



ROADMAP AND SUSTAINABLE ISLAMIC BOARDING SCHOOL BUSINESS RESILIENCE MODEL BASED ON A POST-PANDEMIC COVID-19 GREEN ECONOMY IN WEST JAVA

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Abstract

2022 is a momentum for Indonesia to focus more on a green economy. As the host of the G20, Indonesia is mandated to support three programs as a main priority: digital transformation, green economy, and energy transition. Several national policies and regulations have been directed to support a green economy but still need to be optimized, especially those related to empowering MSMEs, including Islamic Boarding School Business Units that are environmentally friendly.

Businesses managed by Islamic boarding schools are growing in Indonesia, including in West Java, 9,167 or 31.8% of all Islamic boarding schools in Indonesia. However, the Covid-19 pandemic has caused the Islamic Boarding School (Pesantren) economy and business to not develop in the past year. For this reason, it is necessary to conduct research in the form of a roadmap and sustainable business resilience model in Islamic boarding schools based on a green economy. This model combines secondary data processing in the form of a literature review and primary data in the form of empirical observations in several pesantren that have survived and developed during the Covid-19 pandemic, especially those that support green economic aspects. The implementation model will be developed in several regions and cities,

Keywords: business resilience models; green economy; Islamic Boarding School (Pesantren)

INTRODUCTON

The Covid 19 pandemic has caused a prolonged economic crisis worldwide, so several countries are expected to be increasingly left behind, including Indonesia. In the second quarter of 2020, the Gross Domestic Product (GDP) grew negatively by 5.32 percent per year, and as many as 2.67 million Indonesians lost their jobs (BPS, 2020). (Abdulsalam, 2022) states that low economic growth is the root cause of extreme poverty, affecting millions worldwide.

In order to address this issue, the finance ministers of the countries that are members of the G20 created a strategy for economic recovery in the midst of a pandemic. One of these strategies, Green Recovery (Green Economy), has been implemented in Indonesia. In principle, Green Economy is a development model that synergizes economic growth, poverty reduction, and social involvement that is driven by the development and use of global resources in a sustainable manner (Annisa, 2019). A green economy will be beneficial in creating new job opportunities (green jobs) and new investments (green investment), encouraging low-carbon economic growth, and increasing the carrying capacity of natural resources and the environment (Mangunjaya & Wahyono, 2022). A green economy will be beneficial in creating new job opportunities (green jobs) and new investments (green investment).

West Java Province is the Green Economy pilot area in Indonesia based on readiness in the Low Carbon Development Planning (PPRK) agenda. In its implementation, the West Java Provincial

Government has received support from various partners, such as the German government through Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), the Japanese government through the Japan International Cooperation Agency (JICA), and UN agencies under the UN Partnership for Action on the Green consortium. Economy (UN-PAGE) consisting of UNDP, ILO, UNIDO, UNEP, and UNITAR. This support was provided through activities, such as efforts to integrate PPRK policies into development planning documents in West Java Province (Abdulsalam, 2022). These activities included capacity building, support for policy formulation, strengthening communication, and others (Abdulsalam, 2022).

Conceptually, the Green Economy has a broad scope, starting from using environmentally friendly raw materials, recycling techniques, the marketing process, product design, and how manufacturers get their products to cut distribution production lines (Purwanto, 2021). However, in its application, the performance of the Green Economy still needs to be improved, especially in terms of capital, namely various elements in financial financing that are easily accessible, for example, the Mesra Credit program. In this program, loans without collateral can be given to individual micro-entrepreneurs who still need to be bankable with a maximum ceiling of IDR 5,000,000 based on houses of worship. Likewise, the promotion issue is also very important to pay attention to because various cases have been found where business actors have many products but are not absorbed in the market (Prayoga & Yoko, 2016).

The Green Economy concept can also be applied to Islamic boarding schools, for example: in the One Islamic Boarding School One Product Program, where the program has produced many Islamic boarding schools whose products sell well domestically and abroad. The Ministry of Agriculture (Kementan) even continues to make breakthroughs to increase agricultural production in various commodities by increasing the interest of the younger generation, including students. As many as 15 thousand students from Indonesia received agribusiness training to apply modern agricultural business practices from upstream to downstream. The Minister of Agriculture informed about Launching Millennial Farmer Santri activity to regenerate young farmers in the agricultural sector. It is important, considering that future food needs will be even greater as the population growth rate increases. Four million millennial students throughout Indonesia can access directly to the ministry without complicated procedures, for example, assistance in allocating 1 million chickens for all Islamic boarding schools (Amran, 2022).

