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Developing a New Framework of Waqf Management

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Abstract

Waqf is known as an endowment made by Muslims to charitable causes such as for education or religious purposes. *Waqf* is very important for the development of the Islamic *ummah*, and it is one of the practices recommended in Islam. However, there is no framework of *Waqf* management being developed in order to ensure that different types of *waqf* is managed efficiently. Therefore, this study would like to explore the *Waqf* management practices in Malaysia and propose a framework for *Waqf* Management. The study is conducted using qualitative approach which involved semi-structured interviews with the managers and employees of *Waqf Johor Unit* (UWJ) in Johor and the *Waqf Selangor Corporation* (PWS) in Selangor, Malaysia. The findings identified three important components that are crucial for efficient *Waqf* management, research management, investment management and property management. The existence of these components will enable the *Waqf* institutions to manage *waqf* effectively so that it will play an effective charitable role in developing the Islamic *ummah*. These findings will assist the policy makers and the management of *waqf* institutions to strategize *Waqf* as a driver for the social and economic development in Malaysia.

Keywords: Waqf, Waqf Management, Waqf Institutions

Introduction

Waqf is a practice that is encouraged in Islam and has been practiced since the time of Prophet Muhammad S.A.W. *Waqf* has a variety of important roles that can develop the quality of the Muslims. Allah (SWT) says in Surah Al-Imran verse 92,

'You will never be able to reach (the fact that) the welfare and service (perfect) until you spend of what you love. And whatever thing you spend, Allah knows it.'

The role of *waqf* is to provide housing, medical facilities, mosque, stimulate economic activity, economic development, orphan welfare and poverty. There are various types of *waqf* introduced to expand the *waqf* activities among Malaysians, such as the concept of cash *waqf* and land *waqf*.

Cash *waqf* is defined as a charitable endowment established with cash capital (Cizakca 2004a). According to Cizakca (2004), cash *waqf* is capable of promoting entrepreneurship with interest-free loans from the cash *waqf* institutions which will help to assist the poor. This is different with land *waqf* where land or building is donated and developed for charitable causes. The profit from it will be shared to the needed ones. Cash *waqf* and land *waqf* should be managed properly so that they will not be wasted and left idle.

Cash *waqf* is the main instrument in collecting *waqf* funds. Cash *waqf* is a product that allows people to donate cash without having to have fixed assets such as land. In Malaysia, some of the products introduced by the *waqf* institutions are gold *waqf*, *takaful waqf* and the *Quran waqf*. Cash *waqf* encourages people to do charity with no limitation on the amount of *waqf* and people can even join the cash *waqf* with the lowest amount of RM 10. One of the roles of cash *waqf* in the Islamic community is being used for *da'wah*¹ infrastructure development, which is a social assistance for the Muslim community economic development (Ahmad, 2008). Cash *waqf* investment will be able to generate multiple profits and can produce a lot of *waqf* properties in the form of a new permanent property (Mahamood, 2007).

As for land *waqf*, it is usually used for the construction of mosque, graveyard, educational institutions, social welfare centers, orphanages and homes for the elderly. There are several factors that affect the potential development of a land *waqf* such as the land location, land area, type of *waqf*, value of land and *waqf* status (Hasnol, 2007; Hassan and Abdullah, 2008). If the land *waqf* has no potential for development, *waqf* institutions are able to use the *istibdal*² approach. *Istibdal* is an approach of selling the land *waqf* and then buy another land which has the potential for development. *Istibdal* implementation requires the involvement of innovation and mergers with other *waqf* products that are suitable to increase the potential success of *istibdal* (Zam-Zam 2007).

The existence of *waqf* institutions perceived benefits to society, but it is still not known by the community. According to Sanep and Nur Diyana (2011), land *waqf* has a lot of problem such as management problems and lack of funds. These management problems should be emphasized because in order to ensure the effectiveness of an organization, property and *waqf* funds should be managed and developed accordingly. The established *waqf* units in each state are already in operation for a long time, but the level of the management in operating assets and *waqf* funds is still questionable.

