

# The Role of Islamic Boarding Schools in Rural Economic Development through Santripreneurs: Lessons from Miftahul Ulum Islamic Boarding School, South Kalimantan

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**Abstract.** Nowadays, Islamic boarding schools must be able to work as economic growth dynamics through entrepreneurs and as educational institutions that serve as catalysts for human resource development. This study analyzes the role of santripreneurs in establishing the independence of Islamic boarding schools and improving the rural economy. This study focuses on the Miftahul Ulum Islamic Boarding School in South Kalimantan, specifically the pangasius cultivation business. The methods employed include an empirical approach with direct observation and interviews. The study's findings demonstrate that santripreneurs who cultivated pangasius at the Miftahul Ulum Islamic Boarding School in South Kalimantan increased the Islamic boarding school's economic independence with pangasius production reaching 13 tons in 8 months and the diversification of processed products. Santri learns new fishery and entrepreneurship skills, including identifying opportunities, farming training, business implementation, product development, marketing, and financial management.

**Keywords:** Islamic boarding school, santripreneurs, rural community resilience, *Pangasius* cultivation business

## 1 Introduction

Indonesia's agribusiness potential in the fisheries, livestock, and agriculture sectors is excellent, supported by abundant natural and non-natural resources (Ulya 2020). However, the use of modern technology in agribusiness remains suboptimal, particularly in rural areas. This is despite the wealth of natural resources and the potential for growth that modern technology can unlock. The lack of community knowledge about the latest farming technologies results in reliance on traditional methods, such as using river flows for fish farming. The government's role is crucial in providing adaptive information and technology in line with current developments (Nain 2023). By emphasizing the importance of integrating modern technology in agribusiness, the government can help unlock the full potential of Indonesia's agribusiness sector.

The potential of pesantren in the halal industry is a promising avenue for the future of the Islamic economy in Indonesia. Poverty in Indonesia remains a severe issue, mainly as poverty alleviation policies focused on the economic sector are considered ineffective. Education, as another critical sector, can break the cycle of poverty by enhancing individual capacities (Sachs 2005; Ustama 2009). Islamic boarding schools (pesantren), as educational institutions, play a significant role in developing superior human resources and supporting the Sharia economy's growth by shaping students' character and competencies (santri). According to Muhtarom et al. (2024), many pesantren still rely on financial contributions, and they need to reduce this dependency by developing independent business units to achieve economic independence. Komite Nasional Keuangan Syariah (KNKS) (2024) identifies pesantren as potential stakeholders in the halal industry. However, this potential has yet to be fully utilized, as only a few pesantren have developed economic business units. In 2022, there were approximately 4.4 million students in 37,626 pesantren across Indonesia (Kemenag 2020). In addition to religious education, pesantren now integrates life skills education, including communication, leadership, and time management skills.

The role of pesantren in the Santripreneur movement is a significant step towards realizing their potential in economic development and community empowerment. This role aligns with the Sustainable Development Goals (SDGs), such as economic growth (SDG 8), food security and sustainable agriculture (SDG 2), and enhancing youth entrepreneurship and skills (SDG 4). The entrepreneurship ratio in Indonesia, at 3.47%, is much lower than Singapore's 8.76%. The Santripreneur movement, initiated to enhance students' entrepreneurial skills and empower the economy of pesantren and the surrounding community, is a step towards addressing this disparity. This movement is supported by Indonesia's Law No. 18 of 2019 on Pesantren, a comprehensive legal framework that emphasizes the importance of community empowerment through strengthening the economic potential of pesantren. The enactment of the Pesantren Law provides legal support for pesantren development in meeting the SDGs, improving education quality, and boosting pesantren economic potential. Pesantren is expected to serve not only as centres of religious education but also to empower students through the Santripreneur program to support the national economy. Programs like One Pesantren One Product (OPOP) in East Java serve as examples of successful pesantren-based economic development.

