APPROACHES AND PRACTISES TO OVERCOME CHALLENGES IN WAQF LAND DEVELOPMENT

Mohd Arif Mat Hassan[1], Anuar Alias[2], Siti Mashitoh Mahamood[3] and Feroz De Costa[4]

ABSTRACT

Waqf land is a religious-related property donated by a donor as a voluntary charitable act, which turns into a foundation for a country's social and economic development. In Malaysia, it is placed under the jurisdiction of the State Islamic Religious Councils (SIRCs). The SIRCs are responsible as the exclusive trustee to govern, manage, and develop these lands for the benefit of the Ummah. This study aims to explore the approaches to overcome issues and challenges in waqf land development. This qualitative study has systematically reviewed the literature of waqf land development approaches and practises in Malaysia and analysed the subject matter according to the related themes and variables. This study has established that the SIRCs are faced with several challenges, such as insufficient funds and unsystematic management. The practical development approaches that can be implemented by the SIRCs have been tabled in this article. These approaches and practises can overcome the issues and challenges faced by the SIRCs in developing waqf land.

Keywords: *Waqf, Land Development, Islamic Real Estate, Islamic Social Finance, Systematic Literature Review*

[1] University of Malaya, Malaysia, arifjpph@gmail.com.

[2] University of Malaya, Malaysia, anuar@um.edu.my.

[3] University of Malaya, Malaysia, mashitoh@um.edu.my.

[4] Universiti Putra Malaysia, Malaysia, mohdferoz@upm.edu.my.

1. INTRODUCTION

1.1. Background

Land is a limited resource, and it is one of the main factors of production. It plays a large role in economic growth and to satisfy humans' unlimited needs and wants. Rapid developments lead to a high demand for land. Hence, it should be managed effectively within the scarcity of land setting. Effective management will unlock the value of the land to its highest and best use. This study focuses on developing sacred land known as waqf land by the State Islamic Religious Councils (SIRCs) or "Majlis Agama Islam Negeri".

The SIRC is a sole trustee of waqf land in each state in Malaysia according to The Federal Constitution's Ninth Schedule, List II (State List). The SIRCs explicitly administrate the waqf land in Malaysia. According to Islamic law, they are authorized to manage the waqf land within their state jurisdiction with the best standard of practice and suitable management system. Previous literature have raised several issues, and challenges faced by the SIRCs in developing land under their jurisdiction. Various efforts have been taken by the SIRCs and other recognized institutions to overcome these challenges, but not all of the SIRCs are able to perform well in developing waqf lands.

Besides the SIRCs, there are federal agencies involved in waqf land development in Malaysia. The agencies under the Prime Minister's Department which are highly involved with the SIRCs are Jabatan Wakaf, Zakat & Haji (JAWHAR), and Yayasan Wakaf Malaysia (YWM). These agencies support the SIRCs in accomplishing the potential of waqf development in a more orderly and efficient way. It is noted that these agencies are more of an active complementary agency and is not an actual authority because in Malaysia, land is a state matter. JAWHAR and YWM have embarked on several projects in collaboration with the SIRCs to develop waqf land. According to JAWHAR, there are a few high impact waqf projects that have been established in various states in Malaysia.

The estimated amount of waqf lands according to YWM as recorded by the SIRCs are around 30,889 hectares (Mahmood, Mustaffha, Hameed & Johari, 2017) and less than 10 per cent have been developed (Abu Bakar, Hussain & Hamed, 2017). The worth of these waqf lands are approximately RM111,413,890 (Hamid, 2015). Although the SIRCs do have a vast amount of possible lands to be developed, however, a big number of these lands are still not being developed and are in idle. It has been reported that about ninety-nine per cent of these lands are currently undeveloped (Mohammad, 2009). Various efforts have been taken by the SIRCs and other recognized institutions to overcome these challenges but not all of the states are able to perform well in developing waqf lands. The SIRCs must ensure that preventive measures are undertaken in handling these idle lands (Mahamood, 2006).

