



# **World Waqf Foundation**

**Member of the Islamic Development Bank**

Together We Build The Waqf for The Development of the Ummah

## **Strategy of the World Waqf Foundation**

(Adopted by the Council of Waqifs in its 3<sup>rd</sup> Meeting)

Ramadan 1424  
November 2003

# The Strategy Document of the World Waqf Foundation

## Preface

In a bid to enable Waqf (endowment) to contribute to the socio-economic development of Muslim peoples and communities, to alleviate poverty, to fulfill the ambition of many of those who think that an international institution for Islamic Waqf must be established in partnership with philanthropists whether individuals or institutions from all over the world, and to boost the efforts that the Islamic Development Bank (IDB) has been making to promote waqf since its inception as an international financial and developmental institution composed of 55 OIC-member states, the IDB has established the "**World Waqf Foundation**" (WWF) to supervise existing and newly established Awqaf (endowments) that their owners entrust to the WWF to preserve, invest, manage and to disburse their proceeds in accordance with the terms and conditions set by the Waqifs (endowers) and accepted by the WWF in conformity with Islamic Sharia principles, which the WWF strictly adheres to in all its activities.

The WWF is managed by the Council of Waqifs, which is composed of individuals and institutions, who contribute at least a one million dollars worth of waqf to the WWF. The Council is the Foundation's General Assembly. It elects the Board of Trustees, which is the board of directors of the WWF. The WWF performs its activities all over the world under the auspices of the IDB in accordance with its regulations.

The WWF seeks to work as a strategic partner with others, particularly philanthropists from the private sector, to tap waqf resources and help implement development plans, projects and programmes needed by the peoples and communities of the Ummah. We hope that the following strategy of the WWF, by the grace of Allah, would achieve such an ambition. The strategy document includes the following sub-titles:

- Basic components of the Strategy.
- Strengths and Opportunities of the WWF.
- Prospective Risks.
- Vision, Mission Statement of the WWF and its Objectives, General Policy and main Work Themes.
- The Ambition of the Strategy.

May Allah grant us success.

Chairman of the World Waqf Foundation  
President of the Islamic Development Bank Group  
Dr. Ahmad Mohamed Ali

## **Strategy Document of the WWF**

### **The Basics of the Strategy**

#### **Component 1**

Operate in consonance with the aspirations of persons concerned with general Islamic affairs and who believe that Awqaf can contribute to the economic development and social progress of Muslim peoples and communities and to alleviate hardship among the poor.

Further, it seeks to achieve the objectives of other developmental and awqaf institutions, particularly IDB, and adhere to the work principles such institutions practice.

#### **Component 2**

Strategic alliance based on complementarity seek the collaboration of other quarters to implement projects and programmes, and to devise simple tools in obtaining such goals.

#### **Basis 3**

The WWF's ambition must be big and must cover all areas of development. It must set out priorities in its short and medium-term plans.

The WWF came up with its strategy based on its experience at the IDB. It made use of its connections with regional and international institutions, the private sector, governments and non-governmental organizations. Working with the latter is less costly and more realistic at this phase of the WWF's development than concluding a contract with a consultant to draw up a strategy. We therefore recommend that we take this option after applying this strategy for some time.

### **The WWF's Strengths and Opportunities**

- The WWF is an affiliate of a Sharia-based development institution, whose presence is considerably felt in the Ummah.
- It is an international institution that operates all over the world under the auspices of the IDB.
- Contribution is open to philanthropists, charitable governmental and non-governmental organizations, with the right to withdraw from the WWF.
- The participants take part in the decision-making process and its implementation.
- It can satisfy the demands of philanthropists by:
  - selecting with flexibility the type of contribution and defining its purpose.
  - alleviating the burden of preserving, managing, investing and developing Waqf properties.
  - facilitating the expenditure of the proceeds of Waqf properties (general authority – limited authority).
- As a member of the IDB Group, it benefits from the following:
  - Moral support.
  - Financial contribution.
  - Huge resources and experiences of the IDB Group.
  - The funds of the WWF enjoy the privileges and immunities conferred on IDB, and its comprehensive control.
- The positive support of governments by:
  - Encouraging contribution to the WWF.

- Facilitating the implementation of the WWF's projects and programmes.
- The existence of a healthy partnership among governments, non-governmental organizations (NGOs) and businessmen to support civil society.
- The capacity to accumulate considerable resources in a single entity so as to effectively contribute in the development projects and programmes development and in poverty alleviation.

