



Malaysian Higher Education Waqf: Developmental Issues and Strategies

Prof. Dr. Azlan Abdul Rahman

Vice-President for Development, Universiti Teknologi Malaysia
Chairman, Hidayah Education Foundation, Malaysia

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Contents of Presentation

- Introduction
- National Commitment to Education
- High Cost of Higher Education
- The Potential of Waqf Framework in Malaysian Higher Education
- The Potential of Cash-Waqf for University Funding
- Strategic Implementation Issues of Waqf in Public Universities
- Waqf Governance Models in Malaysian Public Universities
- Strategic Management of University Waqf
- New Frontiers of Global Waqf
- Conclusions & Recommendations



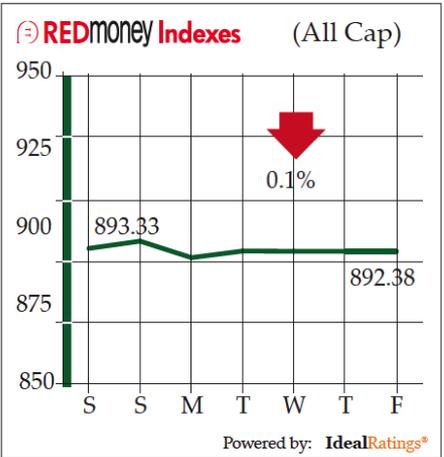
Introduction: Waqf is a 'Sleeping Giant'

Islamic Finance *news*

The World's Global Islamic Finance News Provider

REDmoney publication

26th September 2012



The Waqf industry: The sleeping giant of Islamic finance

The Islamic endowment industry could be worth up to US\$1 trillion according to some estimates; yet the majority of assets are poorly managed and earning little return. This week we take a closer look at the size and scope of this little-known market, and explore what the future may hold for what could be the unsung hero of Islamic finance.

How big is the market?

In 2010 Ernst & Young estimated the global Waqf sector to be worth over US\$105 billion. Although much of these assets are donated and managed privately, making it almost impossible to obtain an accurate total figure, it is suggested however that the real value of the industry could be considerably larger.

What is Waqf?

Zakat, or the mandatory charitable giving by Muslims of 2.5% of net worth (if possessed of over 85 grams of gold or 600 grams of silver in one year), is the third pillar of Islam and the form of philanthropy that is most familiar to Islamic investors. Waqf, on the other hand, is a type of Sadaqa, or benevolence, which is a wider form of charity that is not obligatory but

Volume 9 Issue 38

IFN Rapids	2
Islamic Finance news	7
IFN Reports: <i>Shariah compliant equity investing in the Philippines?; More airtime securitization seen ahead</i>	11
IFN Correspondents: <i>UAE; Saudi Arabia; Czech Republic; Mauritius; Egypt; Jordan; France; Japan; Iran</i>	13
Case study: <i>Republic of Turkey's US\$1.5 billion lease</i>	

Global Islamic Endowment US\$ 1 trillion

Estimated value of Waqf assets (2012):

- S Arabia: US\$266.6b
- Malaysia: US\$325.4b
- Egypt: US\$82b



المعهد الدولي للوقف الإسلامي
International Institute of Islamic Waqf
Iiwaqf

Waqf: The Sleeping Giant of Islamic Finance

غرفة دبي
DUBAI CHAMBER

GLOBAL ISLAMIC ECONOMY SUMMIT 2016

GIES is the region's premier forum on the Islamic economy. It brings together world-class experts in critical industry sectors that span geographic regions and cultural boundaries to directly address the greatest challenges and opportunities in the Islamic economy.

Venue: Madinat Jumeirah, Dubai

- Islamic finance is set to manage **assets of USD 6.5 trillion globally by 2020** according to the Mehr News Agency. European investors, are watching its development in Muslim countries, such as the Gulf Region and Malaysia.
- Waqf created by philanthropic giving in Muslim communities remain an **underused social development instrument**, or a 'sleeping giant' according to The Gulf Times. They contain significant assets, estimated by some to exceed a **value of USD 500 billion annually**. (Source: The 3rd Global Islamic Economy Summit (GIES) Dubai 2016)

Introduction: Reviving the Waqf Culture

Long before the birth of the **doctrine of uses and trusts** in English Law, Islamic Law had developed and recognized a legal expedient under the name of **waqf**, which permitted an owner to settle his property for the use of beneficiaries in perpetuity. Since then, waqf had turned into an increasingly **important institution in the Islamic socio-economic system**, and played diverse and remarkable roles throughout of the civilization of the Islamic history.

Its function as a **source of funding and catalyst for socio-economic development** impel the non-Islamic community to adopt the model under various names such as **endowment, foundation, public trust, public land trust, conservation trust fund, environment trust fund, planning estate and philanthropy**.

In contrast to the growing acceptance of waqf by the non-Islamic community, Muslim society however seems to sideline this institution. They appear **unaware of the actual roles waqf** can play in fighting poverty, illiteracy and ignorance, illness and handicap, as well as being a primary redistribution mechanisms and provide a source of funding for scientific research in the creation of the necessary structures for the development of the ummah.



How do our Educational Waqf fair with the American Universities' Endowment?

U.S. News & WORLD REPORT

Top 10 Universities with Highest Endowment in the World

University/School Name	End of Fiscal Year 2016 Endowment
Harvard University (MA)	US\$35,665,743,000
Yale University (CT)	US\$25,413,149,000
Stanford University (CA)	US\$22,398,130,000
Princeton University (NJ)	US\$21,703,500,000
Massachusetts Institute of Technology	US\$13,181,515,000
University of Pennsylvania	US\$10,715,364,000
Texas A&M University—College Stn.	US\$9,858,672,136
University of Michigan—Ann Arbor	US\$9,600,640,000
Columbia University (NY)	US\$9,041,027,000
University of Notre Dame (IN)	US\$8,748,266,000

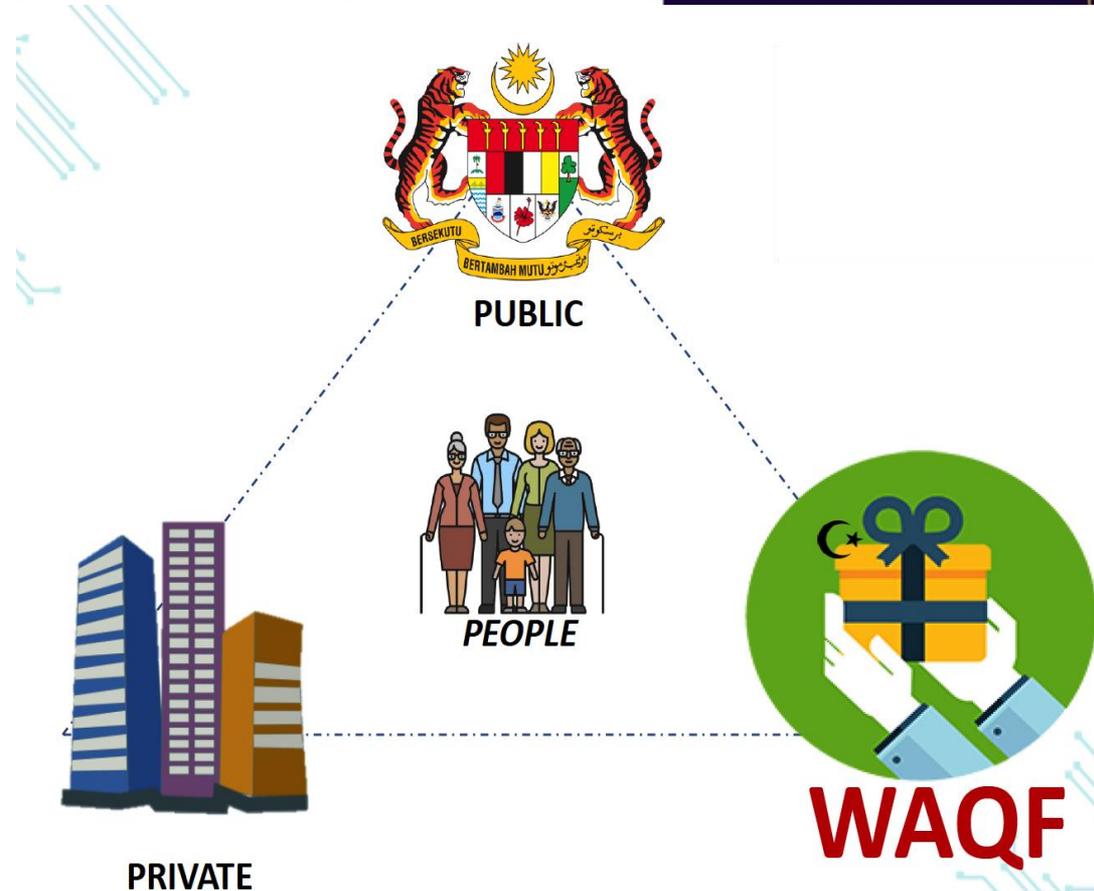


Introduction: Waqf as the 3rd Sector Economy?

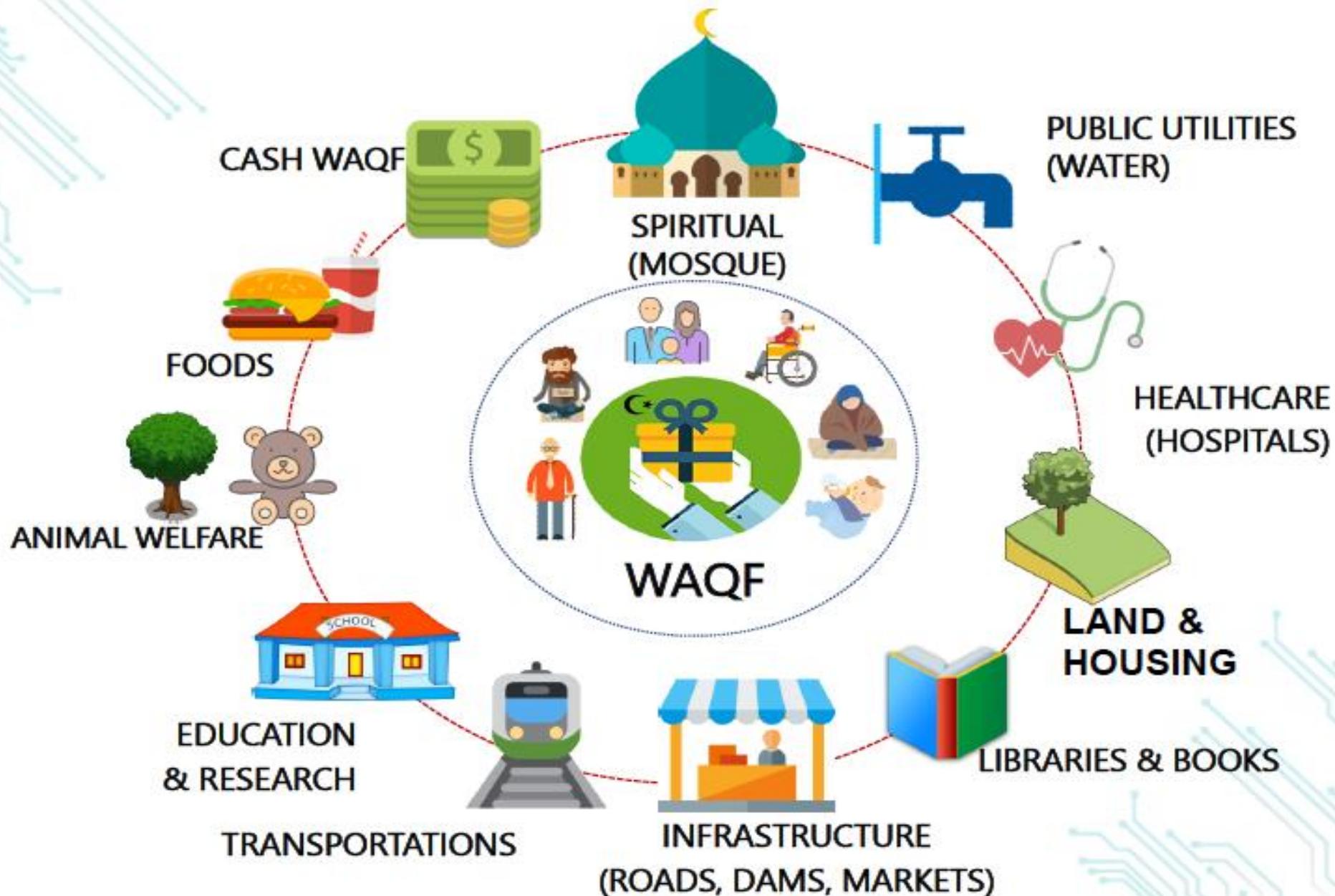
Waqf concept has been adopted by western society through the Endowment Fund. Nonprofits, universities, hospitals and churches often use endowment funded by donations, which are tax deductible for donors. An endowment fund is a permanent, self-sustaining source of funding. Endowment assets are invested. Each year, a portion of the value of the fund is paid out to support the fund's purpose, and any earnings in excess of this distribution are used to build the fund's market value. In this way, an endowment fund can grow and provide support for its designated purpose in perpetuity.