According to 2020 data from the Ministry of Religious Affairs, South Kalimantan has 214 pesantren, with 73.74% of students, 11% of whom are of productive age. Santripreneur can be a platform for productive-age students to channel their entrepreneurial spirit by optimizing the commodities available in the pesantren's business units. Currently, six categories of business units can be created and developed in pesantren: agriculture and plantations, livestock, fisheries, fashion, food and beverages, services, and crafts. To accelerate the achievement of targets and the implementation of pesantren functions, science, research, and appropriate technology must be integrated. According to Agusti et al. (2022), empowering communities through pesantren, especially in rural areas, can improve people's dignity by reducing poverty, optimizing resource use, and providing access to services and business entities, such as pesantren business units that produce competitive products and services, enhance students' skills, and empower the economy of both the pesantren and the surrounding community.

Since the 1970s, pesantren have played an essential role in the economy, society, and politics. Pesantren have the potential to become pioneers of the Muslim economy by utilizing assets

and resources to drive the Sharia economy (Fathoni and Rohim 2019). Pondok Pesantren Miftahul Ulum, located in Bangkiling Raya Village, Banua Lawas District, Tabalong Regency, South Kalimantan, serves not only as a religious education centre but also as an economic empowerment hub for the community through various business units managed by the pesantren. This pesantren focuses not only on religious education but also integrates economic independence as part of the holistic education provided to students. One of the leading business units at Pondok Pesantren Miftahul Ulum is fish farming. The pesantren uses 12 hectares of land allocated for economic activities, including pangasius fish farming. This fish farming business has become one of the economic pillars of the pesantren, helping to support operational costs and contributing to the surrounding community.

The presence of Pondok Pesantren Miftahul Ulum in Bangkiling Raya Village, located near a river basin, makes it easier for the pesantren to carry out practical fish farming. The pesantren incorporates traditional knowledge into the business by utilizing the natural skills of the villagers in managing river cages. This condition allows Pondok Pesantren Miftahul Ulum to produce pangasius fish with significant market value. The fish farming business provides practical lessons to students about the importance of economic independence and strengthens the relationship between the pesantren and the surrounding community. Strong leadership from the Kiai and administrators and support from a good production system and available markets ensure that Pondok Pesantren Miftahul Ulum continues to grow as both an educational and economic centre. The pesantren can achieve economic independence through its fish farming business, contribute to the community, and inspire other pesantren in South Kalimantan.

Islamic boarding schools play a strategic role in rural economic empowerment but often face challenges such as limited use of technology, restricted market access, and reliance on external donations. Pondok Pesantren Miftahul Ulum in South Kalimantan exemplifies how the Santripreneur program can enhance pesantren's economic independence through pangasius fish farming while empowering the surrounding community. This study aims to analyze the role of Santripreneurs in promoting economic independence, assess the social and economic impacts generated, and identify opportunities and challenges in managing pesantren business units to serve as a replicable model for community-based empowerment in Indonesia.

## **2 Research Methods**

This study uses a qualitative approach with a case study design to examine the role of Santripreneurs at Miftahul Ulum Islamic Boarding School in South Kalimantan in Pangasius fish farming. This location was chosen due to the pesantren's involvement in the Santripreneur program, which aims to enhance economic independence and support the rural economy. Data collection was conducted from September to August 2023, involving 40 community members and Badan Pengelola Usaha Pesantren (BPUP). Data were gathered through direct observation, in-depth interviews, and focus group discussions, ensuring a comprehensive understanding of the dynamics between the pesantren and the surrounding community. Research ethics were maintained by ensuring voluntary participation and safeguarding the confidentiality of respondent data. The results of this study are expected to provide insights into the contribution of Santripreneurs to the economic development of pesantren and rural communities.

### 3 Result and Discussion

#### 3.1 Location Overview

Bangkiling Raya is a village located in Banua Lawas Subdistrict, Tabalong Regency, South Kalimantan. The village was established in 1978 due to the division of Hapalah Village. Although a remote village far from urban centres, Bangkiling Raya has a friendly and open community that works synergistically to develop its natural potential, especially in agriculture and fisheries. Geographically, the village has fertile land suitable for horticulture, such as chilli, eggplant, and rice. Besides farming, the community also raises poultry and practices fish farming using cages in the river that flows through the village. Fish species like bawal, nila, and patin are the primary commodities in fish farming, which the villagers have traditionally practised for generations. Natural factors, such as the river basin, provide significant advantages in supporting these fisheries activities, making them an integral part of life and a critical economic resource for the community.