According to the Department of *Waqf*, Hajj and Zakat (JAWHAR), land *waqf* in Malaysia covers 11,091.82 hectares of land worth RM1,177,084,450.59. As the growth of *waqf* is increasing, the need for effective management has emerged. Nonetheless, studies on effective management in *waqf* are limited. Thus far, a number of *waqf* studies has investigated other areas such as the

¹ *Da'wah* refers to the act of inviting people to comprehend the worship of Allah as expressed in the *Quran* and the *sunnah* of the prophet Muhammad.

² *Istibdal* refers to substitution of a *Waqf* property with another property or substituting it with cash.

roles of *waqf* to economic developments (Asmak 2009; Norsiah and Farahdina 2009), potential of land *waqf* , (Ahmad Zaki et al. 2008) and issues and challenges in managing land *waqf* (Chowdhury et al. 2012; Shakrani et al. 2003; Sohaimi and Syarkawi 2008).

Previous land *waqf* practices in Malaysia was to donate land for *waqf* to the Village Chief or Religious Head (*Imam*) of a village which causes many land *waqf* not registered (Sanep and Diyana, 2011). Most of the problem in land *waqf* involved administrative and management problems, poor documentation of land *waqf*, lack of *waqf* development programs and lack of funding. Therefore, with the existence of *waqf* institutions in each state in Malaysia, it is hoped that *waqf* funds and properties are being managed in a more systematic way. Therefore, this study aims to explore the practice of *waqf* management and propose a new framework of *Waqf* management in Malaysia.

Literature Review

Organizational Management Theory

Employees are regarded as an important asset to organizations. It is one of the responsibilities of the top management to encourage and motivate their employees at work. When the empowerment and recognition of employees in an organization increased, their motivation to work will also increase (Quratul-Ain 2012). In an organization or institution, training for employees is the key to increase the organizational efficiency. The research made by Arthur Jr et al. (2003) has shown that the characteristics of a high quality training includes the method of training, skill or job characteristics, and evaluation of the selection criteria.

For the case of marketing management, it seemed as an important strategy to make sure that organization can be introduced globally. Marketing includes establishing, developing and commercializing customer relations and these will assist in achieving individual and organizational objectives (Grönroos 1989) . Relationship between organization and the customer is very important and as according to Grönroos (1990), customer relationship does not just exist but it has to be earned.

With regards to administrative management, the duty of organization is to make sure that all term in administrative must be fulfilled first. Research from Azniza et al.(2010) showed that administrative management involves three parts, training, hardware and security. Training includes training all the employees and having road show in each department on administrative related stuff. As for hardware, it includes computer hardware and its configuration. As for security, it includes audit and data backup.

In terms of information management, Sunil et al. (2011) highlighted three features that show the significance of information management in organisations namely i) the ability to develop an appropriate monitoring, control system, evaluation to observe the performance, ii) able to develop customer relationships as consumer and also as an innovation partner in the new product development and iii) able to develop processes with appropriate technique for guiding manufacturing, supply chain, software and financial development.

Finally, financial management is also one of the important criteria in managing organization. As according to Sunil et al. (2011), effective information management will lead towards effective financial development which will have positive impact towards firm performance.

Taken together, the success of an organization is based on how the organization can achieve the objective effectively. Organization that emphasizes on better management in all aspects will produce excellent performance, employee efficiency and organizational growth. Management strategy is more important than structural, demographic, financial and other factors (Cameron 1986). In fact, according to Cameron (1986), a proactive strategy is much better than reactive strategy. A proactive strategy that prepares for and responds sooner is much better than just prepares for and responds when a situation occurs. Working as a team is also one of the factors in improving the efficiency of the organization. This synergistic effect can also be obtained from a combination of knowledge and specific expertise of accounting and organizational theory, as well as areas such as strategic management, operations and production management, and financial (Henri 2001; Zaki et al. 2008; Najibah and Zamro 2014).

Methodology

Qualitative research is used to develop an in-depth understanding of human behaviour. The approach focuses on the reasons underpinning various aspects of behaviour and attempts to develop comprehensive detailed explanations of an issue within the research (Saunders et al. 2003). The main purpose of conducting the in-depth interviews is to gain well-elaborated and detailed answers (Bell and Bryman 2007). Carson et al. (2001) and Malhotra and Birks (2000) found that for business research, in-depth interviews (semi-structured or unstructured) are the best method to investigate an individual's behaviour and effective in collecting data from CEOs, owners or top managements. Therefore, we believe that qualitative method via in-depth interview is the best suitable method to explore and understand how *Waqf* Institutions in Malaysia manage the property of *waqf*.