It is imperative to study about land development that "belongs" to the SIRCs. This study involves the issues and challenges together with the approaches and practises of waqf land development under the jurisdiction of SIRCs. The aim of every SIRC is to ensure that the administration and management is in a systematic and effective manner for the benefit of the Ummah. The SIRCs have been playing their roles to develop the waqf lands through various initiatives and approaches with the standard of practice and appropriate management system. Unfortunately, the great potential of this land has yet to be materialized (Puad, Rafdi & Shahar, 2014). The potential of waqf can still be explored and optimized for better outcomes.

1.2. Objective

The objective of this study is to explore the issues and challenges in developing waqf land and to determine approaches and practises used by the SIRCs in Malaysia in developing waqf land under their jurisdiction.

2. LITERATURE REVIEW

Prior studies have attempted to unravel the idle waqf land issues (Noor & Awang, 2013; Mat Rani & Mohd Sha'ary, 2012; Qayoom, 2015), but the issues remain. Hence, a study was needed to be conducted to establish the critical challenges and possible solutions in fostering waqf lands. It shall be a key factor for the SIRCs to become successful trustees. The revenue gained from the development of these lands would be carefully utilized accordingly in creating an advantage for the Ummah.

Religious matters that are concentrated by the SIRCs cover a wide area of Islamic administration including Syariah courts, Islamic family law, fatwas, enforcement, prosecution, conversion, religious education, mosque, baitulmal, zakat, fitrah, waqf etc. These include the significant role of SIRCs as trustees in managing waqf lands. Registered waqf lands are under the authority of the SIRCs as the sole trustee (Sayin, 1998; Mat Rani, 2006). The SIRCs act as the exclusive authority in guarantying that the land is accurately administered and resourcefully managed. This is to ensure that, these lands will be able to gain significant returns and to fund any altruistic activities (Mahamood, 2005).

A waqf land is a piece of land donated by the donor as a "voluntary charitable act that becomes a source of fund for the social and economic development. It aims to establish a charitable scheme in improving the welfare of the less privileged segments such as the poor, insolvent, needy, orphans, widows, and so on. It has strict principles such as perpetuity, inalienability, and irrevocability" (Cizakca, 2006).

Generally, there are two (2) types of waqf i.e. "Waqf Am and Waqf Khas. Waqf Am refers to any form of waqf dedication aimed at general welfare without specifying any beneficiary (individuals or organisations/institutions) or a specific purpose. This category of waqf is applicable to things or objectives directed towards general social welfare and charitable purposes. In contrast, Waqf Khas is a type of waqf with specified beneficiaries or purposes" (Mahamood, 2001).

The SIRCs hold the accountability to manage the waqf land. These include the power to develop the said land. The number of waqf lands recorded has been increasing over the years. In 2013, there were 4,524 lots of waqf land with a total area of 11,092 hectares worth RM99,329,171 (Isamail, Rosele & Ramli, 2015). In 2015, it had gradually increased to 5,740 lots with a total area of 16,751 hectares worth RM111,413,890 (Hamid, 2015). A recent study by Mahmood et al. (2017) tabled the staggering increase to 14,356 lots with a total area of 30,888.9 hectares. This huge number however does not include the unrecorded Waqf land. There are approximately 30 per cent of unrecorded waqf lands (Ismail, Salim & Ahmad Hanafiah, 2015) and the actual size, location and ownership are remained unknown (Mahamood, 2006).

3. METHODOLOGY

This research used the content analysis as the qualitative approach. Qualitative content analysis is defined as "any qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify the core consistencies and meanings" (Patton, 2002).

A systematic literature review (SLR) method has been used in this study. Research through literature review can be described as "a form of research that reviews, critiques, and synthesizes representative literature on a topic in an integrated way such that frameworks and perspectives on the topic are generated" (Torraco, 2005).

There are four (4) phases involved in conducting SLR. The phases are concisely explained in this section:

Phase 1: Selection of Databases

Prominent databases were identified in the first phase. Scopus and Web of Science (WoS) databases were used in this study. These databases were considered because these databases are robust and cover many areas of studies related to this research, including social science, arts, and humanities, economics, finance, business, management, Islamic studies, etc.