Waqf has a very huge potential which can be utilized to facilitate the welfare needs of the Ummah, especially in higher education sector.



Introduction: Wide-ranging Benefits of Waqf



Introduction: Waqf in Higher Education



16 November 2016 Launching of UniTP Purple Playbook

Enhancing University Income Generation, Endowment & Waqf



Introduction: Waqf in Higher Education



KEMENTERIAN PENDIDIKAN TINGGI

Waqf@Public University



University Waqf Board



Waqf@Public University

Waqf@UTM

State Islamic Council

Public Giving for Educational Waqf (Individuals & Corporate)



CASH



BONDS/SHARE



PROPERTY



LAND/PLANTATIONS

Various forms of Waqf donated to University by public and corporate donors

Educational Waqf Benefits for Beneficiaries



SCHOLARSHIPS



HEALTHCARE



TEACHING & LEARNING



RESEARCH



ACADEMIC CHAIRS



STUDENTS SUPPORT/FOOD

Various forms of Waqf benefits for educational purposes

Malaysia's Commitment to Education

Malaysian parents spend an average of US\$25,479 (RM109,470) for their children's education in Malaysia, according to a survey 2017 by HSBC Holdings. Spending comprised school and university tuition fees, educational books, transport and accommodation.

Global highest was Hong Kong with an average of US\$132,161, followed by United Arab Emirates US\$99,378.

Global higher education spending is falling as universities are increasingly reliant on funds from the private sector. OECD countries spent an average of 5% of GDP on education in 2015. Between 2010 and 2015 total spending fell in more than two-thirds of countries surveyed, as belts tightened after the financial crisis. (The Economist).

Malaysian Government's expenditure on tertiary/higher education (% of government expenditure on education) was 27.26% as of 2015. Its highest value over the past 44 years was 36.97% in 2011, while its lowest value was 11.31% in 1971

Malaysia's commitment to education generally remains high given that the National Budget 2019 has set aside its biggest allocation to education. The Education Ministry receives the largest funding allocation for next year at RM60.2 billion, or 19.1% of the entire budget



Higher Cost of Higher Education



"HIGHER EDUCATION"

- The world is ever changing. The world economy is suffering.
- The cost of higher education is increasing.
- Government cutbacks, tighter policy climate. Budget cuts in Higher Education globally.
- Deficit Budget. The deficit covered by internal source – not sustainable.
- Many BIG initiatives that need BIG funding. e.g. Internationalisation.
- ‘Not so Prudent’ spending. There are also ‘Leakages’
- Potential income sources are not fully utilised by public universities.



University Financial Sustainability: Others have been talking much earlier

US



A study (survey data 2005-2010) shows that 33 percent of U.S. colleges and universities have been on a financially unsustainable path in recent years. The Bain & Company analysis measures institutions' increase in expense ratios (expenses to revenues) and their decrease in equity ratios (assets to liabilities). Among those on the list with the worst ratios are CalTech, the CUNY Graduate Center, Dartmouth, Howard, Princeton, Notre Dame, and Yale.



University financial health check 2015

Which institutions are building the reserves to cushion potential shocks from uncapped student recruitment and rocketing research costs?

April 30, 2015

Among the Russell Group of research-intensive universities, Imperial College London (6.9 per cent), the University of Leeds (6.6 per cent) and the London School of Economics (6.5 per cent) achieved the strongest results. Meanwhile, 17 universities were in deficit, compared with 19 last year. Three of them are Russell Group members: King's College London, the University of Cambridge (both 0.4 per cent) and the University of Exeter (0.6 per cent).

AUS



Australian universities will not survive the next 10 to 15 years unless they radically overhaul their current business models, according to a report (The Ernst & Young report, titled University of the future: A thousand year old industry on the cusp of profound change.)

"Current university models are living on borrowed time in Australia. Government funding is tight and is going to be tighter still in the next couple of political cycles," said report author Justin Bokor, Executive Director in Ernst & Young's Education practice.

Is your University at Risk? Let us have a quick look

“If you are the president of a college or university that is not among the elites and does not have an endowment in the billions, chances are cash is becoming increasingly scarce—unless you’re among the most innovative.” (Jeff Denneen & Tom Dretler, “The financially sustainable university”, Bain & Company Inc., 2012)

Your university might be **at risk** if.....

1. You are not a top-ranked institution

- Your admissions yield has fallen and it’s costing you more to attract students
- Median salaries for your graduates have been flat over a number of years
- **Your endowment is in the millions not billions, and a large percentage is restricted**

2. Your financial statements don’t look good as they used to

- Your debt expense has been increasing far more rapidly than your instruction expense
- **Your property, plant and equipment asset is increasing faster than your revenue**
- **Tuition fees represents an increasingly greater percentage of your revenue**
- Your bond rating has gone down
- You are having trouble accessing the same level of government funding

3. You have had to take drastic measures

- **You are consistently hiking tuition to the top end of the range**
- **You have had lower admissions standards**
- **You have had to cut back on financial aid**
- **You have reduced your faculty head count**



Yes	No



High Cost of Higher Education

The impact of the economic crisis has somehow changed higher education at both the micro and macro levels. •

Increased debate about students getting 'value for money' and a 'return on their investment' in a 'service provider-customer' model of higher education. •

Higher education institutions now have to pursue plans to create diversified alternative streams of income more aggressively, while imposing severe cuts on their provision. •

Financial sustainability will be one of the key challenges for universities in the next decade: only those institutions that have sound financial structures and stable income flows will be able to fulfill their multiple missions and respond to the current and future challenges. •

Universities need to rapidly evolve their funding strategies, adopt more diversified income portfolios, and shift to a more commercial mindset in order to ensure financial sustainability. •

One of the major sources of revenue streams for universities is **corporate philanthropy**. Philanthropic income is particularly appealing to universities as it provides a flexible income stream to support the projects and activities that shrinking core funding cannot finance. •



Potential of Waqf in Higher Education

In 2016, realizing the big potential of waqf to support the educational development in the country, efforts have been undertaken by the then Ministry of Higher Education (MOHE) to establish the higher education waqf framework called Waqf@UA (or Waqf Framework at Public University).

Wakaf@UA is put forth as a brand to institutionalise waqf at Malaysian public universities. It is aimed at streamlining waqf initiatives through collaborations with State Islamic Councils under the auspicious of the Ministry of Higher Education (MOHE) Malaysia.

The initiatives carried out by the Waqf@UA have successfully brought together the two institutions whereby the University is awarded the *nazir khas* or *mutawalli* status by the Council and thus allowing for the joint waqf board to be established in the University. Through this framework, the University is appointed as the waqf administrator, thus empowered to collect, raise, use, manage, invest, and develop waqf funds, as well as distribute waqf proceeds as agreed in the agreement between the University and the State Islamic Council.



Potential of Waqf in Malaysian Higher Education: Example of Waqf process model in a public University

The Giver (Al-Waqif)

A Giver (al-waqif) is a party that willingly gives movable or immovable, lawfully-owned assets (Al-Mawquf) for an intended purpose (niyyah) to benefit others (beneficiaries).

Waqf allows a Giver the opportunity to demonstrate his/her submission to Allah through good deeds.

In addition, waqf provides an avenue for the public to perform perpetual deeds with confidence.

Sole Trustee (Mutawalli)

In Malaysian context, a State Islamic Religious Council (SIRC) is the **sole trustee (Mutawalli)** of waqf in its respective state.

UTM has been approved to be a waqf administrator (Nazir Khas) by the Johor State Islamic Religious Council



Waqf@UTM

Waqf Administrator (Nazir Khas)

As a waqf administrator, UTM is empowered to establish a sustainable infrastructure which allows UTM to collect, raise, use, manage, invest, and develop waqf funds, as well as distribute waqf proceeds as agreed in the agreement between UTM and the Johor State Islamic Religious Council.

UTM will use all of the expertise, tools, strategies to ensure the growth of waqf and that the waqf is sharia-compliant. This can only be achieved by having a proper waqf office and governance structure at the university. Waqf administrators can adopt various strategies to monetise waqf assets.

Beneficiaries (Al- Mauquf Alaihi)

The proceeds from waqf investment may be distributed to muslims or non-muslims. The benefits to the beneficiaries can be in various forms, including:

- Scholarships and other academic financial support,
- Grants for research,
- Academic or professorial chairs,
- Traveling allowances for conferences etc.,
- Sponsorships for academic and research programmes,
- Healthcare support,
- Micro-credit for students entrepreneurship, etc.

Potential of Waqf in Higher Education

The potential of waqf in higher education is even more promising for some big public universities, which have large pool of assets in their possession. The possibilities are plenty as these assets/properties can be turned into monetized waqf assets

01

Turning Existing Buildings into Waqf



Existing assets (buildings, lecture halls, bus stops, cafeterias etc) may be put up as waqf. Al-Waqif (the Giver) will take full responsibility of an asset that is turned into a waqf – maintenance and any or all costs involved in the operation/running of the assets is covered by the amount of proceeds from the money given by the al-Waqif.

02

Turning Existing Lands into Waqf



The land asset that is endowed as waqf can be developed according to its suitability such as the construction of buildings for students accommodation, labs and training facilities. The waqf lands can also be utilized or developed for agricultural projects.

03

Turning Facilities and Equipment into Waqf



This waqf is specifically designed to benefit universities through the setting up of facilities such as laboratory equipment, audio-visual equipment, air-conditioning units and prayer mats placed at various premises. In fact, such facilities may be set up inside a waqf building.