Unit Wakaf Johor (UWJ) is chosen because statistics by JAWHAR has shown that Johor has the highest land *waqf* area of 3,152.30 hectares of land, which covers specific and general *waqf* of RM 7 million. In addition, UWJ has shown that it is more advance than other units³ under the State Islamic Religious Council (Majlis Agama Islam Malaysia - MAIN) in the entire state of Malaysia and their *waqf* management is very well managed as their projects are carried out accordingly. This can be seen from their contribution in education, as the religious school system is one of the proof. Most recently, in 2013, 121 religious schools will be built throughout Johor using the *waqf* fund of RM 86 million.

For the case of Selangor, it has become the first state to establish a specific corporation to manage *waqf*, not just a unit under MAIN like UWJ. Selangor has set up the *waqf* Selangor Corporation or Perbadanan Wakaf Selangor (PWS) after the establishment of the Selangor Zakat Corporation. PWS was established to manage the *waqf* fund and property in the state. For the

³ In Malaysia, each state has their own *Waqf* units, which is under MAIN. Various problems have occurred because the unit under MAIN is relatively small and they are less focused.

latest developments, the corporation has managed the construction of an International *Tahfiz* School and land using funds contributed by individuals. This educational project is in the progress and now it is about 40% towards completion. Against this background, *waqf* institution in Johor and Selangor are thus far seemed as the most suitable case studies to be explored further in order to develop an effective *waqf* management model.

This research is conducted using a semi-structured interview either through face-to-face interviews or telephone interviews. When further clarification is required, the interviewees were contacted via email. The interviewees consist of UWJ and PWS managers and the employees who are involved with the management of *waqf*. The details are as in Table 1,

Insert Table 1 here

Findings and Discussion

The findings of the study are categorized into eight functions namely financial management, information management, manpower management, administrative management, marketing management, research management, investment management and *waqf* property development management.

Financial Management

For financial and fund management, the findings shows that UWJ does not have a finance division, as finance and funds are administered by Majlis Agama Islam Johor (MAIJ). In addition, *waqf* fund is also managed by MAIJ. Meanwhile for PWS, there is a special division for the financial management to manage all of the funds received by PWS. In this division, there are three small units; receipts unit, operating unit and budget unit. Receipts unit will receive cash *waqf* and manage cash *waqf* to be put in MAIS account. Meanwhile, the budget unit will develop a project budget and the budget will be submitted to MAIS. Then, MAIS will examine and approves the budget for any specific funds to PWS. As PWS is still new, they are facing lack of funding. With this constraint, MAIS will assist them in the development of *waqf*. Considering all of this evidence, it seems that having a specific finance division may improve the process of collecting, disbursing, and operationalizing the budget of *waqf* institution. Hence, we suggest UWJ and other *waqf* institutions to have a special division to manage their financial matters. The existence of this division will provide a systematic approach in determining their annual financial objectives and cash flows. This way, they can better manage funds with more specific financial budget of *waqf* funds without mixing it with others such as zakat funds.

In collecting cash *waqf*, both UWJ and PWS have been using the FPX system (Financial Processing Exchange) in the website. FPX system works in terms of cash *waqf* payment receipt. All payments of cash *waqf* participation through this system are recorded in the system. With this system, individuals who have a bank account from the bank that is registered on the website of *waqf* Johor and Selangor can continue to register and contribute. The list of banks that have joined the FPX system is Bank Islam, CIMB Bank, Maybank and Hong Leong Bank. Since FPX seems to work well for UWJ and PWS, we believe that this online payment system is beneficial as it facilitates the collection for *waqf*, thus other *waqf* institutions should also adopt this system.

Information Management

Through the online system in UWJ and PWS, the top management can view the information and reports on the *waqf* projects that are being managed by their employees. With such system, the employees become more aware of the importance of updating the information in the system as the *waqf* information system requires accuracy. FPX system is a method to simplify the data collection process and save the data about the amount of cash and the personal data of *waqf* itself. It will facilitate the documentation management. UWJ and PWS also use the FPX system to collect the data of cash *waqf* and data of *waqf* personal.