Efforts to introduce and mobilize millennial students are a strategic choice for regeneration and increasing agricultural productivity. The involvement of the santri is part of a larger program, namely the movement of a million millennial farmers, designated as a priority program for Indonesian human development in 2019. In the activity, which was attended by representatives of Islamic boarding schools throughout Indonesia, the Ministry of Agriculture provided direct assistance for superior seeds for rice, corn, and horticultural crops, livestock in the form of 102 cows, 500 goats/sheep, and

10,000 chickens, as well as assistance with agricultural machinery (suntan), namely ten hand tractors. This assistance is still developing, along with data collection on the potential of existing Islamic boarding schools. Technical implementing units will monitor this activity. Mangunjaya & Wahyono, (2022). The potential number of Islamic boarding schools in Indonesia can be seen in Figure 1.

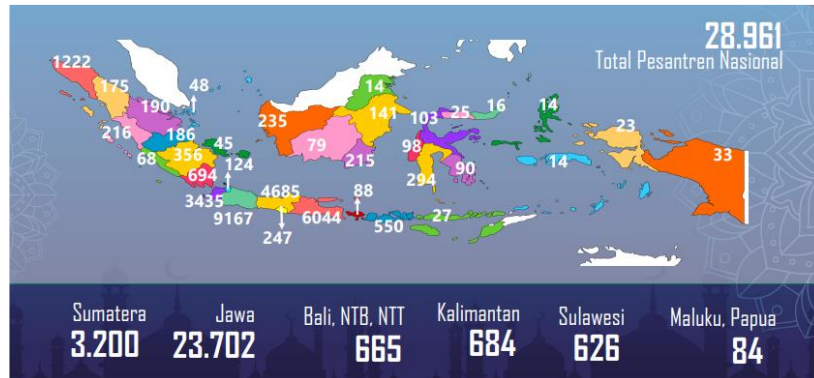


Figure 1. Potential Number of Islamic Boarding Schools

Source: Bashori (2009)

The Islamic boarding schools in West Java account for 9,167 of Indonesia's total, which accounts for 31.8% of the total number of Islamic boarding schools in Indonesia. The businesses managed by Islamic boarding schools in Indonesia are highly developed. However, the COVID-19 pandemic has caused the pesantren economy and business to not develop in the past year. In West Java, as many as 58,000 MSMEs were affected, then gradually decreased to 37,000 MSMEs due to support from various parties in the form of the Penta helix collaboration, namely collaboration that combines various parties including universities, companies, communities, government, and media. This support includes how the government's efforts to encourage training for human resources. The Katadata Insight Center was surveyed in June 2020 to measure the impact of the COVID-19 pandemic on 206 MSMEs in Jakarta, Bogor, Depok, Tangerang, and Ramadan, 2021).

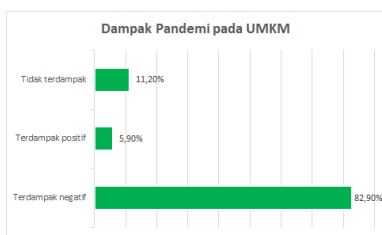


Figure 2. Impact of the Pandemic on MSMEs

Source:

<https://katadata.co.id/umkm>

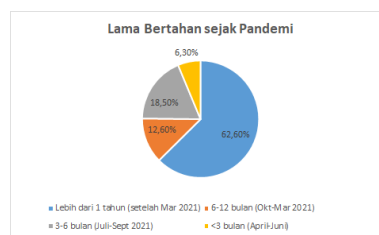


Figure 3. Long Lasting since the Pandemic

Source:

<https://katadata.co.id/umkm>

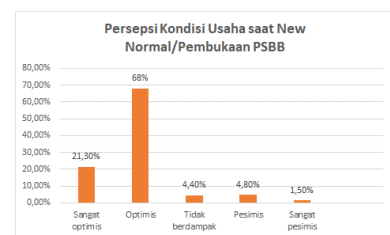


Figure 4. Perception of Current Business Conditions *New Normal/Opening PSBB*

Source:

<https://katadata.co.id/umkm>

The majority of 82.90% of MSMEs have experienced a negative impact from the pandemic. Only a small portion, or 5.90%, of MSMEs experienced a positive impact. As many as 62.6% of

MSMEs believe they can survive more than one year through the crisis caused by this pandemic. 68% of business actors are optimistic about their business conditions if the New Normal is implemented (Mangunjaya & Wahyono, 2022).