Phase 2: Keyword Search Configurations

The articles selected involve the identification of keywords and the search configuration was developed. The keywords search were constructed to cover the databases identified in Phase 1. In total, 51 articles were retrieved from the Scopus and WoS databases in this second phase of the systematic review process. The keyword sets and search configurations are as follows:

Scopus:
TITLE-ABS-KEY ("Wakaf Land" OR "Waqf Land" OR "Awqaf Land")

WoS:
TS = ("Wakaf Land" OR "Waqf Land" OR "Awqaf Land")

Phase 3: Articles Filtered: Acceptance and Rejection

Phase 3 encompasses the filtering of articles. The articles were filtered for duplication and 13 duplicated articles were omitted. The process was further refined for the remaining articles and 38 abstracts were then reviewed for the inclusion and exclusion criteria.

The review focused on the publication date, language, subject area, and specifically on the articles written in the areas of land development under the SIRCs jurisdiction. The acceptance and rejection criteria is outlined as the inclusion and exclusion criteria.

The articles were included in this SLR were published between 2009 to 2019 using the English language. The articles were scholarly full paper that were available and focused on waqf land development in Malaysia. Articles that were published before 2009, not written in English, full paper were unavailable, unrelated to Malaysia, and not related to waqf land development were all excluded.

Phase 4: Analysis

After filtering, 16 articles remained and were then carefully assessed. After reading the abstracts, the data were obtained. Next, the themes and sub themes were detected by exhaustively reading the full articles. The qualitative analysis was then executed by the means of content analysis to identify themes related to waqf land development in Malaysia.

The articles were then further analysed through a coding process based on common characteristics. Thematic analysis was used to determine the appropriate themes and the sub-themes. The articles were analysed using a sophisticated qualitative data analysis software called ATLAS.ti which finds all the keywords and phrases related to the subject matter.

This approach looks for patterns, threads, constructs, and commonalities and this data analysis technique enables the identification of key issues and challenges discussed in the articles using coding, grouping, and networking. The related themes are issues and challenges (IC) and approaches and practises (AP).

The whole process of the SLR is shown in the diagram below:

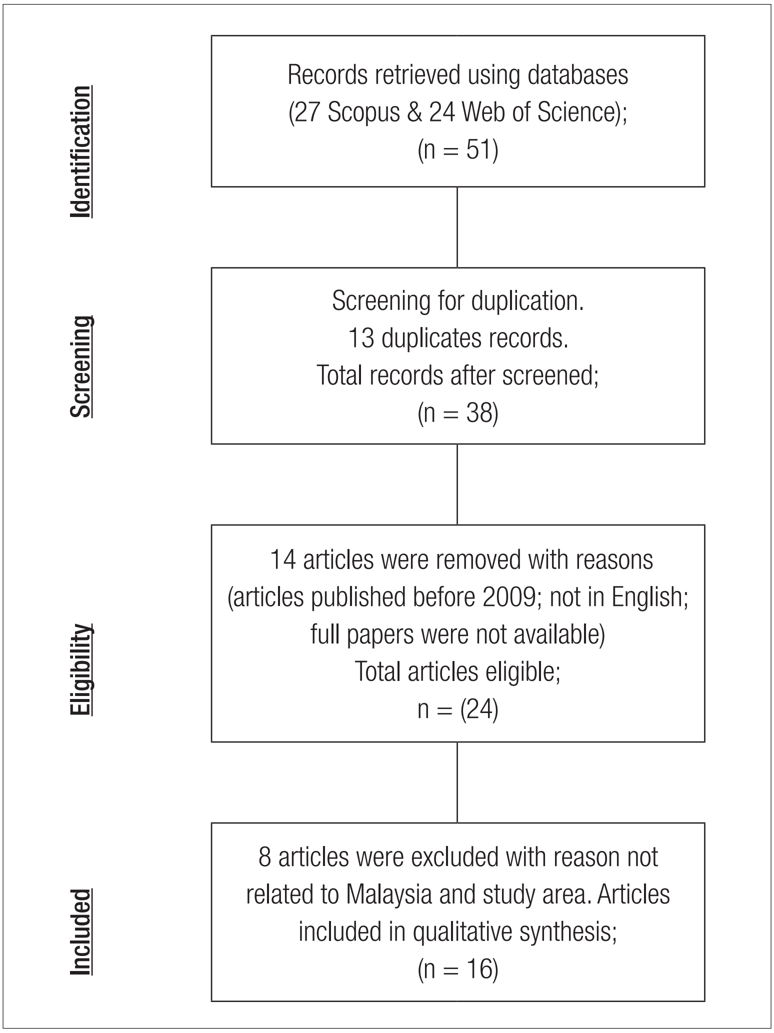

Figure 1: SLR Process

4. RESULTS AND ANALYSIS

4.1. Results

This research has been able to provide results from the qualitative data analysis using Systematic Literature Review (SLR) with the assistance of the ATLAS.ti software. 16 full articles have been assessed and coded according to the themes.

The list of the 16 articles according to the titles are as in Table 1.

Table 1: List of articles used in the SLR

No.	Title of the articles
1.	"A Comparative Study of Waqf Management in Malaysia"
2.	"Acquisition of Waqf Lands by The State Authority: A Case Study of Land Acquisition in Terengganu"
3.	"Administration and Management of Waqf Land in Malaysia: Issues and Solutions"
4.	"Adopting Al-Hikr Long Term Lease Financing for Waqf And State Lands in Malaysia To Provide Affordable Public Housing"
5.	"Application of The Build, Operate, Transfer (BOT) Contract as A Means of Financing Development of Waqf Land: Malaysian Experience"
6.	"Classification and Prioritization of Waqf Lands: A Selangor Case"
7.	"Compulsory Acquisition of Waqf Land by The State Authorities: Compensation Versus Substitution"
8.	"Cooperative-Waqf Model: A Proposal to Develop Idle Waqf Lands in Malaysia"
9.	"Developing Waqf Land Through Crowdfunding-Waqf Model (CWM): The Case of Malaysia"
10.	"Factors Influencing the Adoption of The Crowdfunding-Waqf Model (CWM) In the Waqf Land Development"
11.	"Factors Influencing the Behavioral Intentions of Muslim Employees to Contribute to Cash-Waqf Through Salary Deductions"
12.	"Integrated Framework for Development on Waqf Land in Pulau Pinang"
13.	"Maqasidic Approach in The Management of Waqf Property: A Study with Reference to Malaysian Contemporary Issues"
14.	"Modeling Crowdfunders' Behavioral Intention to Adopt the Crowdfunding-Waqf Model (CWM) In Malaysia: The Theory of The Technology Acceptance Model"
15.	"Substitution of Waqf Properties (Istibdal) In Malaysia: Statutory Provisions and Implementations"
16.	"Waqf Private Property Trust Fund as Property Unlock Initiative"

Further analysis of the publications from year 2009 to 2019 found that there is no article related to this study indexed in Scopus and Web of Science in the year 2009, 2012, and 2014. The average number of articles published is less than two articles annually and the highest number of articles published is four for year 2015 and year 2018.

The number of articles according to year of publication are as follows:

Table 2: Number of Articles According to the Year of Publication

Year	Number of articles
2009	0
2010	1
2011	1
2012	0
2013	1
2014	0
2015	4
2016	1
2017	3
2018	4
2019	1
Total	**16**

Source: ATLAS.ti Analysis

This study has identified six themes related to the issues and challenges. The breakdown of these issues and challenges according the number of articles is as follows:

Table 3: Waqf Land Issues and Challenges Discuss in The Articles

No.	Issues and Challenges	Number of articles
1.	Undeveloped, idle & inactive	14
2.	Funding & financial issue	11
3.	Human resource issue	5
4.	Management & administration issue	5
5.	Law & legislation issue	4
6.	Land matters & criteria	3