Other than FPX, PWS also has an integrated manual information management where the main divisions (such as the research and investment division) constantly update, support and facilitate the marketing information on cash *waqf* and land *waqf*. For land *waqf*, every officer in the research division will record the land entry and conduct the research. For cash *waqf*, nine officers are selected to serve the nine districts in the state, Gombak, Klang, Kuala Selangor, Petaling Jaya, Sabak Bernam, Sepang, Hulu Selangor, Hulu Langat, Kuala Selangor and their task is to collect the data entry of the cash endowment. Those nine appointed officers will report the inflow of funds to the officer who manages the general *waqf* and special *waqf*.

In a nutshell, a combination of online FPX and manual integrated information system as currently being used by PWS appears to be effective so far in managing information for *waqf*. With FPX, *waqf* institutions can reduce the cost of existing operations such as staff and operating costs. Since UWJ has yet have an integrated gathering information to reach out more people in every district in the state as the second method after the FPX system, it is encouraged for UWJ and other *waqf* institutions to have one in future. With this method, the process of gathering information about *waqif*⁴ and *waqf* fundraising from the community would be easier and organised as some of the potential *waqif* have lack of knowledge about websites and information technology.

Manpower Management

UWJ usually recruits new employee who does not have any previous working experience. This is because UWJ wants to provide an opportunity for people to gain new experiences and become experts in their respective fields. However, UWJ specifies a particular condition, which is to recruit employees that have background in Islamic studies. In terms of the education level, UWJ will accept candidates who have varying levels of education such as the Malaysian Certificate of Education or *Sijil Pelajaran Malaysia* (SPM), a diploma and a degree. While for PWS, the main condition for their recruitment is the person's expertise or at least have a basis in the field of *waqf*. PWS also emphasizes that each employee that will be recruited should have an experience of at least one year.

Employees training in UWJ are conducted more often than PWS to increase the expertise in the work they undertake. Assistant Director of *waqf* is also involved in the training courses to be attended, which are held locally or abroad. Among the institutions involved in this training are

⁴ *Waqif* refers to a person making such a *Waqf* dedication

the Institute of Land and Survey (Institut Tanah dan Ukur Negara -INSTUN). PWS also send their employees for training quite frequently at the Institute of Public Administration or Institut Tadbiran Awam Negara (INTAN) and the Islamic Training Institute or *Institut Latihan Islam Malaysia* (ILIM). A possible explanation for this might be that the recruitment screening by PWS requires at least a year of working experience besides having a basic knowledge on *waqf*.

For regulation of conflict, the top management of UWJ is concerned about the specialization in a given task. An assignment is given to only one individual. To avoid conflicts as well, when the top officers are not in the office, they will monitor the employees through a closed-circuit television (CCTV) installed in the offices of *waqf*. In PWS, if there is any conflict between employees or between employees and managers, the top management will take further action. PWS also practices teamwork in carrying out any *waqf* project as one of the effort to reduce the conflict.

For the distribution of tasks, each worker in UWJ has a specific job to improve the efficiency and quality of work. Distribution of individual tasks is done to avoid any conflict between the workers. In PWS, each division has a manager who is responsible for the employees under the division. With the existence of these small units in each division, the job and the role of each employee have been determined. Each employee also works together in a team for the program of *waqf*.

In light of the above findings from both *waqf* institutions, it is suggested that the training given to the top management should be reduced and more trainings should be provided for the employees as the managers can delegate job to its subordinates so that they can have more time to strategize the development of *waqf* products. The training can be carried out under the supervision of the manager and can be done in the institution itself. This will not only strengthen the relationship between managers and operational staff, but it will also enable them to share expertise and experience with other employees. The trainings provided must have high qualities to enhance the skills and make the trainings more efficient as it is also related to the effectiveness of efficient training programs in the organization (Arthur et al. 2003). With this additional features, it will help the training program to become more meaningful.

In terms of manpower monitoring, this study proposes PWS to install a CCTV system similar to UWJ. This system can help managers to monitor employees and encourage employees to commit to their tasks. Allocation of duties practiced by UWJ and PWS are encouraged to include individual assignments and team assignments. This is because these two types of tasks are important in completing tasks more effectively and also to train workers to be more efficient in carrying out assignments. Teamwork is very important because it will produced works with better quality. This synergy effect can also be obtained from a combination of specific knowledge and expertise. This is clearly shown by the team and also the combination of knowledge and expertise to produce a positive effect.