04

Turning Money/Cash into Waqf



Universities may setup cash waqf to receive cash contributions from their alumni, staff members, strategic partners or members of the public. Contributions from various givers are made through the selling of coupons, on-line transactions or cash handed at office counters.

05

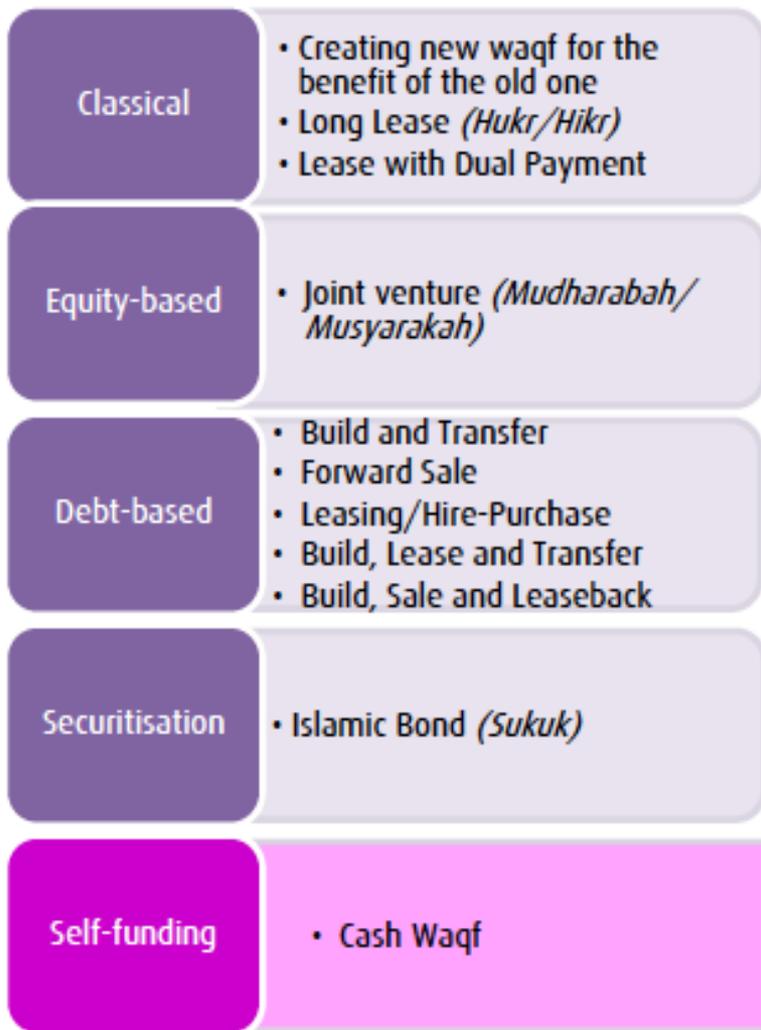
Turning Intangible Assets into Waqf



Universities may also capitalize their intangible assets as waqf such as through proceeds from patents, industrial designs, copyrights, trademarks and other forms of intellectual property (IP).

Potential of Cash-Waqf for University Funding

The practice of waqf using money (cash waqf) is considered to be the most influential and the key contributor to the success of the institution of waqf today. The more financial methods that are available to the public, the better the chances of developing waqf properties will be.



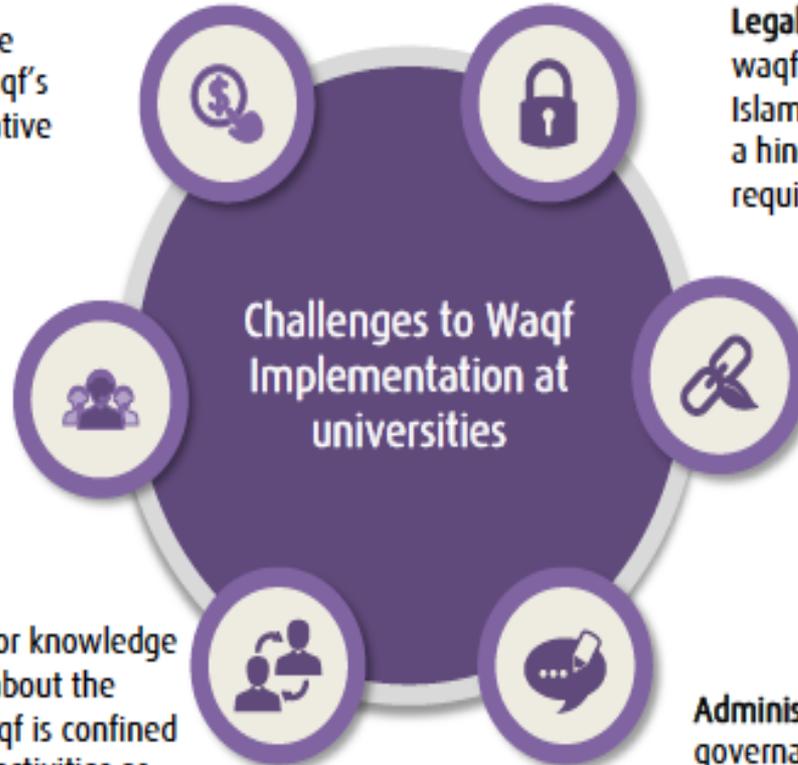
Strategic Implementation Issues of Waqf

The main challenges in implementing sustainable waqf initiatives at public universities include the lack of awareness on waqf concept, different understandings of waqf implementation, and the different legal frameworks. Particular attention is to be given to levels of awareness as this is deemed to be the main challenge in waqf implementation. A heightened awareness shall open windows of opportunity for people to properly participate in waqf ventures

Financial Support—A lack of creative fundraising activities to support waqf's inherent ability to generate alternative sources of income.

Need for Talent—Lack of competent managers with professional and technical expertise in waqf management.

Awareness—Lack of information or knowledge about waqf; misunderstandings about the concept of waqf, such as that waqf is confined to a small section of community activities or assumed to be similar to endowment.



Legal Restrictions—The use of the term waqf that requires permission by the State Islamic Religious Councils is assumed to be a hindrance. In actual fact, it is a regulatory requirement.

Nature of Waqf—The waqf properties of inalienability, remaining in perpetuity, and that it cannot be used as collateral are misunderstood to restrict returns on waqf expansion, when it is not so.

Administrative Lapses—Institutional governance issues; lack of top management support; lack of buy-in from the Board.

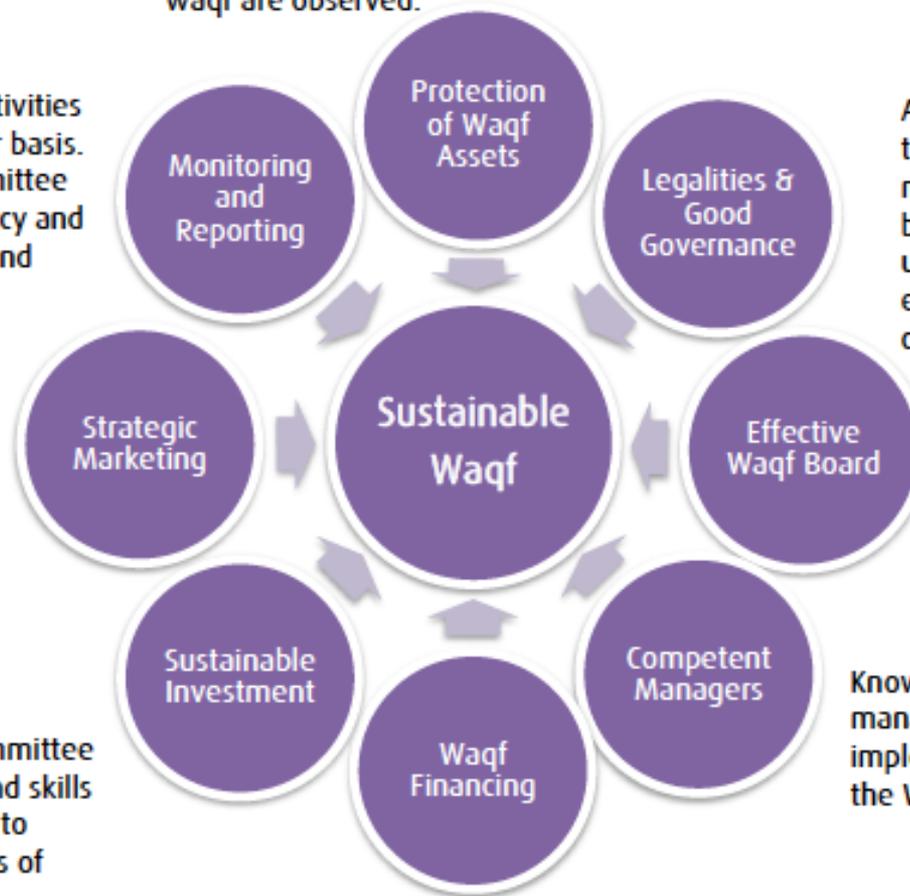
Strategic Implementation Issues: Key Success Factors for Sustainable Waqf

Both the Waqf Board and managers must be convinced and be accountable in ensuring that the tenets and pillars of waqf are observed.

Documentation of all waqf activities must be reported on a regular basis. The Waqf Management Committee must demonstrate transparency and accountability. Both internal and external audits are required.

Market surveillance and intelligence is necessary for the effective promotion of waqf products and donor cultivation must be carried out on a continuous basis.

The Waqf Management Committee must possess knowledge and skills in Sharia-based investment to ensure the tenets and pillars of waqf are upheld.



All parties involved must take it upon themselves to be answerable to Allah, make decisions through *musyawarah*, be transparent in all decision making, uphold current legislations, and establish suitable recourse to address contention.

Board members must take it upon themselves to ensure the expressed intent (*niyyah*) of *al-waqifis* fulfilled.

Knowledgeable, skilful and innovative managers are necessary to implement the guidelines provided by the Waqf Board.

Universities must provide financial support as an initial outlay for the operation of waqf management. The use of waqf money can be apportioned to cover administrative expenses, including salary, subject to consent or agreement by *al-waqif*. Some staffing positions may be supported by a waqf bequeathed for it.