### **Vision, Mission Statement, Objectives, General Policy and Strategy of the WWF**

In light of the foregoing, the vision, mission, objectives and general policy of the WWF could be formulated as follows:

#### **Firstly: Vision**

A leading international institution that seeks to preserve and develop Awqaf in conformity with Sharia, sound economic and practical thinking, professional and transparent method. The WWF' activities shall be based on complementarity with others.

#### **Secondly: Mission Statement:**

To ensure that Awqaf contribute to the cultural, social and economic development of Muslim countries and communities, and to alleviate hardship among the poor through establishing, sponsoring and supporting viable institutions, projects and programmes.

#### **Thirdly: General Objectives:**

1. Use Waqf as model to establish and finance development projects and programmes, and step up the campaign for Waqf.
2. Sound management of Waqf resources to preserve, develop and maximize its proceeds and utilize them in socio-economic development efforts, in compliance with the Shariah principles of Waqf and the conditions of the Waqifs.
3. Cooperation with the Waqf institutions and organizations, and provide support to civil society institutions.
4. Help develop society and assist the needy.
5. Support and promote research and studies related to Awqaf.

#### **Fourthly: General Policy:**

1. Cooperate with various parnters to avoid waste of resources. It relies on specialized institutions and social organizations to execute projects and plans rather than having an executive body in its organizational structure. The WWF makes sure that the projects and programmes its establishes or finances and feasible.
2. seeks to satisfy the demands of the prospective participants, get them to set objectives for their Awqafs and to abide by their requirements.
3. makes sure its investments make huge profits with minimum risk.

4. maintains simple organizational structure, make use of the other people's experience, enrich its own experience, believes that the Foundation's success lies with its staff, and coordinate with other bodies to draw up plans.
5. supports voluntary work and cooperate with volunteers.
6. maintain good relations with international organizations concerned with development and apply for membership in them.
7. ensures transparency and subjects to Shariah all its financial and administrative control.
8. uses information technology in all functions and operations.

**Fifthly: Major Areas of Activity**

- A. Information: popularize and promote Waqf.
- B. Marketing: Request individuals and institutions to contribute to the WWF.
- C. Investment: preserve waqf, develop its assets and maximize its proceeds.
- D. Projects and Programmes (Operations): spend waqf proceeds and donations according to the conditions laid down by the waqifs and the donors, and ensure greater return from the expenditure.
- E. Institutional Capacity Building: ensure the WWF's distinctive character and vitality.

Below are the objectives and policies for each of the major area of activity:

**A. Information :**

General Objectives:

1. Explain the position of Waqf in Islam.
2. Gather support for waqf and promote its developmental role.
3. Exhort Muslims to endow a portion of their wealth during their lifetime or to will it.
4. Explain the nature of Waqf; that it is a socio-economic institution with a developmental role.

General Policy:

1. Outline the salient points of the message to sensitize people on Waqf; outline its content according to target groups; select the appropriate media to transmit the message to the said target groups. The methods of the sensitization message should be varied.
2. Resort to the competent private sector while planning promotional campaigns and adapt to latest developments in this field; it should be given the responsibility to secure the requisite financing through sponsorships.
3. Involve Waqf institutions in the campaigns.

**B. Marketing**

General Objectives:

1. Attract people from all over the world and from all sections of society to contribute to the WWF with a view to increasing its capital annually in accordance with the percentages specified by the WWF's Board of Trustees.
2. Promote and popularize the WWF, its benefits and advantages as well as its impact on the various peoples and communities of the Ummah.
3. Invite private economic operators, civil society institutions and government institutions concerned with Waqf to contribute to the WWF and join its board.

#### General Policy:

1. Adoption of a direct contact policy when promoting the WWF.
2. Cooperate with the chambers of commerce and industry, etc. in organizing promotional meetings, symposia and presentations.
3. Make use of the Internet to facilitate participation in the WWF.
4. Establish a series of institutions that would receive contributions to the WWF.
5. Cooperate with banks and other financial institutions in order to facilitate participation in the WWF.
6. Coordinate with government institutions concerned with Waqf as well as NGOs to establish Waqf institutions with well defined objectives which will join the WWF.
7. Marketing the WWF through outstanding development projects and programmes.
8. Give all Muslims the opportunity to contribute to the WWF.