Administrative Management

Unlike UWJ, for the management meeting in PWS, the secretariat and administrative committee is being set up to manage the affairs of internal meetings and external affairs. At the same time, the management of PWS have to deal with matters related to the administration of the

organization. This division also manages the assets acquired by the PWS. PWS assets, such as their special vehicle is under the responsibility of the unit to control and regulate the assets.

For the information technology unit, an IT officer will manage the website for community facilities. All relevant information will be included in the *waqf* websites such as *waqf* projects and *waqf* information. This officer is also responsible for managing and responding to inquiries from the community about *waqf*. Similarly, in PWS, an information technology management is available in one of the small units in administrative management and it has the same responsibilities as the UWJ.

Against this background, this study proposes that UWJ combines the secretariat and administration committee in a single division, as carried out by PWS. We suggest UWJ to create a special unit for information technology similar to PWS to be more focused on developing and managing information technology related matters. UWJ and PWS are also proposed to establish linkages between the treasuries of *waqf* in each state and form an integrated information system as presented by Saharudin et al. (2003). Chain and integrated information system is essential for sharing information among *waqf* institutions across the country.

Marketing Management

Challenges faced by UWJ is related to the knowledge of the society that is still low about *waqf* in Johor. This is due to the participation of cash *waqf*, which is joined mostly by non-community of Johor such as community of Sarawak and Sabah. *waqf* marketing is very important because, in the effort to raise endowment funds overseas, they actively promote and expressed its benefits to the community and it is defined between the goodness 'endowments', in which the contribution will become double for the long-term period (Foley, 2005). There are several ways of marketing strategy being used by UWJ and PWS. Among them are discussed below and shown on Table 2,

Insert Table 2 here

In this outfit, the study recommends UWJ to create a special division for marketing in order to set up new ideas to market their *waqf* products to the community. UWJ can also implement monthly or annual campaign as well as thinking of a joint venture with the Malaysian banks as a platform to create cash *waqf* products.

Research Management

For any land *waqf* that has been identified, UWJ will conduct the research about what type of development is suitable for the land. Development division will manage the research and development plan and then they will propose to the top management for further analysis and consideration. If any land *waqf* has a weak development potential, *istibdal* will be considered. The land will be sold and more potential land will be purchased for development in accordance with the general intent by the *waqif* or building the society needs in Johor. Similarly, in PWS, the research divisions focuses on land *waqf* affairs. The grade of each land will be determined after research has been conducted. The land grading is shown in Table 3,

Insert Table 3 here

As exploring the potential of *waqf* properties to the fullest is crucial for an effective management *waqf* model, this study recommends that all other *waqf* institutions to have a special research division, especially now we are in the era of innovative *waqf* product offerings.

Investment Management

For business investment, it is run by UWJ to channel funds from MAIJ. The investment process conducted by UWJ is based on the construction of development on land *waqf*. For example, the purchase of 4 units of shop houses in Nusajaya at present is considered as a good long term investment as it will produce higher stable income as compared to typical traditional *waqf* investment as the value of the land in the area will increase in the future.

Meanwhile in PWS, land *waqf* will be developed for building and most of the buildings that are built especially for public rental purposes, which will be advertised in the PWS's website. The profit from land *waqf* leasing will be distributed to the mosques, welfare and school needs. In terms of collection if cash *waqf*, 30% will be set aside for the purchase of fixed assets, while the remaining 70% will be invested to expand the *waqf* fund.

An implication of the above finding is the possibility that each *waqf* institution in Malaysia may plan to have an investment management unit in the organizational structure so that the *waqf* managers do not overlook at the various choices of *waqf* investment that they can select.

Waqf Property Development Management

i. Land *waqf*

UWJ plans to develop suitable building to encourage more people to join the land *waqf*. For PWS, most of the land *waqf* with large area will be used to build residential housing projects and the benefits will be donated to institutions in need. For an existing building on the land, PWS only continues to operate the building without developing new construction on the land. Residential development will be leased and sold with reference to the concept of Scheme 99-year lease for 99 years. Therefore, residential land is still owned by PWS and PWS has the right to cultivate the land after the expiration. PWS also rents *waqf* bazaar and the rental revenue will be donated to the mosque. In addition, PWS also rents the land *waqf* and building to communities.