Source: ATLAS.ti Analysis

Sixteen selected articles have been systematically analysed. This study has identified four themes related to the waqf development tools and practises in Malaysia. The breakdown of these themes according to the number of articles is as follows:

Table 4: Waqf Land Development Approaches And Practises Discussed In The Articles

No.	Approaches & Practises	Number of articles
1.	Joint-venture & Partnership	2
2.	Government Assistance	4
3.	Public Participation	6
4.	Internal Management	4

Source: ATLAS.ti Analysis

4.2. Analysis

The analysis on the issues and challenges faced by the SIRCs in developing land under their jurisdiction were made according to the selected literature gathered from the SLR process. From this SLR, we discovered the approaches and practises used by the SIRCs to overcome these issues and challenges.

4.2.1 Issues and Challenges (IC) in Waqf Land Development

The highest number of issues is related to the theme of undeveloped, idle, unproductive, underutilised, unattended, and slow rate of development of waqf land in Malaysia. This is followed by funding and financial issues. The human resource issue theme shared the same percentage as the management and administration issue theme. The least issue discussed in the assessed articles were related to land matters and criteria. Nevertheless, issue related to law and legislation was also discussed by a quarter of the total number of articles.

IC1: Undeveloped, Idle & Inactive Waqf Land

There are 30,889 hectares of waqf land in Malaysia (Mahmood et al., 2017). According to Datuk Anan C Mohd, the former Director of JAWHAR, there are 11,091.82 hectares of undeveloped waqf land. It consists of 4,836.5 hectares of Waqf Am and 6,255.32 hectares of Waqf Khas. The SIRCs have a large amount of potential waqf land to be developed but many of these lands still remained not developed. Concurring to Datuk Dr. Sohaimi Mohd Salleh who was the former Director of JAWHAR, revealed that about ninety-nine per cent of the waqf lands are presently lingered idlily.

IC2: Funding and Financial Issues

The most discussed and mentioned challenge is regarding the insufficient funds and financial aid. This is the most critical issue and has been widely discussed among the scholars. According to the former JAWHAR Director Datuk Dr Sohaimi Mohd Salleh, waqf lands remain undeveloped, mainly due to the shortage of financial resources (Mohammad, 2009).

The SIRCs faced challenges in completing the development plans because of the scarcity of mainly financial resources whereby some SIRCs do not even have the chance to develop the land under their jurisdiction because of this funding and financial issue. The shortage of financial resources and insufficient capital have hampered the waqf land developments. This is primarily due to the revenues received from the waqf land which will be entirely spent on a variety of payments involving the maintenance, repair, management, and administration of waqf properties which occasionally surpass the revenue of waqf. Moreover, a percentage of the profits are required to be spent on assorted taxes. Some other influences that affects the financial troubles include the SIRC's issue of not being able to lease out the land at a competitive rate and their failure to systematically collect rent arrears from their renters.

IC3: Human Resource Issue

Human resource and expertise are related to the person in charge in the whole supply chain land development and decision making within the SIRCs. It is also involving the support staffs and the administration staffs, and not only limited to the mutawalli. This study has identified that the SIRCs have issues related to human resource and expertise. There is an absence of workforce in managing the lands (Ismail et al., 2015) and imbalance organisational structure, which operates with limited staff and knowledge. The lack of knowledge in this study refers to the knowledge related to financial knowledge, administrative and land development, commercialization, and business development.

The lack of expertise and professionals, constraint the undertakings of research and planning, financing, and the application of viable, and money-making development plans (Ismail et al., 2015). In some cases, the individuals in charge for land development were found to be unqualified and incompetent (Abdul Rashid et al., 2017; Mohd Ali, Ahmad & Ahmad Mahdzan, 2015). Due to this lack of professional support, these lands will be left deprived of fitting short-term or long-term development projects (Mokhtar, 2015).