Bangkiling Raya has excellent potential for further development in agribusiness and fisheries. However, it requires support from the government and related parties to improve business knowledge and market access for its residents. The village needs help with product marketing. The considerable distance from other villages and markets means that residents must travel up to an hour, affecting costs and product prices. Consequently, products must be sold at higher prices to avoid losses. Additionally, the community's capabilities in business planning, financial management, and financial reporting still need to be improved, posing obstacles to business development.

Pondok Pesantren Miftahul Ulum, located in Bangkiling Raya Village, Banua Lawas Subdistrict, Tabalong Regency, South Kalimantan, is one of this village's most important educational institutions. Established on February 4, 1984, the pesantren stands on a 12-hectare plot of land. About 2 hectares are used for buildings, while the remaining land is utilized for various productive enterprises that support the pesantren's economic independence. The pesantren is divided into two sections: salafiyah (traditional), which focuses on studying classical Islamic texts (kitab kuning), and khalafiyah (modern), which integrates formal education with pesantren education (Adawiyah 2018). The vision of Pondok Pesantren Miftahul Ulum is to produce scholars who are proficient in reading classical Islamic texts, devout, and possess broad insight. The pesantren strives to combine religious education with a curriculum equivalent to general education, providing students with religious knowledge and worldly skills. The pesantren's mission emphasizes developing a unique curriculum relevant to contemporary needs.

"At this pesantren, we are equipped with solar panels that can generate 1120 Wh of power, as well as a 10x1 meter filter tank to maintain water quality. We also have two large earthen ponds, each measuring 24x15 meters with a capacity of 10,000 fish per pond. To support operations, we have provided a feed warehouse that is sufficient to meet the needs during the farming process." (F, 42 Years)

One of the notable aspects of Pondok Pesantren Miftahul Ulum is the involvement of students in extracurricular activities that support practical skills, such as fish farming. The pesantren has business units focused on pangasius fish and stingless bee farming, which operate successfully. These business units are part of the pesantren's strategy to achieve economic independence while providing direct training to students on entrepreneurship and business management. Pondok Pesantren Miftahul Ulum leverages strong leadership and an effective production system to manage its business units, making it one of the pesantrens with sustainable economic independence. Pondok Pesantren Miftahul Ulum not only focuses on religious education but also actively participates in economic empowerment for both the pesantren and the surrounding community, making it an example of a pesantren that integrates education, entrepreneurship, and economic independence into one cohesive entity.

### **3.2 The Role of Santripreneurs in Enhancing Economic Independence**

Islamic boarding schools (pesantren), the oldest Islamic educational institutions in Indonesia, now focus on religious studies and play a role in economic empowerment through student entrepreneurship (Santripreneur). This initiative relies on innovation, technology, and independence to face modernization (Sriani 2022). Santripreneurs play an essential role in increasing the economic independence of pesantren by integrating entrepreneurship education into the pesantren curriculum. Students not only receive religious education but also practical business and entrepreneurship skills. The fundamental principles of entrepreneurship in Islam include innovation, responsibility for change, and benefits to others (Afifuddin 2022). This helps create independent business opportunities, such as managing business units owned by the pesantren based on local potential, which refers to the unique resources and skills available in the local community. This helps pesantren develop new sustainable income sources, reducing dependence on donations and external aid. Santripreneurs encourage students to actively participate in the local economy by creating innovative products with high market value. Students learn to develop profitable businesses and emphasize sustainability and community empowerment. This strengthens the role of pesantren as a centre for local economic development.

The Santripreneur program also plays a role in building the students' independent and resilient character. Students learn to face business challenges, make decisions, and develop innovations. This experience equips them with a robust entrepreneurial mindset when they return to society after completing their education at the pesantren. Santripreneurs not only improve the pesantren's economic independence but also prepare students to become future economic leaders who contribute to the advancement of their communities (Shofiyuddin et al. 2023). At Pondok Pesantren Miftahul Ulum, students receive religious and general education and actively manage the pesantren's business units, including pangasius fish farming. The involvement of students in business management is a form of Santripreneur empowerment, creating an economically independent pesantren while providing entrepreneurial education to the students.