The Green Economy concept is expected to be a lever to revive West Java MSMEs after the Covid-19 pandemic. For this reason, it is necessary to conduct research by making a roadmap and designing a sustainable business resilience model for Islamic boarding schools based on a green economy. This map and model combine secondary data processing in the form of a literature review and primary data in the form of empirical observations in several Islamic boarding schools that have survived and developed during the Covid-19 pandemic, especially those that support green economy aspects. Model implementation will be developed in several regencies and cities, especially those that are members of the Islamic Boarding School Economics and Business Association (HEBITREN) in West Java, to revive Islamic boarding schools' businesses amid the COVID-19 pandemic by taking into account the principles of a green economy: risk management, Rustiman, 2022).

Islamic Boarding School Economics and Business Association (HEBITREN) is an association that unites all Islamic boarding schools in Indonesia to collaborate and build the Islamic boarding school business economy and its people. Since its declaration of its formation in November 2019, HEBITREN has shown rapid development in its journey to 2021. To date, 16 provincial-level HEBITREN have been formed, with membership reaching around 300 Islamic boarding schools throughout Indonesia. This number is expected to increase considering the increasing number of other Islamic boarding schools that wish to join HEBITREN to increase the capacity and competence of their businesses jointly. The aim is to serve as an outlet to showcase the superior products of Islamic boarding schools to HEBITREN members, presenting an ecosystem for the development of Islamic boarding school-based economic independence, Rustiman, 2022). A map of the distribution of the National HEBITREN area can be seen in Figure 5.



Figure 5. National HEBITREN Area Distribution Map

Source: M. Anwar Bashori (2009)

METHOD

In this study, a descriptive qualitative method was utilized, and it started with a SWOT analysis, which can be seen in Table 1, where eight boxes are displayed. The top two boxes represent external factors, and they contain opportunities and threats; the two boxes on the left represent internal factors and strengths and challenges. The other four boxes are strategy discussion boxes that emerged due to meeting points between internal and external factors. SWOT analysis is used for strategic planning and management and can be used effectively to build organizational and competitive strategies (Gürel & Tat, 2017).

Table 1 SWOT Strategic Issue Diagram

	<i>Strengths</i>	<i>Weaknesses</i>
	<p>a. The total number of national pesantren is 28,961</p> <p>b. The role of Islamic boarding schools in community empowerment is a social institution that has advantages and independence in the economic field of entrepreneurship</p> <p>c. The role of Islamic boarding schools in da'wah as forming superior character</p> <p>d. The role of Islamic boarding schools in education is in the form of a transfer of knowledge function in formal sciences</p> <p>e. Has a Ponpres partner</p> <p>f. Have caping (integrated agricultural records)</p>	<p>a. <i>marketing</i>: Limited market access to sell pesantren products</p> <p>b. <i>networking</i>: Limitations of networking both in terms of supply and demand</p> <p>c. <i>Capabilities</i>: Limited capability to increase economic capacity</p> <p>d. <i>financing</i>: Limited own capital and access to financial institutions</p>
<i>Opportunities</i>	<i>Comparative Advantage</i>	<i>Mobilization</i>
<p>a. Assistance and monitoring through JICA & PUM</p> <p>b. BI assistance in</p>	<p>Evaluation of internal processes to map the potential of Islamic boarding schools in the context of developing and strengthening</p>	<p>Digitizing agriculture in the form of improving telecommunications infrastructure that can support</p>

	<i>Strengths</i>	<i>Weaknesses</i>
the form of distributing Green House IoT infrastructure to help implement precision farming systems c. Potential to market agricultural products in the domestic market and global market	the halal value chain ecosystem through the development of Islamic boarding schools' economic independence	the speed of communicating via the Internet, such as strengthening cellular signals to make it easier to disseminate information and carry out publications in the context of market penetration
<i>Threats</i>	<i>Investment/Disinvestment</i>	<i>Damage Control</i>
a. Covid 19 pandemic b. World economic recession c. The government sets the tax rate a. Rupiah exchange rate against foreign currencies b. Crop failure due to force majeure c. Community cons against the presence of new institutions, especially loan sharks d. Threat of newcomers e. The threat of substitute products or services	Agricultural corporations where the business scale is optimal, by the conditions and capacity of local resources, the potential and capacity of agro-industry and marketing development, the availability of technology to increase efficiency, and management technical capabilities but still rely on superior commodities in the region, and pay attention to development and diversification opportunities, vertically or horizontally.	Ecosystem transformation through benchmarking and increasing sustainability in order to create green economy-based economic resilience in Islamic boarding schools in West Java