Strategic Implementation Issues:

Governance is Central

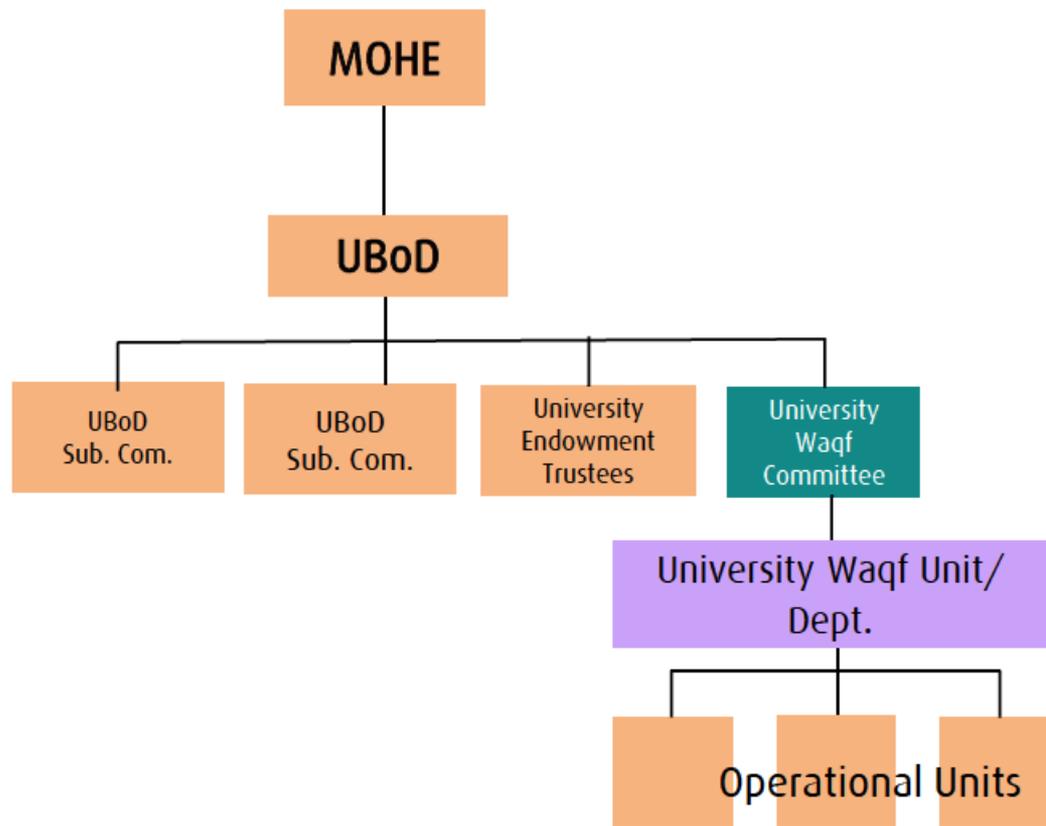
Most challenges encountered by charities have their roots in **governance** issues (ACEVO). From financial crises to personnel problems and risk management to strategy-setting, effective governance is central to managing charities (such as waqf).

Key Issues	Sub-Issues
Governance	1. Governing Documents 2. Board of Trustees 3. Risk Management Best Practice 4. Annual Return and Internal Controls
Income	5. Fundraising – VAT and Tax Implications and Social Investment 6. Gift Aid Declaration
Costs	7. Business Rates Relief and the Risks 8. Key Management Personnel
Strategic	9. Collaborative Working or a Full Merger? 10. Acquisition and Disposal of Property

MHA UK listed the **governance** factor as top on the list of key issues facing No-for-Profit organisations.



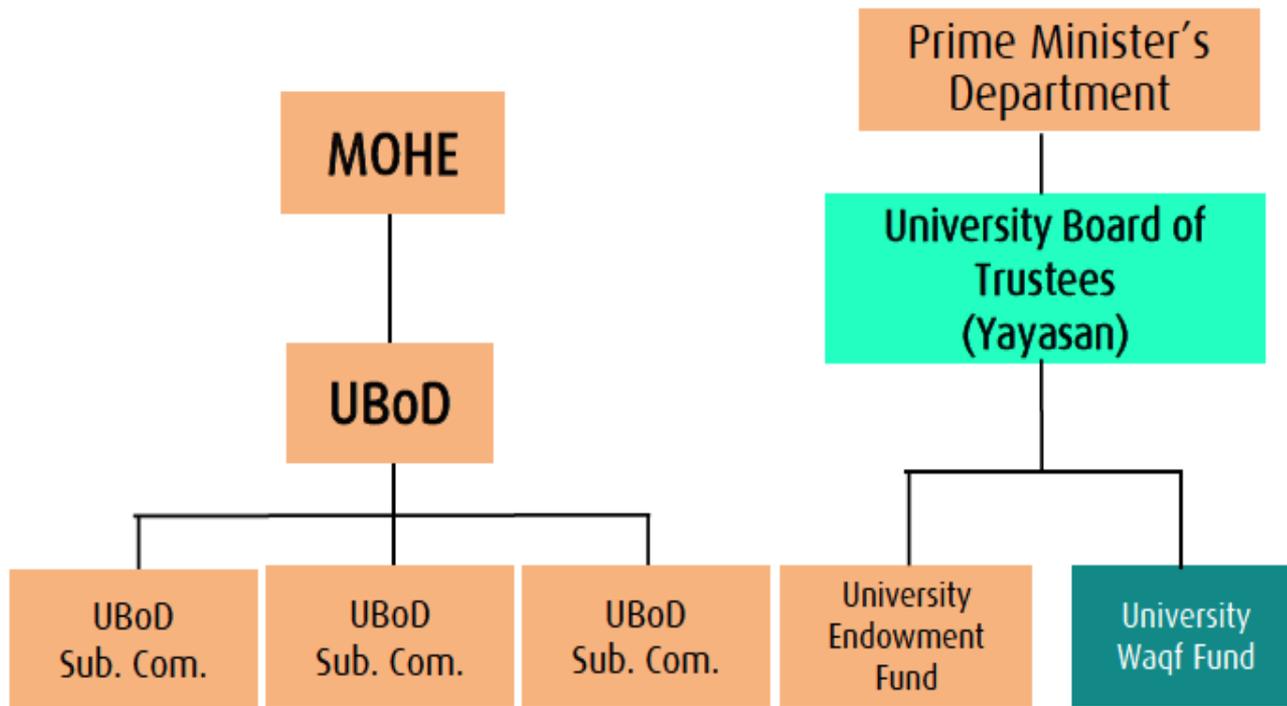
Waqf Governance Models in Malaysian Public Universities: Model 1



Model 1: A university that has been awarded the administrator status sets up a department within the university itself. A University Waqf Committee is set up under the University Board of Directors (UBoD) as one of the Board committees. All decisions on waqf programmes and activities are made upon approval by university management. All accounts and financial management of waqf are under the jurisdiction of the university management.



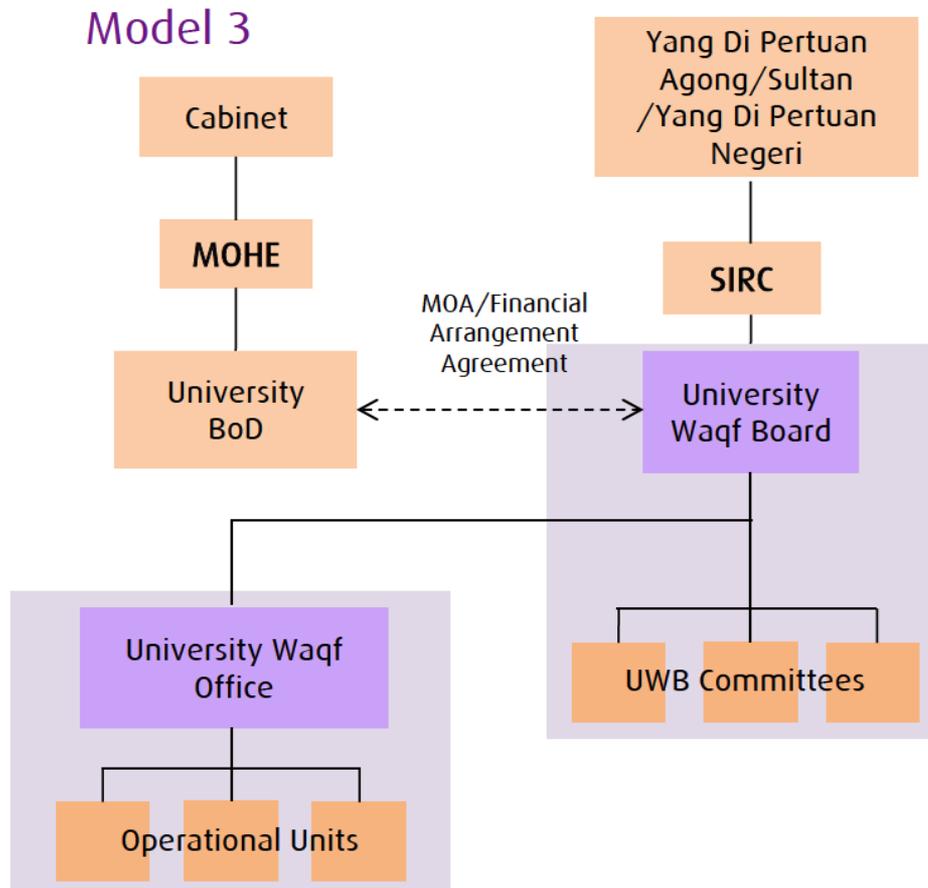
Waqf Governance Models in Malaysian Public Universities: Model 2



Model 2: A university sets up a waqf office under the University Board of Trustees. The University Waqf Fund is put under the Board of Trustees as a project under the University Foundation, and will have a separate account and financial management. All decisions on waqf programmes, and activities, are conducted upon approval by the University Board of Trustees.



Waqf Governance Models in Malaysian Public Universities: Model 3 (Recommended)



Model 3: A University Waqf Board (UWB) is established as a separate and independent entity from the University. Collaboration and coordination, as well as roles and responsibilities of the UWB are spelled out in a written agreement or Waqf Deeds. UWB members comprise of representatives from both the University and State Islamic Council.

Waqf Governance Models in Malaysian Public Universities: Board Membership & Roles

Proposed Membership of University Waqf Board

- | | |
|---|--|
| <ul style="list-style-type: none">• Member of university BoD• Deputy Vice Chancellor• Director of University Waqf Office• One Representative from the university (e.g. Society of Academic Staff, Society of Administrators) | <ul style="list-style-type: none">• Registrar of Waqf, SIRC• CEO of SIRC Waqf Corporation• Head of Economics Division, SIRC• SIRC Legal Advisor |
|---|--|

Recommended roles and scopes of authority of the **University Waqf Board** include:

- To uphold all stipulations in the Waqf Deeds.
- To give direction for the administration of waqf
- To establish scheme of management for waqf
- To provide guidelines on registration, collection, investment and distribution of waqf that complies with Sharia.
- To scrutinise and approve the budgets submitted by the University Waqf Office.
- To sanction any transfer of immovable property of waqf by way of sale, gift, mortgage, exchange or lease.
- To monitor performance of Waqf Office, including collections, investments, financial returns, and activities.
- To inspect or call for inspection of waqf properties, accounts or relevant deeds and documents



Strategic Management of University Waqf

Strategic management in non-profit and charitable organisations is the process of selecting an organization's goals, determining the strategic programs necessary to achieve specific objectives in route to the goals, and establishing the methods necessary to assure that the policies and strategic programs are implemented.

A strategic plan is used by any organization -- for-profit or nonprofit -- to establish goals as well as to review operations.