**Fig. 1.** The flowchart of the Santripreneur program

#### a. Identifying business opportunities

The initial stage of developing pangasius fish farming at the pesantren involves identifying business opportunities by analyzing the economic potential of the surrounding environment. Students are taught success factors such as environmental conditions, market demand, and resources to ensure that pangasius fish farming becomes a sustainable source of income for the pesantren. According to Sriani (2022), a SWOT analysis is crucial for pesantren as it helps identify strengths, weaknesses, opportunities, and threats, enabling the pesantren to develop effective strategies for business development and economic empowerment.

"We've received a lot of help from various parties, which has really pushed forward the business activities at the pesantren (company and university). Now, the pangasius fish we harvest is neatly packaged and stored in the freezer to keep it fresh. We've also started making processed products, like pangasius fish meatballs, which are quite popular among the locals. The community has also been motivated. Now, many people are starting their own pangasius fish farming businesses, and there are already about 23 fish ponds managed by the local community around the pesantren." (M, 55 Years)

**Table 1.** SWOT analysis of Pondok Pesantren Miftahul Ulum

<b>Strengths:</b> <ol style="list-style-type: none"> <li>1. Adequate cultivation facilities, including earthen ponds capable of holding 10,000 fish per pond, are equipped with solar panels and filtration tanks.</li> <li>2. The catfish products have been processed into fish balls and are packaged fresh or preserved in a freezer.</li> </ol>	<b>Weaknesses:</b> <ol style="list-style-type: none"> <li>1. Cultivation management (feed and harvest) and post-harvest management are not optimal.</li> <li>2. The market supply chain is still dominated by middlemen, limiting direct access to a broader market.</li> <li>3. Financial recording and report generation do not yet meet accounting standards.</li> </ol>
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3. The community's imitation of the business with 23 catfish ponds indicates interest and potential growth in catfish pond farming.	4. The fish ponds have frequently experienced landslides from 2021-2022, reducing efficiency. 5. The catfish business's Standard Operating Procedure (SOP) is not being appropriately implemented. 6. Water quality checks are not carried out consistently, potentially affecting the quality of the cultivation results.
<b>Opportunities:</b> <ol style="list-style-type: none"> <li>1. Market demand for catfish and its processed products continues to grow.</li> <li>2. Potential to improve management and cultivation efficiency by better-implementing SOPs and improving financial recording.</li> <li>3. Increased market control by reducing dependency on middlemen through expanding marketing and direct distribution networks.</li> <li>4. Potential to expand the catfish pond business by involving more of the surrounding community.</li> </ol>	<b>Threats:</b> <ol style="list-style-type: none"> <li>1. The recurring risk of pond landslides can damage infrastructure and disrupt production.</li> <li>2. Uncertainty in water quality if water quality checks are not conducted regularly.</li> <li>3. Market domination by middlemen can hinder independent business efforts and reduce profits for the pesantren.</li> <li>4. Competition from other parties who also cultivate catfish in the surrounding area</li> </ol>

#### b. Training and technology transfer

After identifying business opportunities, students receive intensive training in pangasius fish farming and technology transfer in the fisheries sector. This training covers pond management, the use of probiotics to improve water quality, proper feed management, and regular fish health monitoring. Technology transfer provides access to more efficient and environmentally friendly farming methods, increasing productivity and improving harvest quality. This stage offers practical skills directly applicable in the field while enhancing knowledge of the latest fish farming technology.



**Fig. 2.** Training and assistance in pangasius fish cultivation with experts

#### c. Implementation of fish farming

After the training, students begin to apply the knowledge they have gained in pangasius fish farming activities. Students play an active role in all aspects of fish farming, from stocking fingerlings and managing feed to monitoring pond conditions. Responsibilities include maintaining water quality and fish health according to Standard Operating Procedures (SOP). This implementation stage is essential to ensure that the fish farming activities run efficiently and produce high-quality pangasius, ultimately providing significant economic benefits to the pesantren.