A recent study by Md Saad et al., (2017) found that the SIRCs employed professionals that are untrained and are unable to perform their job tasks and responsibilities in handling land under their jurisdiction. The SIRCs have inadequate staffs to supervise the projects of waqf land developments. Nevertheless, the SIRCs are still hesitant to hand over their powers in developing the lands which is due to sensitive concerns such as the loss of the influence of the state and each state's ruler or identified as the Sultan.

IC4: Management and Administration Issues

The human resource issue is highly related to the management and administration issue. The shortage of professional staffs and competent manpower is one of the weaknesses in managing the waqf land in the SIRCs, resulting in inefficient management and administration. The shortage of officers has resulted in the administration of waqf land to be inadequately managed (Abdul Rashid et al., 2017; Abdul Jalil et al., 2019).

Another component in the limitation of waqf land development is the poor management. The lingering struggles in the administration and management of waqf land in Malaysia have constrained and hindered the project developments. This is primarily because of the red tape and absence of transparency in managing the waqf land which have prohibited input of ideas towards the development of waqf land and have affected the purpose of the SIRCs as the only trustee of waqf within Malaysia.

In all the states, the SIRCs have mostly confronted the related setback that is inefficient waqf management. Issues of management and administration by the institution contributed to other issues and problems which eventually led to other challenges such as bureaucratic management issues.

IC5: Law & Legislation Issue

There are certain rules and regulation that must be followed and adhered to when dealing with land development especially land under the SIRCs' jurisdiction. This is a notable challenge because the development of waqf land involves the Shariah law and land law. Various legal systems are used in connection with waqf land legislation. Ab Hasan et al., (2015) noted that there is an existence of conflict of jurisdiction between Shariah and conventional system which has resulted in the ambiguity and impediment towards the land development process. Currently, each state has their own rules and regulation involving land and because land is a state matter.

Every state has the authority to endorse their individual waqf laws which is not subjected to the federal law. Some of the states do not have an independent enactment, however they are still implementing the Islamic Religious Administration Enactment of the Federal Constitution, that limits just a third of the Muslims' wealth, can be endowed. The absence of standardisation of waqf laws among the states in Malaysia has caused disparities in terms of process, procedure for issuance of fatwa, understanding of laws and waqf affairs. The lack of legal necessities for the management of waqf in the past had ensued in the ineffective and unsystematic management of waqf land.

<u>**IC6: Land Matters & Criteria**</u>

The least issue discussed is related to land matters and criteria. Issues and challenges related to land matters and criteria involve a few elements and factors such as physical, size, shape, legal right and ownership, location, value, and record of registration of land title. The lack of comprehensive databases concerning these criteria and other pertinent data have impeded the waqf land developments.

It is imperative that any issues related to land matters and criteria to be solved before embarking into land development. Several prior studies have found that it is difficult to trace and identify the land under the SIRCs jurisdiction due to these issues (Mokhtar, 2015; Isamail et al., 2015; Mohd Ali et al., 2015; Abdul Rashid et al., 2017).

4.2.2 Approaches and Practises (AP) in Waqf Land Development

Regarding the approaches and practises, most of the articles used in this study discussed the public participation in waqf land development. Beside self-initiatives, the SIRCs also involved the government in assisting them to develop waqf land. There are four (4) articles discussed these approaches. Only two (2) articles highlighted joint-venture and partnership in their article.

<u>**AP1: Joint Venture and Partnership**</u>

The SIRCs have established smart partnerships or joint ventures in developing land under their jurisdiction. This joint ventures and partnerships have been done with interested parties such as individuals, federal department, state agencies, corporate institutions, financial institutions, and private firms in monetary forms and sharing expertise. Joint ventures between the SIRCs and the interested parties is based on the principles of mudharabah or musharakah. These principles enable the parties involved to receive profit according to the agreed ratio (Abdullah & Meera, 2018; Abdul Jalil et al., 2019).