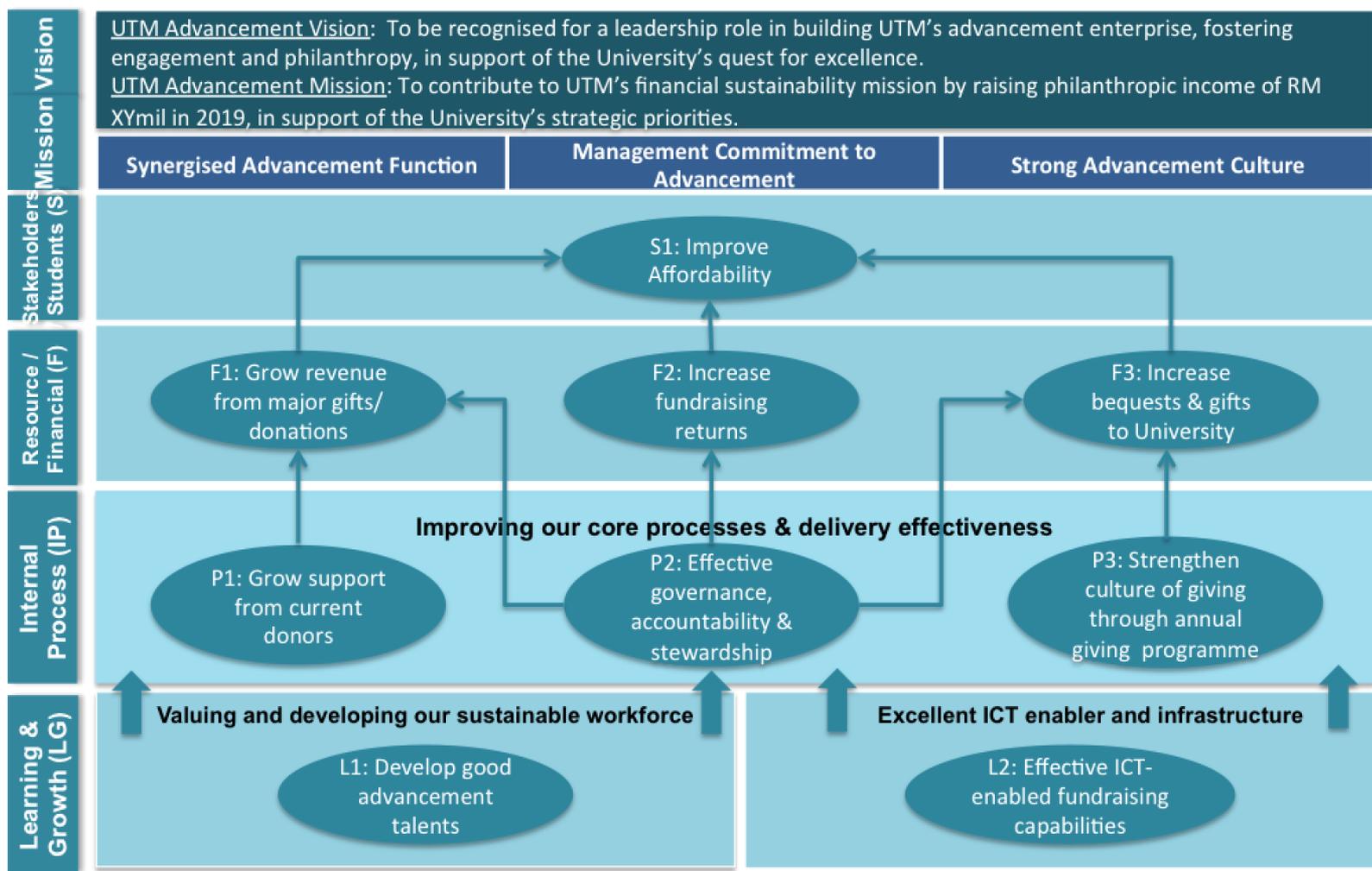
The goal of a for-profit company is to return dividends to shareholders or profit to owners over time. The goal of a nonprofit is to further its mission, which includes making enough money to continue to operate.

Selection of most appropriate strategic management concepts is not so straightforward for the charitable organisations, but the use of these methods is important for waqf to ensure its growth and sustainability.



Strategic Management of University Waqf

Example of University advancement strategy map incorporating waqf fundraising initiatives



University advancement functions include those that engage external audiences to promote the university and its accomplishments. This typically includes fundraising for waqf, alumni relations, data management or advancement services, communications and marketing, and government relations.

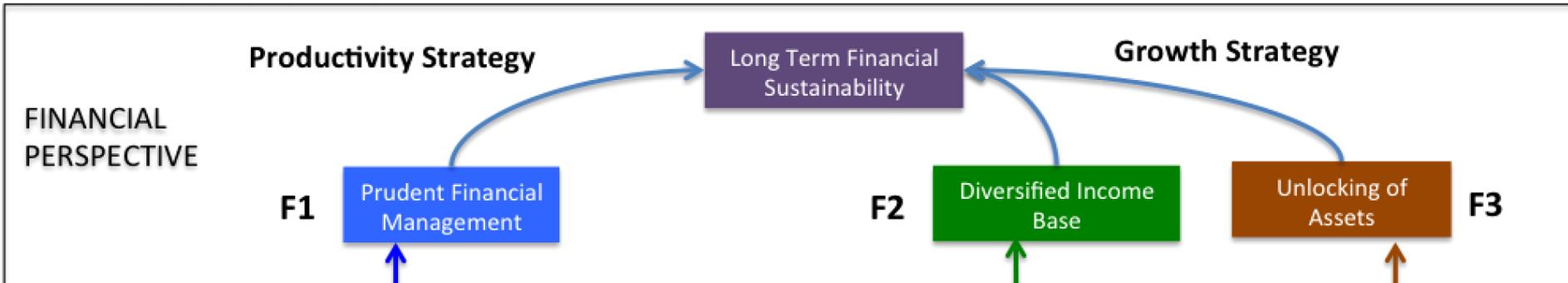


Strategic Management of University Waqf

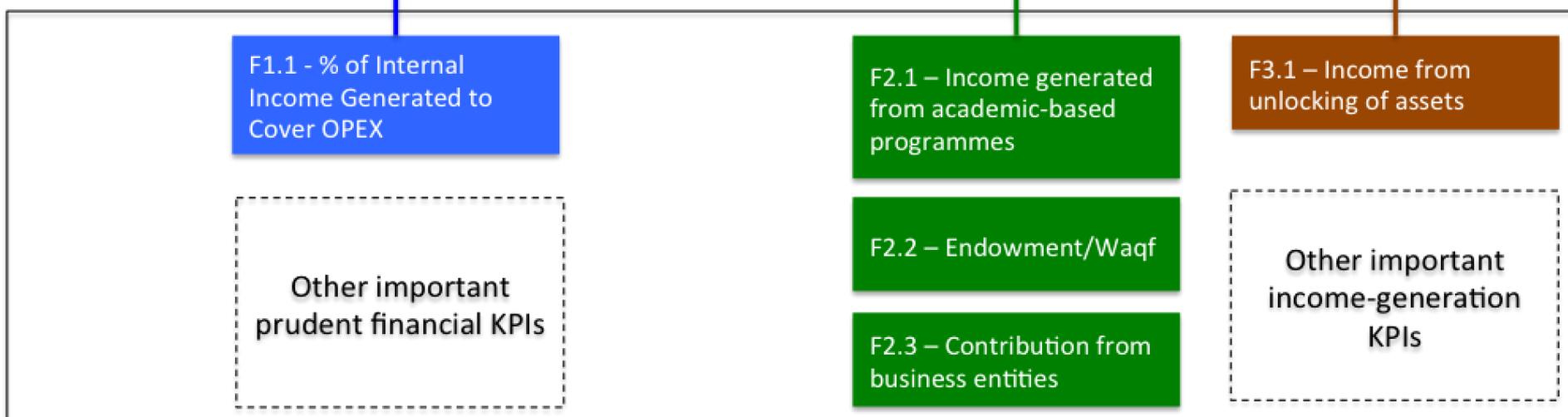
Incorporating Waqf initiatives into the University's Financial Sustainability Strategies

Financial Sustainability Mission: To safeguard and strengthen University's long-term financial capability that supports attainment of institutional mission and objectives.