Funds for the development of land have been developed by various activities, such as investment, purchase of fixed assets and cash *waqf*. Management and operation of the funds involved with the raising and use of funds activities (Norhazimah, 2007). There is a permanent feature on the *waqf* property, which is also capable of producing a national resource for the growing public use (Ghafar and Noraziah, 2009).

ii. Cash *waqf*

For cash *waqf*, UWJ will make several projects to encourage people to join *waqf*. The projects have clearly established objectives and facilitate the community to know where their cash *waqf* will be used. The benefits will be developed to proceed with the programs that have been

established. Among the products or projects developed using UWJ cash *waqf* are religious school *waqf* and building of Darul Furqan.

PWS has created various products from cash *waqf*. The products increased the collection of cash *waqf* up to 100% compared to prior the existence of PWS. Cash *waqf* will be invested and the benefits will be donated for the purposes specified. For example, Selangor Muamalat *waqf* will collect cash *waqf* funds for health and education development purposes only. The benefits of cash *waqf* investment will be used to build mobile clinics and also for the needs of schools in Selangor.

iii. Educational *waqf*

Educational waqf in Johor is relatively new. However, UWJ has implemented a number of educational projects to help the education in Johor. The implementation of school-based *waqf* funds exists in the state, but it is a private *tahfiz* school established using its own funds. So far, UWJ is still in the process to expand the education *waqf* in Johor. Meanwhile for PWS, there is no educational *waqf* as it is still newly established. However, PWS has built a number of large projects that are specifically dedicated to education using land *waqf*.

This is a good starting point for improving the implementation of educational *waqf*. The role of educational *waqf* is very important. This is due to the availability of quality education of an institution, which will enable the student to become a quality worker (Asmak, 2009).

iv. Health *waqf*

To date, UWJ does not have *waqf* products that are specific to health purpose but the respondent mentioned that it may be considered for future planning. Meanwhile for PWS, it has begun to expand health *waqf* by the development of Selangor Muamalat *waqf*. With this product, *waqif* may join *waqf* for health development. The benefits from this *waqf* will be donated to develop mobile medical clinic. The mobile clinic is one of the efforts to improve their health, especially for those who live far away from clinics which mostly located in the city.

iv. Social development

UWJ has created the social development, where its management focused on social welfare. UWJ has provided a social welfare center of women's protection. The women's protection centre is located at Taman Perling, Johor Bahru. The center aims to help those who fall within certain categories such as being ignored by family, torture and persecution, problems of faith and order of the court. PWS still has not created programs like UWJ that is dedicated specially for social development.

Taken together, one of the more significant findings to emerge from this study is that we find three additional management components such as the management of research, investment, and *waqf* property development. We suggest PWS and UWJ to display all of their research on product innovation as well as their future direction of portfolio *waqf* investment to public. The exposure of relevant information is very important in order to be transparent to the community. For example, PWS and UWJ should disclose their findings on the land grading to public in the

websites. This way, they can gain public confidence that the *waqf* property will be invested in the best way possible. Similar process should also be done to the cash *waqf* investment and others.

From the finding and discussion, we found that three additional components emerge and they become important components in managing *waqf* institutions in Malaysia. The new model is illustrated in Figure 1. The discussion of the findings is based on this model.

Insert Figure 1 here

Conclusions

The main goal of the current study was to explore the practice of *waqf* management in Johor (UWJ) and Selangor (PWS). Adopting the organizational model by Zaki et al. (2008) and Najibah and Zamro (2014), the results of this study indicate that there are three additional components that need to be addressed; namely, the management of research, investment and *waqf* property development. Besides, this study also has found that generally the five management component of manpower, marketing, administrative, information and financial remains important for an effective management of *waqf* institutions.