This joint venture and partnership with an interested party can be initiated because the SIRCs do not have to contribute huge capital because it acts as the ‘owner’ of the land. There are two (2) local and one (1) overseas examples of joint-venture projects highlighted. The first example is JV between the SIRC of Penang (MAINPP) with UDA Holding Berhad in developing housing schemes in Seberang Jaya, Pulau Pinang (Pitchay, Thaker, Mydin, Azhar & Latiff, 2018). The second example is JV between SIRC of Federal Territory (MAIWP) and Lembaga Tabung Haji subsidiary (TH Technologies) in developing a purpose-built office known as Menara Imarah Wakaf in Kuala Lumpur using a Built-Operate-Transfer (BOT) contract (Mohd Noor & Yunus, 2012). The overseas example given by Pitchay, Meera & Saleem (2015) is the joint venture between King Abdel Aziz waqf (KAAW) with Bin Laden Group under a BOT contract in developing ZamZam Tower in Mekkah which consists of a shopping complex, a shopping mall, and hotels. These joint ventures involved financial institutions in financing the projects.

AP2: Government Assistance

Government assistance can be through funding the capital and facilitating the land development in terms of advice and expertise. The majority of the works of literature point out that SIRCs are having a significant challenge in developing land under their jurisdiction because of the insufficient fund and lack of expertise (Abdullah & Meera, 2018; Awang, Hamid, Nazli & Lotpi, 2017; Salleh, Hamid, Harun & Ghani, 2015; Thaker & Pitchay, 2018).

The federal government of Malaysia has established Department of Awqaf, Zakat, and Hajj (JAWHAR) and Yayasan Wakaf Malaysia (YWM) to coordinate the development of waqf properties by the SIRCs. It also helps, facilitates, and complements the SIRC efforts in improving the efficiency and effectiveness of waqf administration, management, and development. JAWHAR & YWM are also responsible for observing and assisting the SIRCs development projects if the project fails to complete due to a shortage of financial resources and expertise. These entities are responsible for administering and managing matters specifically related to waqf (Thaker & Pitchay, 2018).

According to JAWHAR, their JV programs with the SIRCs called Waqf Property Development Program has a total of 17 large scale and high impact projects involving a total cost of RM290.25 million with a total land area of 23.771 hectares. These JVs is funded by the federal government using the Malaysia Plan (RMK) allocation. Th federal government becomes the main source of funding for the SIRCs for developing waqf land through many projects and developments. (Thanker & Pitchay 2018). JAWHAR has also published several manuals for the SIRCs to improve their knowledge and practises. Six (6) manuals and guidelines have been produced to streamline the process and procedure of land development by SIRCs. The notable manual is 'Waqf Lands Administration Manual 2010' (Harun, Hamid, Salleh & Bidin, 2017).

AP3: Public Participation

Besides government assistance, public participation is equally important in waqf land development. Federal Government had allocated some budget through the Malaysian Plan for the SIRCs, but the amount of budget allocated is inadequate to develop a huge amount of waqf land (Abdul Jalil et al., 2019).

Participation from the public can be done through contribution in terms of monetary (cash). Cash waqf is considered as a crowdfunding method because it pools money from the public to fund waqf land developments (Isa, Ali & Harun, 2011; Abdul Jalil et al., 2019; Thaker & Pitchay, 2018). The cash waqf concept received a soft reaction from the public but it was found to be more realistic to practice since it can be done in any amount and it is low compared to endow property or land as waqf (Abdul Jalil et al., 2019). Cash waqf can be done online and offline at various platforms of the SIRCs.

The public can also participate through corporate waqf by buying shares issued by corporate waqf entities. In Malaysia, the first corporate waqf was established by Johor Corporation's (JCorp) by offering its company's shares as waqf in 2006. Meanwhile, the SIRC of Selangor (MAIS) issued the Selangor Share Scheme with the same purpose which is to elevate public participation in cash waqf by purchasing the share units (Isa et al., 2011; Abdul Jalil et al., 2019).

AP4: Internal Management

The SIRCs can self-develop lands under their jurisdiction using internal funds and expertise. The development project can be managed internally. Normally the type of development involve is a small-scale project such as constructing single-storey shops or bazaars for rental. The internal funds within the SIRCs' jurisdiction are money from rental of premises, cash waqf from the public, proceed from istibdal, zakat fund allocation, etc. (Harun et al., 2017; Hisham, Jaseran & Jusoff, 2013; Salleh et al., 2015).