STRATEGIC OBJECTIVES

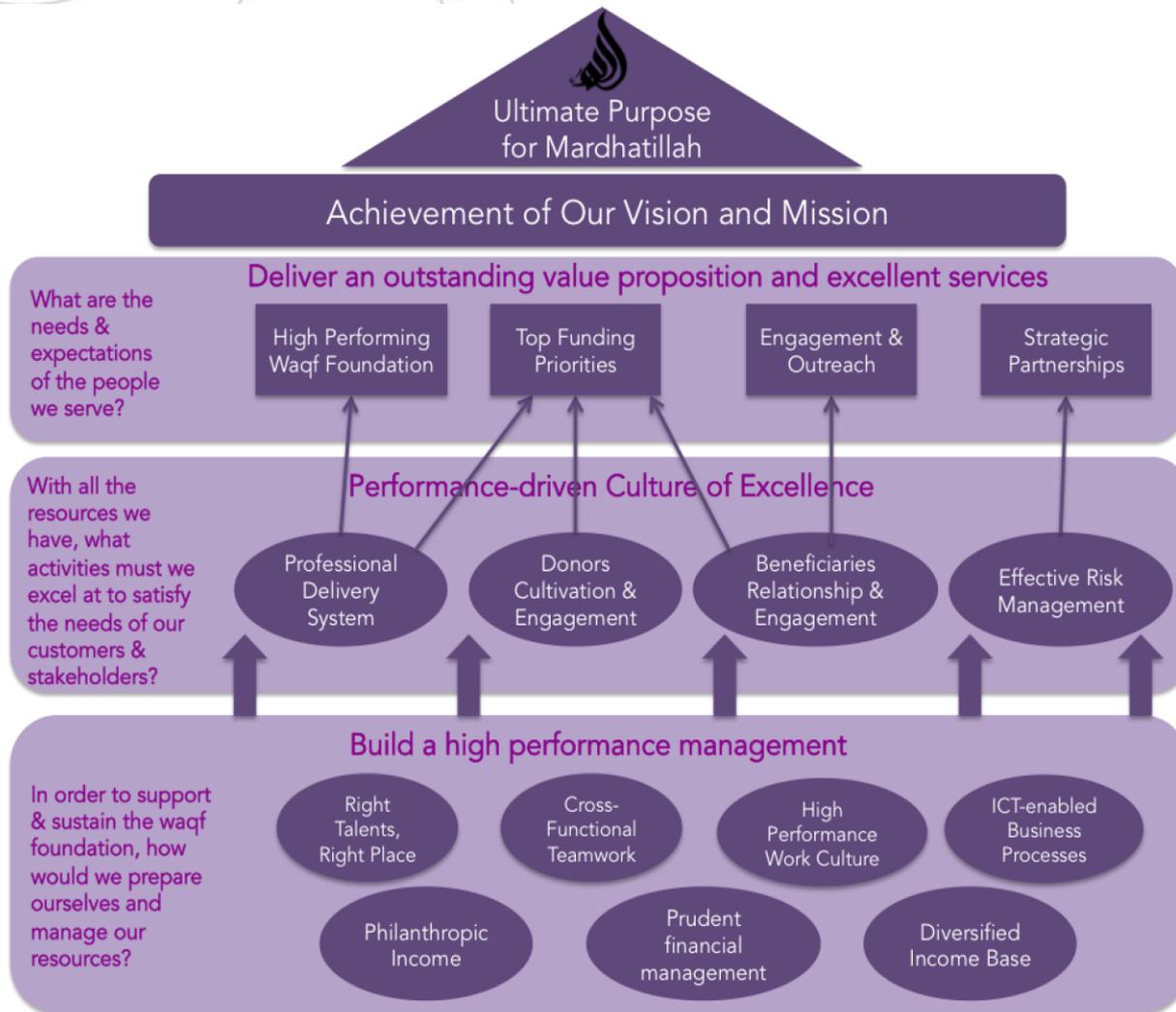


CORPORATE KPIs



Strategic Management of University Waqf

Example of Strategy Map for Waqf Foundation



Strategic Management of University Waqf

Example of Scorecard for Waqf Foundation

Strategic Objective	KPI	Target 2019	Initiatives
High-Performing Waqf Foundation	<ul style="list-style-type: none"> Tax-Exemption Clean Audit 	<ul style="list-style-type: none"> June 2019 Dec 2019 	<ul style="list-style-type: none"> BOT Structure & Statement of Member Responsibilities BOT Code of Conduct Tax-Exemption Status Fundraising Policy Risk Profile
Top-Funding Priorities	<ul style="list-style-type: none"> Annual Fund Raised Scholarship Endowment Capital Development 	<ul style="list-style-type: none"> RM XX mil RM YY mil RM ZZ mil RM xyz mil 	<ul style="list-style-type: none"> ABC Scholarship Programme ABC Endowment ABC Infrastructure Development
Engagement and Outreach	<ul style="list-style-type: none"> Nos. of Fundraising Campaigns Nos. of volunteers 	<ul style="list-style-type: none"> 2 majors 10 minors 50 	<ul style="list-style-type: none"> Gala Dinner 2019 ABC Waqf Friends Social Media Marketing
Strategic Partnerships	<ul style="list-style-type: none"> No. of ABCi-Partner joint fundraising No. CSR joint-projects No. of NGOs engagement 	<ul style="list-style-type: none"> 2 2 5 	<ul style="list-style-type: none"> MoU with Partners CSR Co-Branding (Banks etc) Partnering NGOs, Relief Orgs etc)

Balanced Scorecard for Stakeholders Perspective
(Example of a Waqf Foundation)



UTM's Educational Waqf Fund

A joint-waqf initiative between UTM and the Johor State Islamic Religious Council.



\$\$\$\$\$ Cash Waqf fundraising



DR Wahid (tiga dari kiri) bersama Md Rofiki (tiga dari kanan) bertukar MoU penubuhan Dana Wakaf Pendidikan UTM, semalam.

FOTO: NURUL AMANINA SUHAINI

06-12-2016

wakaf am melalui sumbangan berbentuk tunai dan harta yang mana pewakaf mewakafkannya kepada UTM sebagai pemegang amanah bagi kepentingan ilmu dan manfaat ummah sejagat.

"Dana wakaf ini untuk membantu golongan yang layak menerima dan turut disasarkan bagi aktiviti konsultansi, pembangunan makmal, penyediaan tesis, pendidikan dan penyelidikan," katanya.

Beliau berkata demikian selepas majlis pelancaran DWP-UTM oleh Timbalan Pengerusi Majlis Agama Islam Negeri Johor (MAINJ) merangkap Pengerusi Jawatankuasa Agama Negeri Johor, Abdul Mutalip Abd Rahim, di UTM di sini semalam.

Dalam majlis itu UTM dan MAINJ turut menandatangani memorandum perjanjian persefahaman yang ditandatangani Dr Wahid dan Ketua Pegawai Eksekutif MAIJ, Datuk Md Rofiki Datuk Samsudin.

Dr Wahid berkata, penggunaan dana wakaf ini bertujuan untuk memberi bantuan dalam bentuk biasiswa kepada pelajar yang berkelayakan yang memenuhi kriteria tertentu.

"Mereka yang layak adalah pelajar yang mengikuti pengajian di UTM, mereka yang mendapat tawaran pengajian di peringkat Ijazah Sarjana Muda, Sarjana dan PHD secara sepenuh masa, penyelidikan dalam pelbagai bidang keilmuan di UTM termasuklah Fiqh sains dan teknologi," katanya.



An MPV vehicle donated by a company as waqf to UTM



Plantation lands donated as waqf to UTM

Dana bantu siswa

■ UTM ambil inisiatif tubuh DWP-UTM ringankan beban pelajar kurang berkemampuan

Norazimah Narudin
arn@hmetro.com.my

Johor Bahru

Bertujuan membantu pelajar yang kurang kemampuan dan miskin, Universiti Teknologi Malaysia (UTM) mengambil pendekatan menubuhkan Dana Wakaf Pendidikan UTM (DWP-UTM) bagi meringankan beban mereka sekali gus memajukan diri dalam pendidikan dan kepentingan ilmu sejagat.

Dana yang mempunyai persamaan dengan Tabung Endowment Universiti ditubuhkan pada

2009 itu menggunakan konsep wakaf yang membolehkan orang bukan Islam menjadi pewakaf dan penerima sejajar dengan matlamatnya untuk memberi bantuan tanpa mengira agama.

Naib Canselor UTM Profesor Datuk Ir Dr Wahid Omar berkata, penubuhannya dana wakaf ini sejajar dengan Pelan Strategik Pengajian Negara yang menyasarkan Universiti Awam (UA) menjana pendapatan bagi menampung keperluan kewangan masing-masing selain merancang

kan aktiviti kesarjanaan ilmu di UTM.

"Dana wakaf UTM adalah inisiatif yang sama cuma perbezaannya ialah penjanaannya berkonsepkan wakaf dan dana yang terkumpul akan dilaburkan untuk menjana pendapatan. Mereka yang memberi sumbangan sama ada individu atau organisasi akan diberikan ngecuialian cukai pendapatan.

"Dana ini juga adalah program penjanaana dana berlandaskan

FAKTA
Sumbangan individu atau organisasi akan diberikan sijil dan layak mendapat pengecualian cukai pendapatan



Houses donated as waqf to UTM



Waqf investment in a commercial project

Advancement: UTM's Endowment Fund



Universiti Teknologi Malaysia (UTM)

Just now · 🌐

Heartfelt Appreciation to Yayasan Azman Hashim for contributing RM 30 Million to the UTM Endowment fund for the establishment of Tabung Biasiswa Endowmen Azman Hashim.



