of waqf, including its history, principles, and practices within the context of Indonesia.

Once the questionnaire is distributed, the results will be analyzed to understand which areas need more attention during the learning process. By identifying the strengths and weaknesses of the participants, the organizing team can design more effective materials and teaching methods. This adjustment ensures that each participant receives maximum benefit from the planned activities.

In addition, this preparation stage also includes logistical arrangements, such as location, time, and the resources needed for the activities. Thorough preparation will ensure that the learning process runs smoothly and effectively. The organizing team will collaborate with various related parties to ensure that all technical and administrative aspects are met, allowing participants to focus on the learning without being distracted by other matters.

Learning and Mentoring Stage

After analyzing the results of the initial survey, the learning stage begins with a structured knowledge transfer process. The presentation of materials is conducted by experts with experience in waqf and Islamic finance. This session aims to provide participants with an in-depth understanding of cash waqf management, including its mechanisms and benefits in the context of social economics. A question-and-answer session is also an important part of this stage, where participants can ask questions and discuss topics they may not fully understand. This interaction not only strengthens the participants' understanding but also provides an opportunity for them to share their own experiences and perspectives. Direct mentoring by a mentor or facilitator is also carried out to help participants apply the knowledge they have gained in real-world contexts.

The next activity is mentoring in establishing a cash waqf management institution (*nazhir*) and building collaboration with the SatuWakaf Indonesia Platform, which is one of the waqf crowdfunding platforms. With the collaboration with the SatuWakaf Indonesia Platform, it is expected that participants will find it easier to implement the concept of waqf in their businesses and utilize the platform to develop their businesses sustainably.

Evaluation Stage

The evaluation stage is an important step to measure the participants' understanding after attending the program. This evaluation is carried out by distributing a posttest questionnaire to the participants to assess the increase in their knowledge and understanding of waqf and the SatuWakaf

Indonesia Platform. In this way, participants can measure how much information they have absorbed during the learning sessions. Data gathered from the pretest and posttest questionnaires will be analyzed to examine the participants' competency changes. This analysis includes comparing the results before and after the activity, aiming to assess the effectiveness of the learning process. This information is valuable not only for the participants but also for the organizers, providing feedback for future improvements.

The evaluation results can also be used to plan subsequent programs. By understanding the areas that have been successful and those that need improvement, the organizers can design activities that better meet the participants' needs. Additionally, the evaluation results can serve as a foundation to raise awareness and understanding within the community about the importance of waqf as a social finance instrument that can promote collective welfare.

3. RESULTS AND DISCUSSION

The community service activity took place in August and September 2024, located at the Oase Anak Bangsa Office, Jl. Sungai Bambu 4 No.20, RT.6/RW.8, Sungai Bambu, Tanjung Priok District, North Jakarta, Special Capital Region of Jakarta. This location was chosen for the training due to its strategic position, ease of access, and adequate space as well as the necessary training facilities, including a meeting room, sound system, hall, LCD projector, computers, and restrooms. Figs 2 are some photos documenting the activities.



Figure 2. Activity documentations

The participants showed great enthusiasm in joining this community service activity. Image 2.a shows documentation of the speaker, Alda Sriwah Yuni from the SatuWakaf Indonesia Platform, explaining materials related to the SatuWakaf Indonesia platform as an alternative access to capital for SMEs. Image 2.b shows documentation of the speaker, Prof. Dr. H. Nurul Huda, M.M., M.Si., as the head of the community service team, delivering materials about cash waqf, which is a potential source of capital for SMEs. Image 2.c captures the enthusiasm of the participants as they take a group photo with the

speakers and the community service team. Image 2.d shows documentation of the community service team discussing waqf management and the establishment of waqf institutions.

There are 2 (two) sub-problems faced by the partners of the Kelompok Usaha Warung Sejahtera Tanjung Priok, as shown in Table 2.