Despite its exploratory nature, this study offers some insight into the development of *waqf* product innovations on top of the management structure. It is beneficial to explore this area as *waqf* will give great benefit to those who are in need. This study recommends that *waqf* institutions create new specific cash *waqf* products such as health *waqf*, educational *waqf*, water and sanitation *waqf*, similar to orphans *waqf* that is being implemented in the United Kingdom by Islamic Relief. For example, water and sanitation *waqf* is intended to improve water sanitation in the most underdeveloped state in these countries, where the water quality is slightly polluted. With this dirty water, it will interfere with the irrigation systems for livestock and crops, which in turn will lead to harvest failure and famine problem. Business ventures can also be done by joining together the companies selected to develop a *waqf* project. This method is an effort to increase the value of the property *waqf* and long-term revenue which in turn can educate the public about the *waqf* project conducted.

The scope of this study was limited in terms of its case study approach on *waqf* institutions is Johor and Selangor, but it could be generalised to the *waqf* institutions in Malaysia as those two are major *waqf* institutions in Malaysia. Nevertheless, it would be interesting to explore the practice of *waqf* management model in other countries.

Overall, this study complement those of earlier studies on how to effectively manage *waqf* institutions by strengthening the idea that in order to manage *waqf* institutions, the managers are required to have a comprehensive knowledge on the *waqf* properties via thorough research investigation. In addition, they should also be updated to various innovative types of *waqf* products (via *waqf* property development management) before they could make the best decision that is most suitable with the *waqf* properties at the investment management division.

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Table 1: Respondent for UWJ and PWS

NO	RESPONDENT	TIME FOR THE INTERVIEW
1	Assistant Director of <i>waqf</i> (UWJ)	2 hours
2	Head of Management Unit (PWS)	1 hours 6 minutes
3	Head of Research and Investment Unit (PWS)	1 hours 3 minutes
4	Assistant Executive of Land Development (PWS)	1 hours 10 minutes
5	Assistant Executive of Marketing (PWS)	1 hours 15 minutes
6	Financial Executive (PWS)	1 hours 5 minutes
	TOTAL	7 hours 39 minutes

Table 2: Marketing strategy by UWJ and PWS

NO	ITEM	UWJ	PWS
1	Radio	UWJ has appointed religious figures such as Dr. Mohamed Zahazan to give religious classes or description of <i>waqf</i> on IKIM.fm (radio) every day..	For products such as Wakaf Selangor Muamalat by PWS, the advertisements are also made using IKIM.fm. In the radio advertisement, information on how to join <i>waqf</i> , benefit of <i>waqf</i> and purpose of cash <i>waqf</i> will be explained clearly to the public
2	Advertisement on the website (e-wakafjohor.gov.my and wakafselangor.gov.my)	e-wakafjohor.gov.my website has displayed all of the projects that have been undertaken or still in progress. Through this website, people will be able to obtain the information on the progress of the <i>waqf</i> projects and they will be able to contribute in terms of cash <i>waqf</i> or land <i>waqf</i> .	As for PWS, the website wakafselangor.gov.my has site advertisement for land <i>waqf</i> that can be rented by the public. In addition, the advertisement of cash <i>waqf</i> products are also included for the benefit of community that wish to <i>waqf</i> their properties. In addition, PWS has included relevant data collection and data collection of general and special <i>waqf</i> .

3	Appointment of officers for each district	UWJ appointed 10 officers for every district in Johor Bahru, Batu Pahat, Kluang, Kulaijaya, Muar, Kota Tinggi, Segamat, Pontian, Ledang and Mersing.	Similarly, PWS has appointed 9 officers for 9 districts of Petaling Jaya, Hulu Langat, Klang, Gombak, Kuala Langat, Sepang, Kuala Selangor, Hulu Selangor and Sabak Bernam. These officers are appointed to facilitate the community in any matters related to <i>waqf</i> .
4	Creating many projects and products using cash <i>waqf</i>	UWJ has created a number of projects and serves as one of the marketing strategy to attract the community to participate in cash <i>waqf</i> . The projects will be displayed in the website and the community are free to join <i>waqf</i> by the projects that have been displayed. Among the new projects and existing projects are the religious school <i>waqf</i> , Qur'an <i>waqf</i> and <i>waqf</i> of Madrasah Tahfiz Medics construction.	PWS has also created a variety of products to promote community to join <i>waqf</i> . Among these products are the <i>waqf</i> Selangor Muamalat, cash <i>waqf</i> and gold <i>waqf</i> .
5	Collaboration with banks for FPX system	UWJ and PWS have collaborated with the banks to ensure the success of the FPX system.	However in PWS, <i>waqif</i> can also deposit money into the account of PWS manually using banks that have been registered by the PWS. Among the banks involved are Bank Islam, Maybank Islamic and CIMB Islamic