Yayasan Azman Hashim Contributes RM30 Million to UTM Endowment | UTM NewsHub

Endowment for Students Scholarships (Low-Income Family) and Eligible Top Scorers



IRDA Endowment Chair

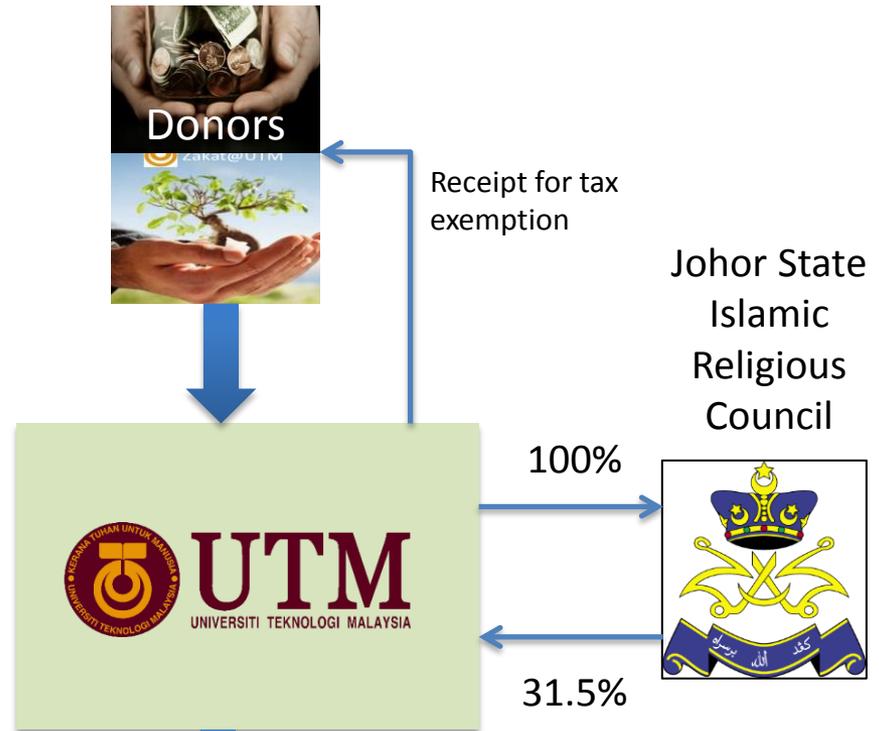


Johor Port Endowment for Students Scholarships



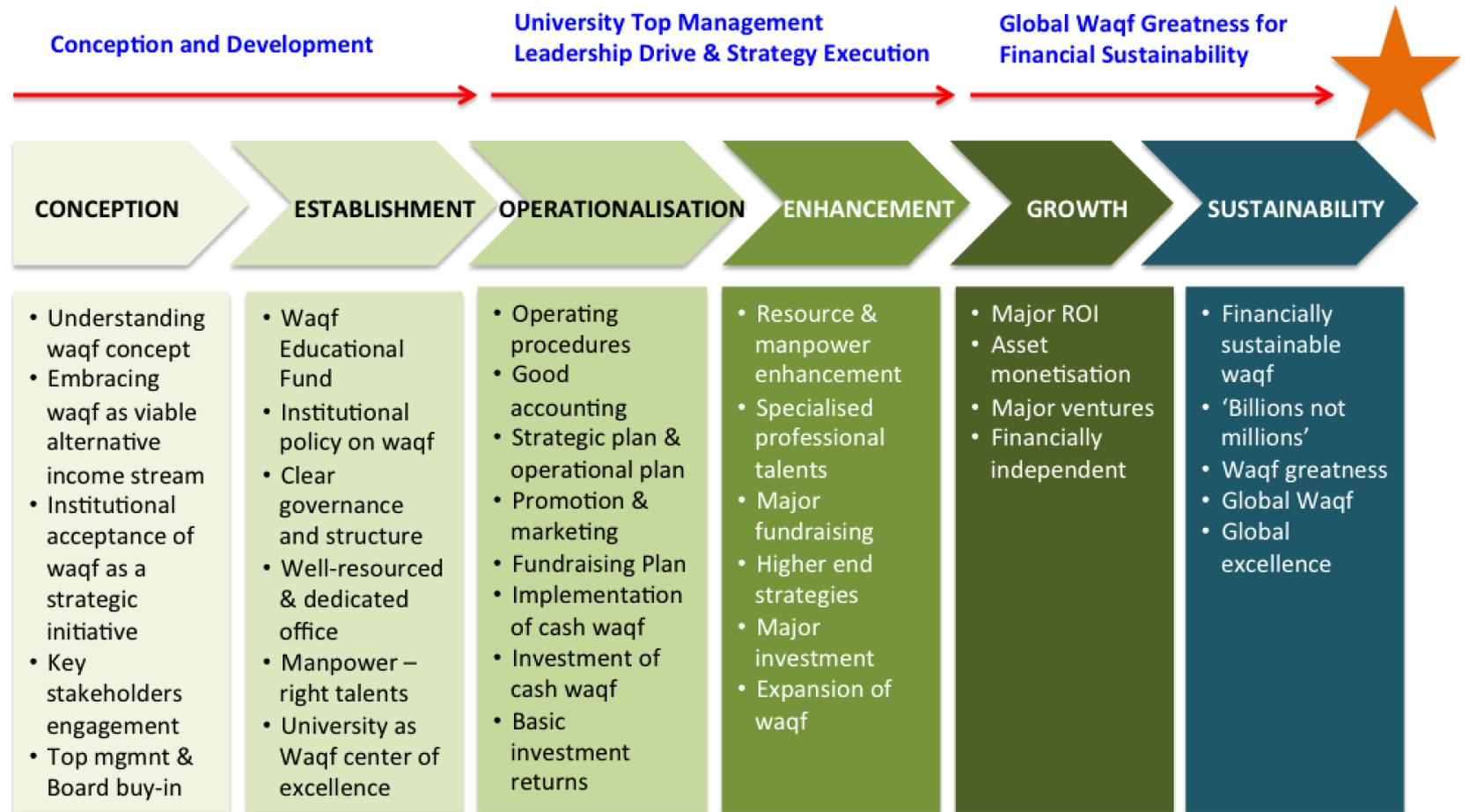
KAEDAH BERZAKAT DI UTM BAGI SYARIKAT / AGENSI LUAR

<p>1. Bayaran sumbangan zakat boleh dibuat atas nama BENDAHARI UTM secara cek/bank draf/wang pos/ kiriman wang</p>	<p>4. Laporan akan dihantar kepada syarikat/agensi tuan setelah sumbangan selesai diagihkan.</p>
<p>2. Sila majukan surat rasmi yang menyatakan bayaran sumbangan zakat dari syarikat/agensi tuan beserta dengan salinan transaksi bayaran ke e-mel islamiccentre@utm.my atau boleh dihantar terus ke alamat berikut:</p> <p>Unit Zakat & Kebajikan Pusat Islam Universiti Teknologi Malaysia 81310 Johor Bahru</p>	<p>3. Bendahari UTM akan menghantar resit rasmi beserta cop pengecualian cukai kepada syarikat/agensi tuan</p> 



- Financial assistance to students
- Tuition fees waiver
- Healthcare support to students & staff
- Books/Equipment Aid
- Food Aid

Proposed Roadmap for Sustainable Global Excellence of Waqf



New Frontiers of Global Waqf

New Global Factors	Description
Waqf Synergy	The integration of complementary intervention between Waqf solutions to address the challenges of the Muslim economic, social and scientific-technological challenges. the synergy of both, the Islamic banking and finance sector as well as the Islamic capital market in providing solutions and alternative financing modes in developing Waqf properties all around the world.
Waqf Interface	The consolidation of current spiritual economic institutions and good injunction to achieve the higher objectives of faith and virtuous conduct in the daily life of a Muslim for both, this world and the Hereafter. eg Interfacing of zakat with the institution of Waqf to address immediate, essential basic needs of the poor in new cities.
Waqf Co-Creation	The collaboration between all relevant stakeholders at institutional sectorial, governance and global lower level to address the design, structure, process and outcome of Waqf initiatives across the world and target community to build a clouding platform.
Waqf Innovation	The identification of new strategies, programs, processes and systems of enhancing Waqf as the new mainstream alternative at the global, regional, national and community level in changing the destiny of its constituent.

Conclusions

Waqf funds are an important source of income to universities in the light of financial constraints faced by universities worldwide and shrinking government funding, which pressured them to seek alternative diverse revenue sources.

The role of the Board is crucial in driving fundraising efforts, and providing leadership for the identification and solicitation of significant gifts (waqf, endowment) to the university.

The corporate culture of accountability, prudence and transparency applied in corporate waqf concept is expected to bring new dimension into current waqf practice.

It is recommended that higher education waqf management be supported by the modern best practices in professional strategic management framework to ensure its growth and sustainability.



Recommendations

Recommendation 1

Improve the level of autonomy of the University and with increased transparency and accountability in the management of waqf. •

Recommendation 2

Strengthen buy-in from campus community for institutional acceptance on waqf fundraising. •

Increase awareness on the potential and viability of waqf as a sustainable revenue stream for the University. •

Recommendation 3

Enhance the role and commitment of leadership and top management in focusing on the waqf fundraising strategies and activities. •

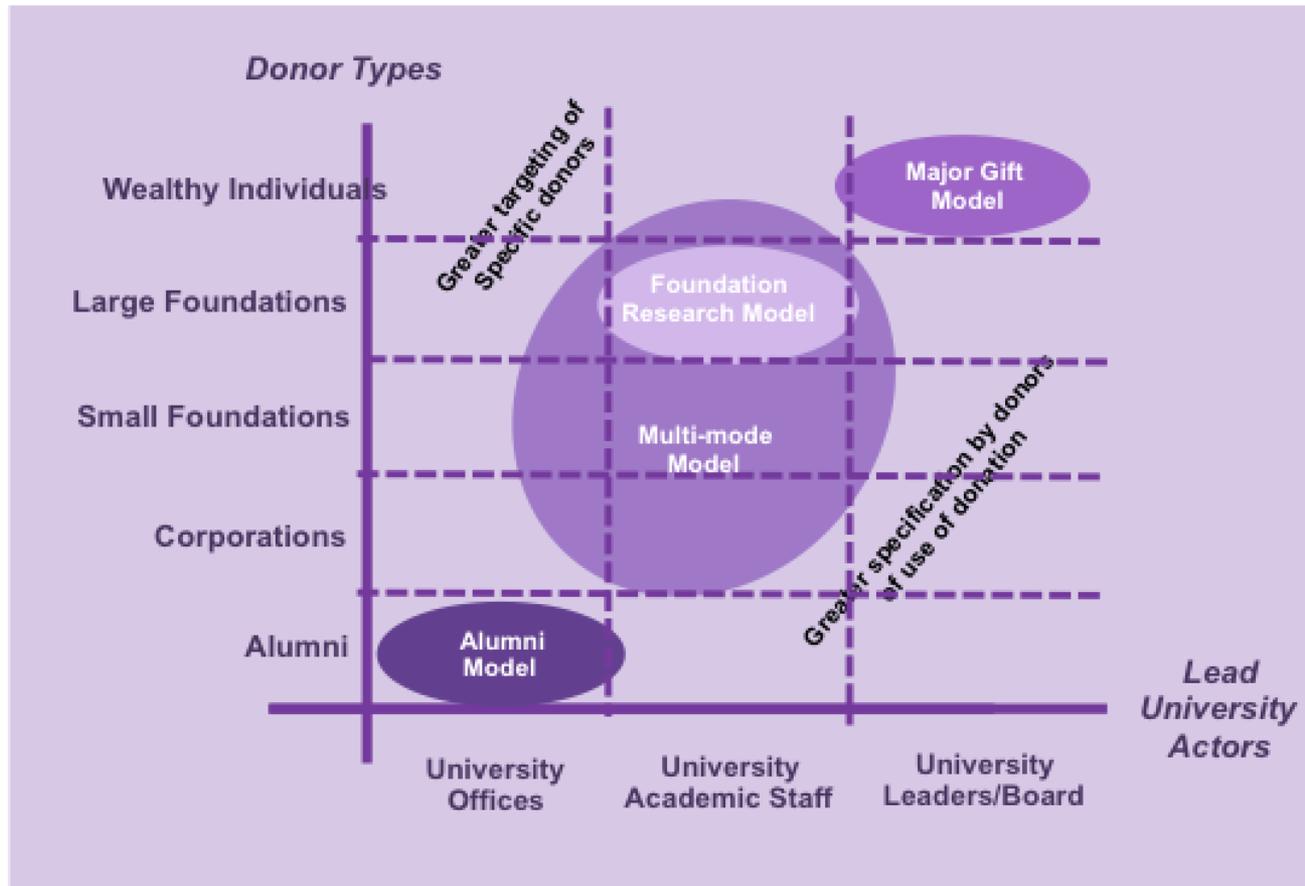
Engagement of University Board in philanthropic waqf fundraising. •



Enhancing University Fundraising for Philanthropic Income (Including Waqf)

Diagram for The 4 Models of University Fundraising.

(Adapted from European Commission, 'Engaging Philanthropy for University Research', Report by an Expert Group, European Communities 2008.)



All the four models are usually present in institutions that have a tradition of philanthropic fundraising. It is not necessary for universities attempting to raise funds from philanthropic sources for the first time, to devote equal amounts of effort to all four modes simultaneously, but it is advisable for universities to have a long-term vision that eventually accommodates all these models.



Recommendations

Recommendation 4

Engage Alumni effectively to get support for waqf. •

Recommendation 5

Develop and enhance the University advancement function. •

Consolidate all fundraising programs (waqf) under the University advancement.

Establish a clear governance system for advancement (waqf) and provide a well-resourced advancement office (waqf). •

Recommendation 6

Adopt professional best practices for management of waqf and its growth strategies. •



Enhancing University Advancement Function

(To include Waqf in the University Advancement Function)

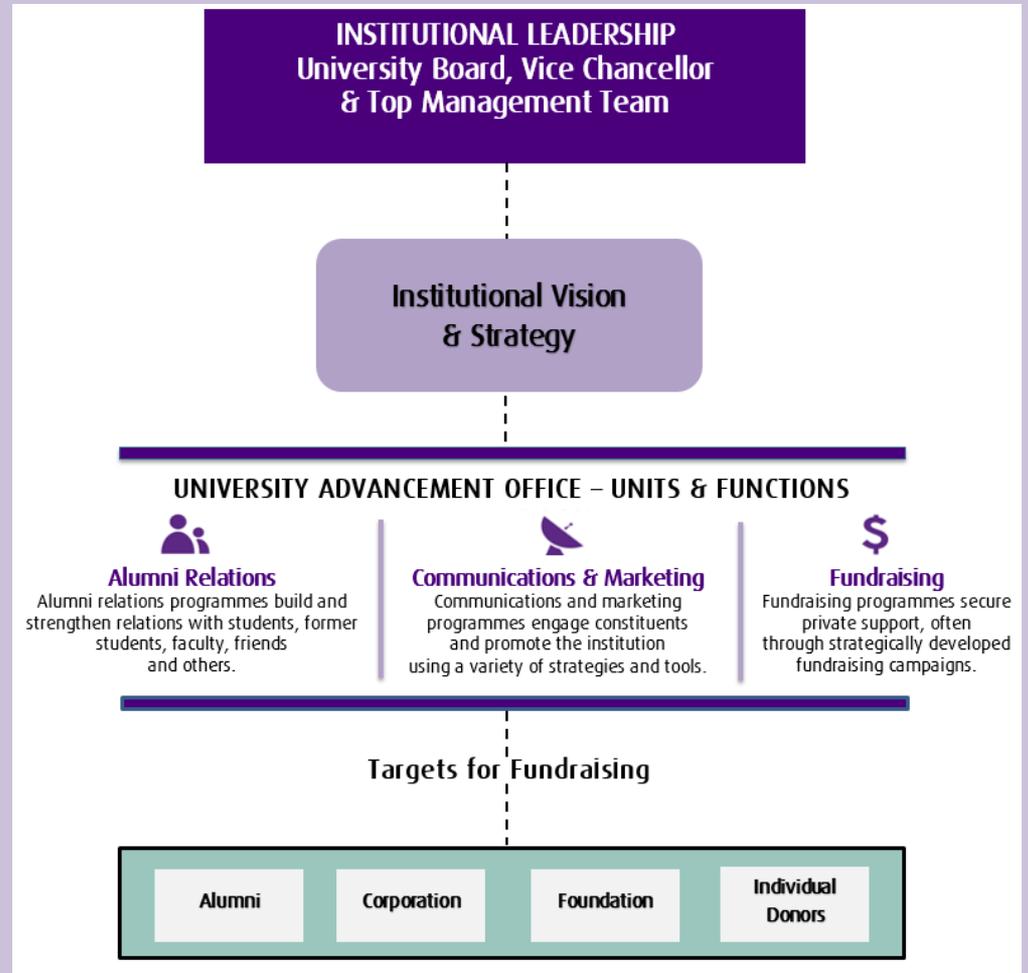
Fundraising promises great financial benefits to universities. The inherent intricacies and daunting tasks involved in fundraising calls for a more focused attention and commitment from the management. The responsibility to raise funds for institutional support should be under the purview of institutional advancement structure.