Table 2. Priority problems and sub-problems

Priority Issues	Sub Problems
Limited Access to Business Capital	<ol style="list-style-type: none"> 1. Lack of knowledge about access to capital 2. Difficulty in accessing capital

To provide a solution for the sub-problem (1) “lack of knowledge about access to capital,” the community service team conducted training on waqf management through material presentations and consultations related to capital access options in the form of cash waqf. This training aimed to achieve the first objective, which is to provide the partners with an understanding of waqf and the potential sources of business capital from waqf. Before the presentation of the material, a pretest was conducted, and a posttest was administered afterward. Based on the results of the pretest and posttest, the data was processed in numerical form, and the results are presented in Table 3.

Table 3 illustrates 20 survey items related to waqf and the SatuWakaf Indonesia Platform, which were confirmed with 34 participants to assess their knowledge improvement regarding these 20 items. This was conducted during the Pretest and Posttest. In the Pretest, there were 20 knowledge items confirmed with the participants to determine if they were familiar with them. On average, only 12 participants (35.88 percent) knew these items. However, in the Posttest, there was an average increase in the number of participants who were familiar with the 20 knowledge items, with 26 participants (76.62 percent) knowing them. Therefore, it can be concluded that this training successfully increased the knowledge of an average of 14 participants (53.17 percent).

The substance of the material provided to the partners was aligned with the objectives of the activity and addressed the issues faced by the partners. The material in this activity included an introduction to the SatuWakaf Platform, the definition of nazhir, wakif, mauquf alaih, how to register on SatuWakaf, managing businesses with capital sourced from waqf, how to collaborate with SatuWakaf, parties entitled to receive waqf, business matching between business owners and investors, and how to obtain business capital from waqf funds. This community service activity successfully contributed to increasing the number of participants who initially lacked understanding of the material above, and after the training, they were able to comprehend the substance of the material. On average, 14 participants (53.17 percent) showed improved knowledge after attending the activity. A key indicator of the success of this training is the improvement in participants’ understanding after completing the program. This aligns with the findings of [Lacerenza et al. \(2017\)](#), who found that the success of learning is marked by a change in knowledge related to the material being taught. [Rofi’i et al. \(2023\)](#) found that training can improve participants’ knowledge and skills in tangible ways.

To provide a solution for sub-problem (2) “difficult access to capital,” the implementation team assisted in exploring cooperation between the partners and the SatuWakaf Indonesia Platform. This cooperation not only opened up opportunities for the Kelompok Usaha Warung Sejahtera Tanjung Priok partners to receive valuable initial guidance from SatuWakaf Indonesia but also created an ecosystem that supports the growth of micro-enterprises. With this guidance, it is hoped that business owners can enhance their financial management understanding, develop more solid business plans, and ultimately gain better access to business capital to advance their businesses.

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Table 3. Comparison results between pretest and posttest based on indicator items

Questions	Pretest Results			Posttest Results			Number of Participants Whose Understanding Has Been Improved (Difference between Posttest minus Pretest)
	Number of Participants Who Know the Question	Percentage of total 34 participants	Number of Participants Who Know the Question	Percentage of total 34 participants	Number of Participants Who Know the Question	Percentage of total 34 participants	
1	2	3 = 2/34	4	5 = 3/34	6=4-2	7 = 6/4	
Do you know what SatuWakaf is?	16	47.06	32	94.12	16	50.00	
Do you know what productive waqf is?	18	52.94	30	88.24	12	40.00	
Do you know what maukuf alaih is?	9	26.47	29	85.29	20	68.97	
Do you know what business matching is?	8	23.53	20	58.82	12	60.00	
Is SatuWakaf managed by a unit under the auspices of the Indonesian Waqf Board (Badan Wakaf Indonesia)?	14	41.18	30	88.24	16	53.33	
Does SatuWakaf Marketplace aim to unite various related parties in developing productive waqf projects?	16	47.06	31	91.18	15	48.39	
Do you know how to register for SatuWakaf?	5	14.71	23	67.65	18	78.26	
Do you know what you should do after registering for SatuWakaf?	2	5.88	23	67.65	21	91.30	
Do you know who are the parties involved in the productive waqf program at SatuWakaf?	6	17.65	23	67.65	17	73.91	
If you are a business manager or entrepreneur, do you know what you should prepare to join SatuWakaf?	13	38.24	25	73.53	12	48.00	
Do you know what nazhir is?	18	52.94	29	85.29	11	37.93	
Do you know what wakif is?	20	58.82	28	82.35	8	28.57	
Do you already know how the cooperation mechanism works in SatuWakaf?	9	26.47	19	55.88	10	52.63	
Are you interested in joining SatuWakaf?	20	58.82	30	88.24	10	33.33	
Do you already know that collaboration between nazhir and business managers can contribute to the success of productive waqf projects? Do you know Who is eligible to submit or post productive waqf projects on the SatuWakaf Marketplace platform?	14	41.18	26	76.47	12	46.15	
Do you know that business actors or business managers can join SatuWakaf?	6	17.65	19	55.88	13	68.42	
Do you know the roles of the parties involved in productive waqf projects on SatuWakaf?	19	55.88	26	76.47	7	26.92	
Do you know that business actors/business managers must have a NPWP to join SatuWakaf?	8	23.53	26	76.47	18	69.23	
Do you know How to get business capital funding if you are a business actor or business manager?	14	41.18	26	76.47	12	46.15	
Do you know what SatuWakaf is?	9	26.47	26	76.47	17	65.38	
	12	35.88	26	76.62	14	53.17	

