

**MODELLING EFFECTIVE WAQF  
ADMINISTRATION:  
A SOLUTION TOWARD  
ACCOUNTABILITY**

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## **Executive Summary**

Alhamdulillah we managed to complete the research study within the time frame which the study has covered most of the element in waqf administration. However, due to some circumstances the title of the study has been changed slightly whereby within the time period we decided to focus on the waqf administration which covering the element of administrative, human resource management and also the development of waqf due to the observation on basic understanding and fundamental study of Waqf itself. Thus, at the end of the time frame, we managed to come out with five (5) research paper which three (3) of it is presented locally and two (2) is presented at international conference. Two (2) of the research paper has been published in "International Journal of Business Applied and Economic Research" indexing by ISI and/or Scopus.

Basically the paper has divided into two (2) phased of study whereby at 1<sup>st</sup> phase the study is focusing on the perceptual and review study in order to get basic knowledge and understanding on the effectiveness of administration, human resource management and also the development of waqf assets as well as the management in Malaysia. In this summary, the final report will summarized the conclusion from below paper and a proposed model for managing waqf is highlighted in a study:

- 1) A Paper On Assessing The Effectiveness Of Waqf Institution
- 2) Human Resource Management In Waqf System
- 3) Development of Waqf Asset Management in Malaysia
- 4) Corporate Entities Involvement in Waqf Property in Malaysia: An Instrument Toward Muslim's Economic Development
- 5) A Preliminary Study On Human Resource In Waqf Institution: The Case Of The State Of Selangor, Malaysia

### **1<sup>st</sup> Phase of the Study**

To conclude the overall study, looking at the effectiveness of administration, the study acknowledged that there are impediments such as bureaucracy, lack of expertise and the need to revisit religious rulings on waqf, in order to realize the true intent and spirit of awqaf. Hence we hoped that academics, religious scholars, the awqaf authorities, the practitioners, the developers, and financial institutions would

work together to synergise efforts and to bring forth creative ideas, methods and initiatives for the development of waqf locally and globally.

While looking at the human resource management, the study concludes that the waqf management system in Malaysia especially in terms of human resource management should be improved. This is because many individuals out there feel they have not been convinced of the management of waqf as well their capabilities in handling the development of waqf land. Besides, the efforts to develop waqf lands should be continued regardless of the location or sizes of the land. Waqf can be seen to be an institution that successfully solves all the problems related to the Muslim community, economically, socially and politically.

And looking at the development of waqf assets in Malaysia, the study highlighted that waqf is an institution to help promote social justice, community development, educational upliftment and poverty alleviation. It is a tool, in addition to Zakah, to promote and enhance religious and social development. Effective management of waqf is a way of promoting social and religious development and encouraging a caring and giving community. This meant a better distribution of income development of the waqf asset in the management of those property will positively contribute to the religious, society and economic of the nation Making waqf properties generate income and establishing new waqf institutions are also important to do. All these vital roles of waqf would be more relevant and more possible to achieve in our modern times if some prerequisites regarding the reformation and improvement of classical concept of the waqf asset management can be satisfied. But the experiences from the countries indicate that most of the waqf institutions are religious in nature (mosques, graveyards, and shrines) and are not contributing to the overall development of waqf assets. The potentials of waqf institutions in contributing to the country as a whole can be enhanced by enhancing the quality and quantity of waqf assets development in managing these assets. Improving the quality of existing undeveloped waqf properties can be done by investing in them and thereby increasing the returns. Broadly, in order to achieve this, two things are essential. First, existing endowments waqf must be better managed and used for enhancing security of tenure, and for the interest of the needy community. Second, future endowments awqaf must be used to help resource redistribution and strengthen civil society. To achieve this, there are a few successful models that can be adopted in ensuring the waqf assets will be managed effectively

## A PAPER ON ASSESSING THE EFFECTIVENESS OF WAQF INSTITUTION

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## **Abstract**

Waqf means holding and preservation of a certain philanthropy or sadaqah (charity) with the intention of prohibiting any use or disposition of the property outside the specific purposes to which the property is dedicated in such a way that it cannot be sold. As waqf institution covers a wide range of issue from economic to social aspect of human development, application of the professional management concepts and principles along with contemporary best practices provide the basic excellence of operation to achieve the overall efficiency and effectiveness. Therefore, this paper is intended to provide an overview on the waqf institution and to assess an effective method of waqf institution in the aspects of organization structure, legal system, financial and human resource issues. We acknowledged that there are impediments such as bureaucracy, lack of expertise and the need to revisit religious rulings on waqf in order to realize the true intent and spirit of awqaf.

**Keywords: Waqf institution; Effectiveness**

## **Introduction**