‘University advancement functions can be defined as those that engage external audiences to promote the university and its accomplishments. This typically includes fundraising, alumni relations, data management or advancement services, communications and marketing, and government relations. Some institutions also include community relations or management of campus facility....’

(Ref: University Leadership Council, ‘Structuring University Advancement Operation’ – Custom Research Brief; The Advisory Board Company, Washington DC, 2011)



Structure of University Advancement Office



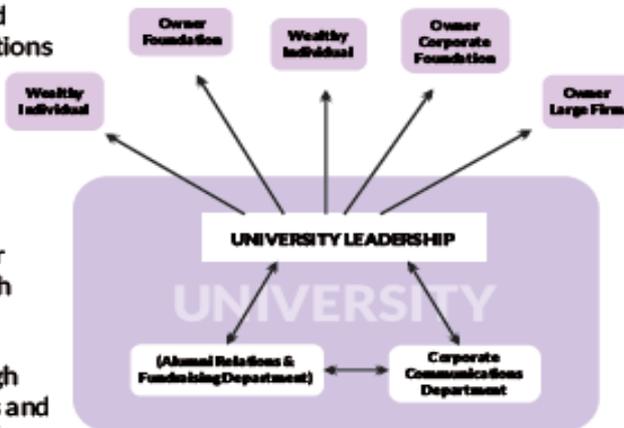
4 Fundraising Models applicable to Waqf

(European Commission, 'Engaging Philanthropy for University Research', Report by an Expert Group, European Communities 2008.)

1 The Major Gift Model

This model is geared towards large donations or 'major gifts':

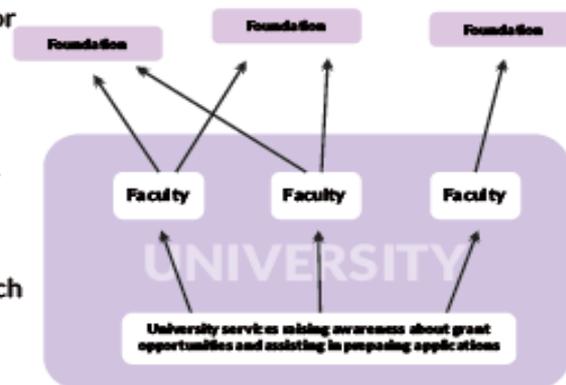
- targets wealthy individuals and businessmen
- approached either directly or through foundations
- works best through personal relations and the networking of university leaders.



2 The Foundation Research Model

This model typically prevails when individual researchers or university authorities target large foundations (including corporate foundations):

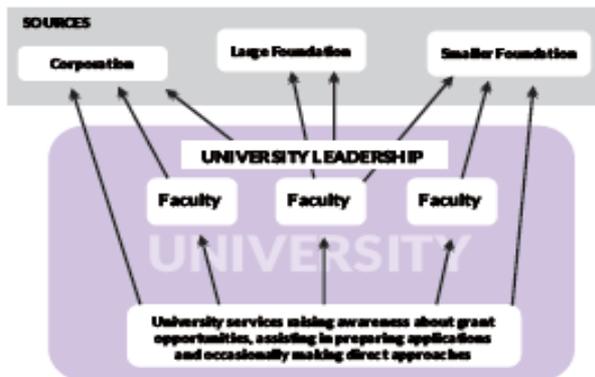
- involves formal procedures, rules and criteria preset by the foundations; and
- donations can be for research projects, or scholarships of PhD programmes.



3 The Multi-Mode Model

This model leverages on the interaction between a university and various foundations and corporations.

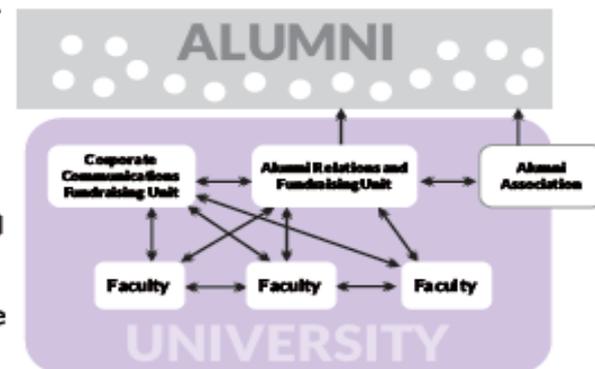
- It uses a mix between:
- structured and unstructured (or formal and informal) interactions;
 - communication patterns;
 - application procedures;
 - and
 - selection processes.



4 The Alumni Model

This model applies whenever large groups, such as the members of alumni associations or university staff, are targeted:

- aims at getting small donations from a large pool of individuals;
- more personalised to evoke emotional responses.



Recommendations

Recommendation 7

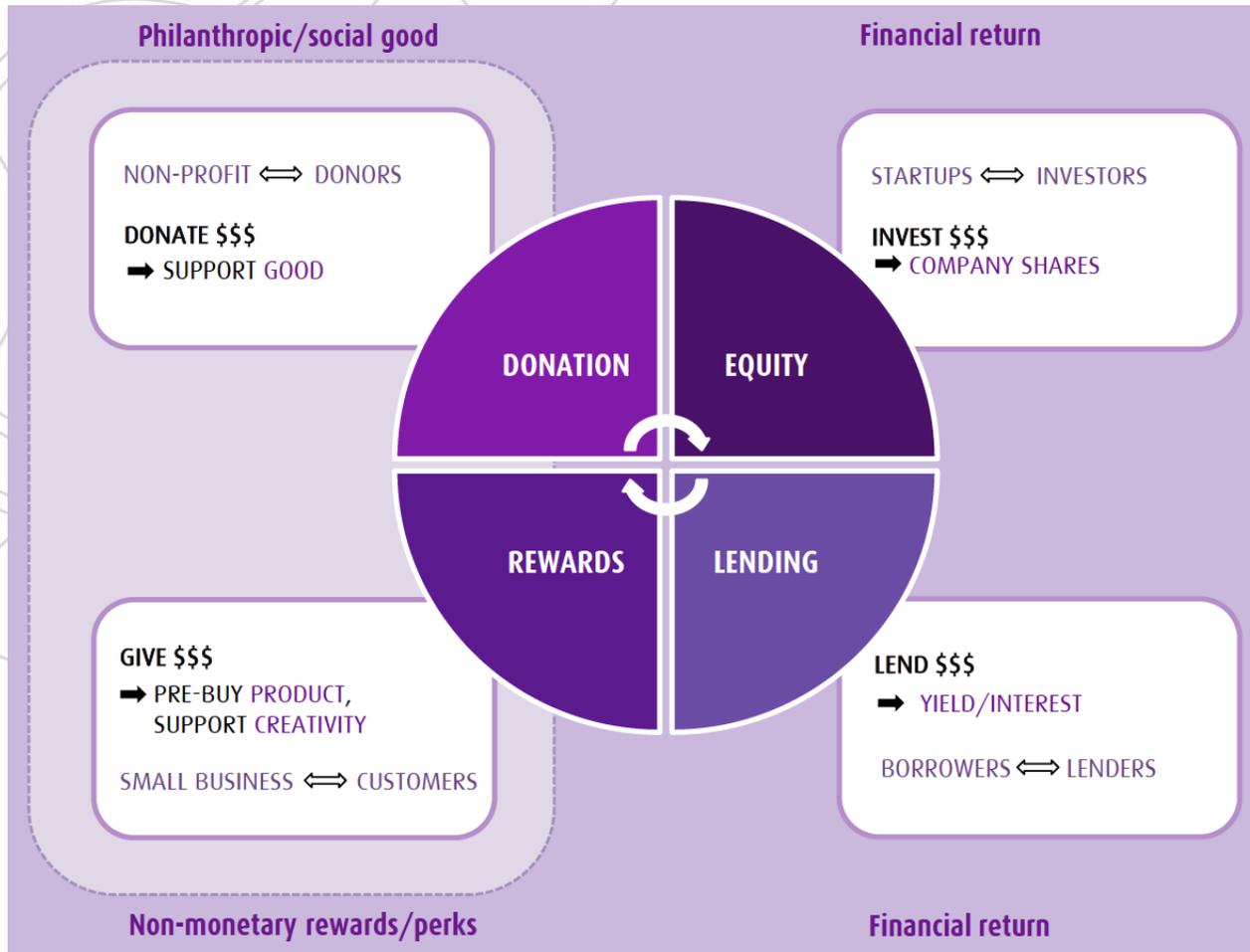
- Develop an effective marketing and networking programme for Waqf fundraising.
- Enhance networking for 'friend-raising' to widen the reach to potential Waqf Givers.
- Promote Waqf concept to corporate figures in University's network of partners and clients.

Recommendation 8

- Use creative and new trends in promoting waqf to raise philanthropic giving through crowdfunding.
- Utilize best practices in financial planning and investment management strategies to ensure growth.
- Use modern management tool to develop strategic plan for waqf fundraising and growth to ensure sustainability over long term horizon.



University Crowdfunding which can be applied for Waqf Fundraising



In recent years, universities have been taking steps to modernize their giving structure through the use of crowdfunding. Crowdfunding is an online tool utilising peer-to-peer relationships to help gain funds for different aspects of university culture.

Crowdfunding websites are an emerging business strategy that allow people to donate money directly toward university projects. Alumni, as well as non-university affiliated donors, can make philanthropic contributions, some of which are tax-deductible, to specific research, entrepreneurship and development projects that require full or additional funding.

Crowdfunding typically enlists the use of social media such as Facebook, Twitter, or LinkedIn increasing the virality of a project to make it more successful.

The 4 Main Types of Crowdfunding

Adapted from De Buysere, K., Gajda, O., Kleverlaan, R., and Marom, D., (2012). "A Framework for European Crowdfunding", pp. 1-40. ISBN 978-3-00-040193-0



Building the Culture of Giving



أَلْيَدُ الْعُلْيَا خَيْرٌ مِنَ أَلْيَدِ السُّفْلَى، وَإِبْدَاءُ بِيَمَنِ تَعُولُ، وَخَيْرُ الصَّدَقَةِ عَنْ
ظَهْرِ غِنَى، وَمَنْ يَسْتَغْفِرْ يُعْفَهُ اللَّهُ، وَمَنْ يَسْتَغْنِ يُغْنِهِ اللَّهُ

The hand which gives is better than which takes and start giving first to your dependents. And the best object of charity is that which is given by a wealthy person (from the money which is left after his expenses) [out of surplus].