Still related to sub-problem number 2, the community service team also contributed to assisting in the establishment of a nazhir wakaf uang institution, which was officially registered by the Badan Wakaf Indonesia (BWI) with registration number 3.3.00457 in October 2024. The assistance provided in establishing the nazhir wakaf uang institution included support in preparing the required documents for BWI. These documents included a letter of request for registration as nazhir wakaf uang to the BWI chairman, the organizational structure of the foundation, the organizational structure of the waqf institution, CVs and photocopies of ID cards of the foundation's and waqf institution's administrators, the institution's legal status, including a notarial deed and Ministry of Law and Human Rights (Kemenkumham) approval, a certificate of domicile from the village office, institutional profile and budget plan, inventory list of managed waqf assets, management reports, financial reports, distribution of results to mauquf alaih, fundraising plans, waqf management and development plans, two nazhir members with competencies in waqf management, recommendations from Islamic financial institutions receiving waqf funds, letters of commitment to report on duties/waqf activities, and statements agreeing to be audited by BWI or an auditor appointed by BWI, and monthly reporting statements.

4. CONCLUSION AND RECOMMENDATIONS

This community service activity involved 34 participants from the Kelompok Usaha Warung Sejahtera Tanjung Priok and aimed to increase their knowledge about access to capital, particularly through alternative funding sources like waqf via the SatuWakaf Indonesia platform. The activity successfully enhanced participants' understanding by an average of 53.17 percent, positively impacting their ability to explore funding options. Initial collaboration with SatuWakaf Indonesia was established, providing guidance on accessing waqf-based capital and contributing to the formation of a nazhir wakaf uang institution to support micro-businesses. Despite challenges such as adapting to the waqf concept and administrative complexities, the program fostered valuable networks among participants and stakeholders, laying the groundwork for future collaborations and sustainable capital access.

Some limitations related to this community service activity are: (1) Concept understanding, as many MSME players may not be familiar with the concept of waqf, thus requiring time to understand its mechanisms and benefits; (2) Administrative process, the use of the SatuWakaf platform for crowdfunding may require technical understanding that not all MSME players possess, necessitating further assistance; and (3) Limited access to technology, as some MSME players may not have stable internet access or adequate devices to use the platform. Suggestions for future community service activities: (1) Ongoing assistance, providing follow-up guidance sessions for participants after the training to help them understand and implement the waqf concept; (2) Technology awareness, offering specific training on using the SatuWakaf application, including how to navigate and its key features; (3) Awareness campaign, running campaigns to raise awareness about the benefits of waqf among MSME players, motivating them to participate; and (4) Support network, building networks between MSME players and mentors or experienced supporters in waqf and crowdfunding to share experiences and advice. By addressing these limitations and implementing these suggestions, it is hoped that MSME players can be more effective in accessing capital through waqf and maximizing crowdfunding opportunities.

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