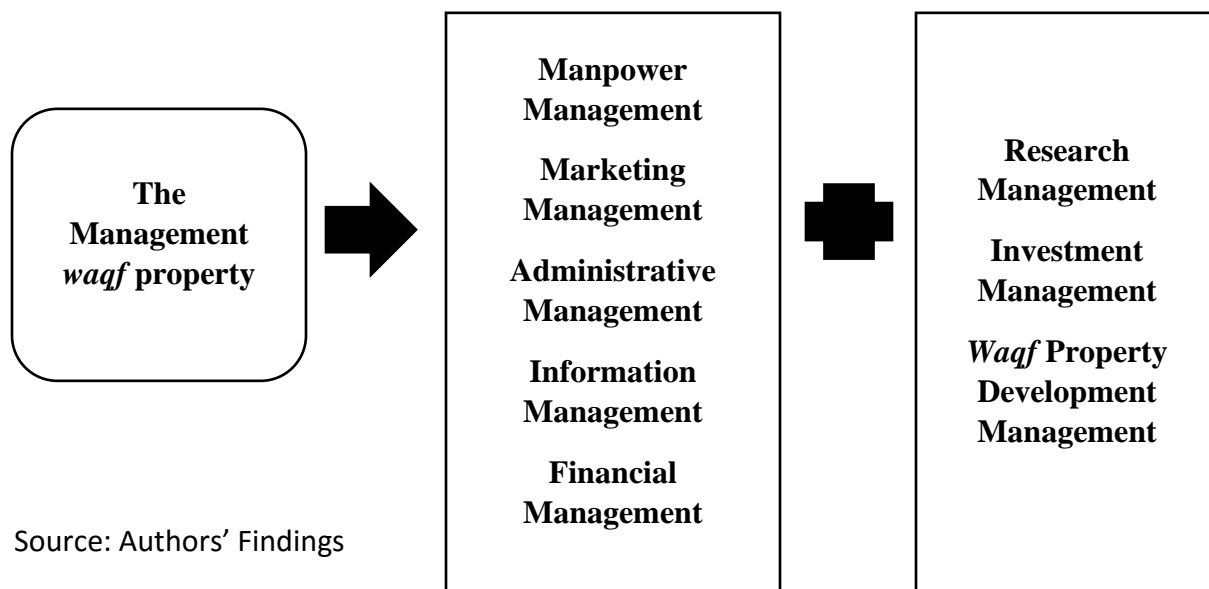
6	Talk in mosques	UWJ has been using this method regularly. It is suggested that implementing this method permanently has become as a new way of marketing just like PWS.	This method is already used by PWS and are being conducted during Friday sermon every week. Every Friday, the officer on duty will be responsible for delivering the Friday sermon and encourages people to join <i>waqf</i>
7	Monthly campaign	Monthly campaign is not being conducted by UWJ as compared to PWS.	PWS held monthly campaign which aims to spread the cash <i>waqf</i> products and encourages community to join <i>waqf</i> . For example, 'Month of <i>waqf</i> for Women' was held in March and April in 2013
8	Partnership with banks to create products	-	PWS cooperates with Bank Muamalat to create cash <i>waqf</i> products. With this partnership, <i>waqif</i> can continue to join with this product through this bank
9	Brochure and pamphlets	-	PWS distributes information about cash <i>waqf</i> products through brochures and pamphlets that includes information, purpose, benefits and how to join these <i>waqf</i> products

Table 3: Grade of Land

GRADE	INVENTORY IMPLEMENTATION
A	Suitable for the development proposal
B	Rent-Commercial
C	Rent-Houses
D	Rent-Industrial
E	Rent-Agriculture
F	Rent-Another facilities
G	Istibdal
H	Cannot be developed

Source, Perbadanan Wakaf Selangor (PWS) - internal documentation

Figure 1: New Model of *Waqf* Management



Source: Authors' Findings