Based on an analysis of opportunities, threats, strengths, and challenges, four main strategies can be formulated, namely:

1. Comparative Advantage Strategy, which is a meeting between two elements, namely: strengths and opportunities, so that it can provide an advantage (advantage) for an institution, individual, community, or company to be able to develop even better. In this context, the right strategy for Islamic boarding schools is to evaluate internal processes in order to be able to map the potential of Islamic boarding schools in the context of developing and strengthening the halal value chain ecosystem through the development of Islamic boarding schools' economic independence.
2. Mobilization Strategy is an interaction between threats and strengths. Efforts must be made to mobilize resources that are the strengths of an institution, individual, community, or company to mitigate external threats and turn threats into opportunities. In this case, the right strategy for Islamic boarding schools is digitizing agriculture by improving telecommunications infrastructure to support Internet communication speed, such as strengthening cellular signals to facilitate information dissemination and publication in the context of market penetration.
3. Divestment/Investment Strategy is an interaction between internal weaknesses and external opportunities. This situation provides a choice in an ambiguous situation. The available opportunities are convincing but cannot be exploited because more strength is needed to work on them. The decision is to release the existing opportunity (divestment) or increase the energy and effort to seize the opportunity (investment). In this case, the right strategy for Islamic boarding schools is the establishment of an agricultural corporation, which will produce an optimal business scale by local resource conditions and capacity, potential and capacity of agro-industry development and marketing, availability of technology to increase efficiency,
4. Damage Control Strategy is the weakest condition because it is a meeting between internal weaknesses and external threats. Therefore a wrong decision in this section will bring great disaster to an institution, individual, community, or a related company. Thus the strategy that pesantren must take in this condition is to control/minimize losses (damage control) so that they do not become worse than expected, namely carrying out an ecosystem transformation strategy through benchmarking and increasing sustainability in order to create green economy-based economic resilience at Islamic boarding schools in West Java.

FINDINGS AND DISCUSSION

Based on the SWOT analysis and strategy formulation, it can be followed by designing a Business Model Canvas, which can be seen in Figure 6, which contains a mapping of Key Partners (main partners), Key Activities (main activities), Value Propositions (value proposition), Customer Relationships (relationships with consumers), Customer Segments (consumer segments), Key Resources (main sources), Channels (main channels), Cost Structures (cost structures) and Revenue Streams (profit streams).

Key Partners	Key Activities	Value Propositions	Customer Relations	Customer Segments
<ul style="list-style-type: none"> Islamic boarding schools and mosques Community groups Cooperatives and Islamic Boarding School Business Units Commercial Digital 	<ul style="list-style-type: none"> Providing agricultural products needed by students Distribution and socialization of agricultural products 	<ul style="list-style-type: none"> Reducing agricultural products that are by the sunnah and are much needed by students and the community at the national and international levels 	<ul style="list-style-type: none"> Discount/special price Admin/customer service after sales Respective/consumer education 	<ul style="list-style-type: none"> All Muslims are alive or have died The wider community and Islamic boarding schools with students who have a concern for a clean and healthy life Religious community/DKM
	Key Resources		Channels	
	<ul style="list-style-type: none"> Product researcher Production staff Web developer Marketing Data analysis Qur'anic Garden 		<ul style="list-style-type: none"> Ticktock Instagram WhatsApp YouTube Commercial Digital WebsiteKapontren 	
Cost Structure		Revenue Streams		
<ul style="list-style-type: none"> Production cost Operating costs Promotional costs Technology costs 		<ul style="list-style-type: none"> Commission on sales of all products Qur'an Garden Expo training and exhibition Import and export of agricultural products 		

Figure 5. Business Model Canvas

After the Business Model Canvas is formed, a Sustainable Islamic Boarding School Economic Resilience Model Roadmap can be prepared so that the programs and outcomes of each strategy can be described (Figure 6).