#### d. Product development

In addition to fish farming, students also process pangasius fish into value-added products, which have been enhanced or improved to increase their value. Students learn how to process fish into products such as fish balls, nuggets, or fillets, which have higher economic value than fresh fish. This processing increases income, extends the product's shelf life, and makes it more appealing to consumers. Diversifying these processed products is an effective strategy to expand the market and enhance the competitiveness of pesantren products in local and regional markets.

#### e. Marketing and distribution

Students are also trained in the marketing and distributing fresh fish and processed products. Students learn effective marketing strategies, including using digital platforms to reach a broader consumer base. This training covers promotion techniques, branding, and managing relationships with middlemen or markets through contract farming initiatives. By doing so,



pesantren can reduce dependence on a single middleman and create more stable distribution channels, ultimately helping to increase the pesantren's income.



**Fig. 3.** Product development process

f. Financial record keeping

Good financial management is an essential aspect of successful fish farming. Students are taught how to maintain neat financial records by accounting standards. This activity includes preparing financial statements, managing cash flow, and calculating profits. Transparent and accurate financial record-keeping is crucial to ensure that the pangasius fish farming business operates efficiently and sustainably while helping the pesantren better understand the business's financial condition.

g. Pesantren's economic independence

The final stage of this process is achieving economic independence for Pondok Pesantren Miftahul Ulum. The pesantren can manage the pangasius fish farming business independently, reducing reliance on external parties and increasing revenue from its business ventures. The entrepreneurial skills students gain through this program prepare them to become future entrepreneurs and actively contribute to economic development in their regions. Thus, the program not only supports the pesantren's economic independence but also creates students who are ready to drive societal development.

### **3.3 Development of Skills and Entrepreneurship among Students through the Santripreneur Program**

The pangasius fish farming managed by Pesantren Miftahul Ulum in Bangkiling Raya Village has become one of the primary economic sources, contributing significantly to the local community. With a production volume reaching 13 tons over eight months, the pangasius fish

farm has met market demand with a selling price of IDR 19,000 per kilogram. This success strengthens the pesantren's economy and provides additional income for the surrounding community. The high demand for pangasius fish means that the pesantren's harvest is in great demand by other fish farmers and middlemen, thus generating income for the pesantren and the local community. However, the instability of middlemen and fluctuating market prices remain marketing challenges that must be addressed to ensure business sustainability despite stable harvests.

Pesantren Miftahul Ulum has begun diversifying its business by producing processed fish balls and fillets. This effort can increase the added value of pangasius fish while reducing dependence on fresh fish sales. However, for this diversification to succeed, more effective marketing strategies are needed, including expanding marketing networks, improving the quality of processed products, and strengthening relationships with middlemen and local markets. These activities strengthen the pesantren's fisheries sector, allowing it to grow better and provide more significant economic benefits to the community.

#### a. Fish farming technology and business analysis

The pangasius fish ponds at Pondok Pesantren Miftahul Ulum consist of two earthen ponds measuring 30 m x 17 m, with 14,000 pangasius fingerlings. Technological innovations that support faster and more efficient fish growth are necessary to increase productivity. Implementing standard operating procedures (SOPs) for pangasius fish farming by CBIB (Good Fish Farming Practices) includes pond preparation, maintenance, harvesting, and maintaining food safety and quality. The main focus is on sanitation, high-quality fingerlings, appropriate feed, and the safe use of chemicals and biological agents to maintain production quality.

#### b. Probiotics in feed and water for pangasius fish farming

Integrating probiotics in pangasius fish farming at Pondok Pesantren Miftahul Ulum can significantly strengthen the Santripreneur program. Pangasius, a freshwater species native to Indonesia with high economic value and beneficial nutritional content (Sahubawa & Ustadi, 2014; Minggawati & Saptono, 2011), can optimize its production through probiotics. Probiotics like EM4, which contains *Lactobacillus casei* and *Saccharomyces cerevisiae*, have been proven to improve feed digestibility and water quality while also inhibiting pathogenic microorganisms in the intestines (Ardita et al., 2015). Additionally, Booster Aquaenzym combines decomposing microbes and multi-enzymes and can stabilize water pH, strengthen the fish's immune system, and accelerate the moulting process (Rachmawati, 2015). The use of probiotic technology will provide practical training to students in more modern and efficient farming techniques. This supports economic aspects by increasing pangasius fish farming productivity, opening new market opportunities, and strengthening product resilience. Applying probiotics in pangasius fish farming at Pondok Pesantren Miftahul Ulum can enhance business outcomes, provide greater economic benefits, and empower students in fisheries entrepreneurship.