### **C. Investment**

#### General Objectives:

Preserve Waqf assets supervised or jointly supervised by the WWF, maximize the value of its assets and returns of the WWF's annually invested capital.

#### General Policy:

1. Accurate and proper documentation of Waqf assets.
2. Determine the right value of each asset on receipt and consider it the base year value.
3. Protect Waqf assets from loss, abuse or improper use.
4. Appreciation of the value of Waqf assets compared to their base year value.
5. Prevent Waqf assets from depreciation as a result of economic developments.
6. Select investment modes and instruments that are Sharia compatible, consistent with the nature of Waqf assets and that yield high returns.
7. Seek to ensure that Waqf investments are economically viable in OIC member countries and Muslim communities in non-member countries.
8. Avoid direct competition with both the private and public sectors.
9. Rely on the IDB's competent departments to manage the WWF's investments, enable private sector institutions to manage the WWF's investments whenever there are better investment opportunities.
10. Agreement with the contributor who contributes with a real state or financial asset,
11. Resort to one or more external consultants to monitor the investments; he shall submit clear progress reports together with pertinent recommendations to the WWF's competent boards and departments.

**In addition to the foregoing, Investment Guidelines and Principles Should be Outlined under the Following Conditions:**

**Sharia Rules**

Adherence to invest in conformity with the Shariah and in line with the terms and conditions of the Waqfis.

**Volume of Investments**

Set a ceiling for investments in areas of investment, available investment instruments currency and geographical location.

**Investment Opportunities**

Ensure investment opportunities are diversified and balanced. Keenly to look for good investment opportunities, seek assistance from specialized financial institutions to study such opportunities.

**Prospective Return-on-Investment**

Determine the estimated overall annual return on investment, and determine the estimated annual return for each existing investment.

**Performance Control**

Ensure Sharia, audit, financial and administrative adequate and accurate control. Ensure the balance between financial gain and development return.

**D. WWF's Projects and Programmes**

**General Objectives**

1. Invest a percentage of Awqaf assets and spend Waqf proceeds that are supervised by the WWF as well as the proceeds which the WWF is authorized to disburse, by placing them in development projects and programmes with high development returns.
2. Restructure some NGOs in various OIC member countries and Muslim communities in non-member countries so as to become the WWF's executive arm with regard to Waqf projects and programmes.

**General Policy**

1. Waqf proceeds that are meant for spending should not be hoarded.
2. Adhere to the conditions laid down by the Waqifs with regard to the spending of their Waqf proceeds.
3. Predetermine a selected set of projects and programmes that are compatible with the conditions laid down by the Waqifs and identify the needs of peoples and communities of the Ummah the world over.
4. Rely on NGOs that are recognized in their own states and meet the strategic partnership criteria outlined by the WWF with regard to projects, programmes and the spending of Waqf proceeds through them.
5. Select one or more of NGOs to be the WWF's general coordinator for a specific project and programme sponsored by the WWF.
6. Prepare a feasibility study based on an excellent method prior to the launching of any project or programme or support of any existing project or programme.

7. Commitment to prepare three year, at least estimated plans and budgets for projects and programmes.
8. Invite other parties to help launch projects and programmes or help promote them through a marketing plan.
9. Conduct a comprehensive periodic evaluation.
10. Investment should always be taken into account when launching projects and programmes; a percentage of a project's returns should be added to its capital provided that the conditions of the waqf participating in the project allow it.
11. Give women's projects and programmes as well as human development, scientific research and future prospects, top priority.

### **Institutional Capacity Building**

#### General Objectives

1. Ensure that an excellent and continuous service is provided to the customers.
2. Ensure that the WWF's departments are stable and dynamic.

#### General Policy

1. Update the WWF's By-laws.
2. Ensure that its organizational chart is streamlined and responsive to the activities of the WWF.
1. Prepare internal work schedules and procedure manuals with a view to ensuring an efficient work plan and sound monitoring and assessment.
2. Develop a positive work culture between the staff and volunteers.

### **Strategy's Ambition (1425 – 1435)**

The amount of funds targeted by the WWF over the next ten years is **five billion US dollars.**

Requirements:

1. Timely participation of an influential group from the private sector, NGOs and Waqf institutions in the WWF's Board of Waqifs.
2. Draw up the first medium-term plan (1426-1430).
3. Completion of the hiring the staff required for the WWF.
4. Develop the WWF's Regulations.

"O Allah! Nothing is easy except what you have made easy. If you wish, you can make the difficult easy."

==  
=