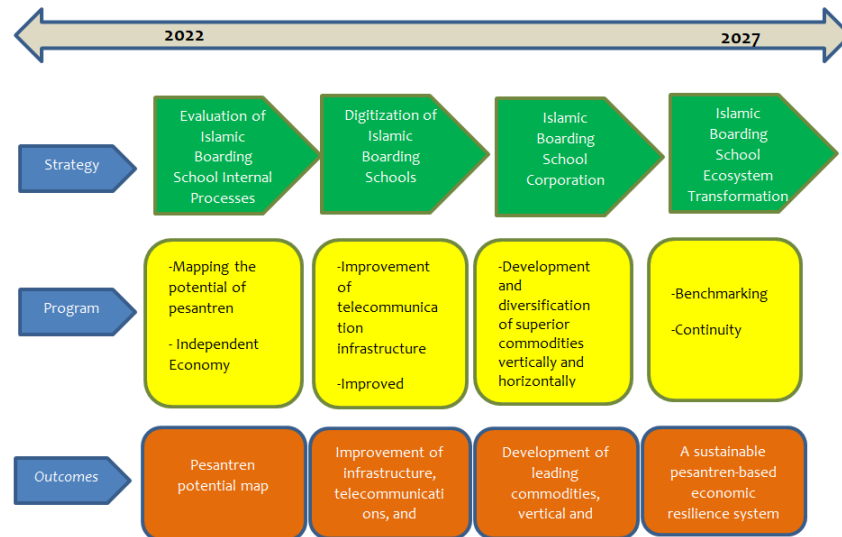


Figure 6. Sustainable Islamic Boarding School Economic Resilience Model Roadmap

Based on Figure 6, the business model roadmap is expected to produce outcomes by mapping the potential of Islamic boarding schools, improving infrastructure, developing superior commodities, and creating green economy-based economic resilience in Islamic boarding schools in West Java.

The operational recommendation summary of this roadmap can be visualized through the Balanced Scorecard in Figure 7 so that it can be linked to the action plans of each strategy.

Strategic Theme		Balanced Scorecard			Action Plan	
		objective	measures	Target	initiative	budget
Financial Perspective	Transformation of the pesantren	A sustainable green pesantren-based economic resilience system	-The productivity level of Islamic boarding schools has increased	85%	Continuous improvement (continuous improvement) so that it becomes a culture	IDR XXX million
Consumer Perspective	Islamic boarding		-Welfare growth students and society			
Internal Perspective	Digitization of					
Learning Growth Perspective	Evaluation of pesantren internal	Development and diversification of superior commodities of Islamic	Increasing the amount of supply of goods and services in local, national,	80%	-Identify the type of business -Improve governance -Educate managers in a	IDR XXX million

		boarding schools	and international markets		professional manner	
		Improvement of pesantren infrastructure and telecommunications	-Increased market share -Publication increase -Networking increases	75%	-Build an infrastructure system -Prioritize data security -Educate staff -Networking	IDR XXX million
		Map of pesantren resource potential	Mapped resource potential: material, financial, human resources, information	70%	Entrepreneurship training to empower teachers and students	IDR XXX million
					Total	IDR XXX billion

Figure 7 Links between Strategy Themes, Balanced Scorecard, and Action Plan

Source: Kaplan & Norton (2004)

CONCLUSION

- Based on the SWOT analysis, the strategies that can be implemented by pesantren are as follows: (1) Comparative Advantage: evaluation of internal processes to map the potential of pesantren in order to develop and strengthen the halal value chain ecosystem through the development of pesantren economic independence, (2) Mobilization: digitalization of pesantren in the form of improvement of telecommunications infrastructure that can support the speed of communicating via the Internet such as strengthening cellular signals to make it easier to access information and publications in the context of market penetration, (3) Divestment/Investment: forming a pesantren corporation so that the business scale is optimal, namely always relying on superior commodities in the region, but still paying attention to development and diversification opportunities, both vertically and horizontally, (4) Damage control: ecosystem transformation through benchmarking and increasing sustainability in order to create sustainable green economy-based Islamic boarding schools in West Java.

2. *Business Model Canvas* produce maps: key partners, key activities, value propositions, customer relationships, customer segments, key resources, channels), cost structures (cost structures), and revenue streams (profit streams) so that pesantren can synergize in Penta helix with stakeholders.
3. *Roadmaps* The business model is intended so that Islamic boarding schools have program priorities that will be realized, namely a map of the potential of Islamic boarding schools, infrastructure improvement, development of superior commodities, and the creation of a sustainable Islamic boarding school-based green economy resilience system along with the outcomes to be achieved.
4. *Balanced Scorecard* uniting the chosen strategy with the action plan in the form of the pesantren's steps in realizing the program and the budget planning that needs to be prepared.

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