#### c. Good manufacturing practices and fish processing techniques

The pangasius fish at Pondok Pesantren Miftahul Ulum is a highly promising food source, given its nutritional benefits and availability. However, it is currently sold as fresh fish to middlemen for IDR 19,000 per kilogram, which provides limited profits for the farmers. The community around the pesantren has not fully understood the importance of applying standardized Good Manufacturing Practices (GMP), so there is a need for guidance and technology transfer on GMP and fish processing techniques. By implementing proper processing and preservation, the quality of pangasius fish can be maintained, adding value and ensuring food safety, as well as improving product freshness. Diversifying fish products, such as fish balls or nuggets, allows for customization of taste, aroma, and texture to match consumer preferences, not only expanding the market but also increasing economic benefits for the community by creating jobs and higher income. With a good understanding of SOPs, the community can establish efficient, safe, and standardized production facilities, ensuring optimal production operations.

#### d. Packaging and innovation of processed pangasius fish products

Fish is an important food source for food security in Indonesia, with various processing techniques such as salting, smoking, fermentation, freezing, and canning. These processes aim to preserve quality, add value, and ensure food safety. Diversifying processed fish products also increases fish consumption, adjusts taste and texture to meet consumer preferences, and supports the local economy by creating jobs and increasing income (Sahubawa & Ustadi, 2014). Packaging plays a crucial role in protecting and marketing products, with labelling that helps consumers identify the product through information such as brand and expiration date. The product's appearance in the first five seconds is crucial in purchasing decisions (Kusnandar et al., 2021).



Fig. 4. Packaging design

The Santripreneur program at Pondok Pesantren Miftahul Ulum has been instrumental in developing skills and entrepreneurship among students. It has significantly increased the pesantren's economic independence and empowered students. The program's implementation has provided important contributions by equipping students with practical entrepreneurial skills, including managing pangasius fish farming and fish product processing techniques. Students' involvement in every stage of the business, from production to marketing, has fostered the creation of a generation of students with innovative and competitive entrepreneurial spirit. The Santripreneur program increases the pesantren's income and strengthens the student's ability to face business challenges and solve real-world problems. The training provided has expanded students' understanding of business management, farming technology, and marketing strategies, making them more prepared to engage in the management of pesantren businesses and start their own businesses in the future. Therefore, the Santripreneur program at Pondok Pesantren Miftahul Ulum can serve as an effective model for student empowerment, which is expected to be applied in other pesantren across Indonesia to support local and national economic development.

### 3.4 Economic and Social Impact of Pangasisu Fish Farming

Historically, pesantren have focused on Islamic education and leadership under the guidance of kiai, who play a crucial role in society, including Islamic rituals, politics, and economics (Isbah 2020). Fish farming, particularly pangasius farming, has become one of the promising economic sectors for various communities, including educational institutions such as pesantren. At Pondok Pesantren Miftahul Ulum, students' involvement in pangasius fish farming activities not only provides stable economic opportunities but also plays a role in enhancing skills and empowering the community. The economic and social impact of pangasius fish farming on students is part of an effort to create economic independence for the pesantren while shaping students to become agents of change in the community.

**Table 2.** Economic and social impact pangasius fish farming

Economic Impact		Social Impact	
a	Pangasius farming at Pondok Pesantren Miftahul Ulum supports its operations and education. Investments rose to Rp 537.7 million by 2022, with profits reaching Rp 90.4 million.	a	Student involvement in fish farming activities encourages them to improve their technical skills in fisheries, processing, and business management.
b	Students involved in fish farming management help develop early entrepreneurial and business management skills.	b	Fish farming activities involving many students strengthen social bonds and solidarity within the pesantren through cooperation and mutual assistance.

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| <p>c Through pangasius fish farming, the pesantren has created jobs and boosted the local economy, with 23 ponds now managed by the community and BUMDes in Bangkiling Raya. Supported by Adaro's Santri Sejahtera Program, the pesantren established a cooperative to market frozen pangasius and processed products, fostering entrepreneurship and economic growth.</p> | <p>c Students understand sustainable farming technology and Standard Operating Procedures (SOP), preparing them to become agents of change in society.</p>                            |
| <p>d Processed products such as fish balls add value to the products, increase selling prices, and expand the market.</p>  | <p>d The success of pangasius fish farming improves economic well-being, thereby enhancing access to education and infrastructure services in the community around the pesantren.</p> |
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Pangasius fish farming at Pondok Pesantren Miftahul Ulum has had economic and social impacts. Economically, this business has become the pesantren's primary source of income, supporting operational activities and creating new jobs for students, alums, and the local community. Students' involvement in managing the fish farming business strengthens their entrepreneurial skills while diversifying processed products such as fish balls and nuggets, increasing their value and expanding the market. The program's social impact is that students' involvement in pangasius fish farming improves their technical skills and strengthens solidarity through cooperation. Knowledge of sustainable farming technology and Standard Operating Procedures (SOP) prepares students to become agents of change in society after completing their education. The success of this business not only improves the well-being of the pesantren but contributes to better access to educational services and infrastructure in the surrounding community, amplifying the overall social impact.

"In 2020, the results were quite satisfying; we harvested 14,219 kg from 15,000 fish seeds, with a mortality rate of only 5%. However, in 2021, we faced significant challenges. From the 10,000 seeds we stocked, only 6,738 kg were harvested as the mortality rate surged to 33%. Alhamdulillah, we learned from that experience. In 2022, we improved our management and pond maintenance. As a result, from 20,000 seeds, we managed to harvest 13,874 kg, with a fish mortality rate of just 1%." (C, 35 years old)

Pondok Pesantren Miftahul Ulum has adopted a similar approach to strengthening its economic independence through an entrepreneurship program integrated into its educational curriculum. This program aims to enhance students' entrepreneurial skills, similar to what is implemented at Pondok Pesantren Mannallah Bantul and also focuses on developing practical skills and improving community well-being (Hikmah et al. 2024). By involving students in

sustainable economic activities and integrating entrepreneurship principles into education, Pondok Pesantren Miftahul Ulum strives to reduce external dependency, improve the quality of life for students, and expand the positive impact on the surrounding community, similar to the impacts achieved by other pesantren in developing economic independence and social welfare.

The economic development of pesantren, optimized through the role of alumni and organizations such as Pesantren Business Units, is a testament to the sense of community and shared responsibility. This effort can generate substantial economic and social impacts (Juliyani 2023). It can strengthen local business growth, increase economies of scale efficiency, and expand business opportunities, improving the well-being of students and the surrounding community through better access to capital and resources. This initiative can empower communities by improving skills, enhancing education quality, preserving local wisdom, strengthening social ties, and reducing social inequality. The synergy between pesantren and alums is important in creating more inclusive and sustainable social welfare.

#### 4 Conclusion

Bangkiling Raya Village in South Kalimantan is known for its agriculture and fisheries, including pangasius fish farming. Pondok Pesantren Miftahul Ulum, established in 1984 in this village, utilizes land for pangasius fish farming while providing entrepreneurship training and guidance to students through the Santripreneur program. The pesantren integrates entrepreneurship into the curriculum to support economic independence and prepare students as future entrepreneurs. The Santripreneur program at the pesantren includes identifying opportunities, farming training, business implementation, product development, marketing, and financial management. With pangasius production reaching 13 tons in 8 months and the diversification of processed products, the pesantren seeks to increase income and product quality through modern technologies such as probiotics and Good Manufacturing Practices (GMP). Economically, this business supports the pesantren's operations, creates jobs, and expands the market. Socially, student involvement in farming enhances technical skills and solidarity. This program improves access to education and infrastructure in the surrounding community. It can potentially serve as a model for student empowerment in other pesantren to support local and national economic development.

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