Some of the SIRCs have established subsidiary known as "Perbadanan" or "Corporation" which are responsible for administering and managing matters related specifically to waqf. The states that have established the entities are Selangor, Negeri Sembilan, and Johor. MAIS has established a subsidiary called Perbadanan Wakaf Selangor (PWS) in 2011, which specifically focuses on collecting cash waqf as an in-house financing method (Pitchay et al., 2015; Thaker & Pitchay, 2018).

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

There are many challenges faced by the SIRCs in developing land under their jurisdiction. Based on the systematic literature review and analysis of the previous literature, the crucial challenge is related to the insufficient funding and financial issue. Land development requires huge capital and the SIRCs are unable to perform their duty as a sole trustee in developing the waqf land effectively. Another critical challenge faced by the SIRCs is the inefficient management and administration. There are also some weaknesses such as mismanagement and poor documentations in the administration system that need further improvement. These challenges are highly related to human resource and expertise. Issues and challenges faced by the SIRCs in developing more than thirty thousand hectares of waqf land in Malaysia can be overcome and dealt with. The issue with underdeveloped land under the SIRCs jurisdiction is mainly because of insufficient funds (capital). Based on this study, there are four (4) themes of approaches and practises that have been adopted by the SIRCs in developing religious land in their state. Besides self-initiative, the SIRC needs assistance from the federal government, private company, developer, and public participation to improve their role as an effective sole trustee.

5.2. Recommendation

There are a few rooms for improvement for the SIRCs to overcome any challenges related to land development. More continuous campaigns and promotion needed to be done to increase public awareness and participation in waqf. The SIRCs must maintain the synergy and strategic collaboration with the related parties including collaboration between the SIRCs. Internally, SIRCs can improve their management system using an updated database, ICT upgrade, hiring professional experts, and strengthening the organizational structure. With all the effective approaches and best practises, the SIRCs can strengthen and reform the waqf administration in Malaysia and improve the economy of the Ummah. The application of appropriate development tools will have a significant impact to the SIRCs. Future research can be done to determine the suitable tools and best practises in developing land under the SIRCs jurisdiction.

REFERENCES

Ab Hasan, Z., Othman, A., Ibrahim, K., Md Shah, M.A.M., & Mohd Noor, A.H. (2015). Management of Waqf Assets in Malaysia. *International Journal of Nusantara Islam, 3(1),* 59-68.

Abdul Jalil, R., Yaacob, A.C., Omar, I., Ridza, B.H.M., & Fadzli, S.Z. (2019). Waqf private property trust fund as property unlock initiative. *In IOP Conference Series: Materials Science and Engineering, 620(1).* IOP Publishing.

Abdul Rashid, K., Hasan, S.F., Mohd. Fauzi, P.N.F.N., Sarkawi, A.A., & Aripin. S. (2017). Development of an *Innovative Model to Empower Waqf Authorities in the Provision of Affordable Housing.* (Unpublished Research Report, NAPREC).

Abdullah, A., & Meera, A.K.M. (2018). Adopting Al-Hikr long term lease financing for waqf and state lands in Malaysia to provide affordable public housing. Al-Shajarah: *Journal of the International Institute of Islamic Thought and Civilization (ISTAC),* 1-42.

Abu Bakar, N.A., Md. Hussain, M.N., & Hamed, A.B. (2017). Kaedah Pembangunan Tanah Wakaf oleh Majlis Agama Islam dan Adat Melayu Perak (MAIPk). *Journal of Islamic, Social, Economics and Development (JISED) 2(4),* 1-10.

Awang, M.B., Hamid, N.A., Nazli, I., & Lotpi, M.Y. (2017). Maqasidic approach in the management of waqf property: A study with reference to Malaysian contemporary issues. *Pertanika Journal of Social Sciences and Humanities, 25,* 301-308.

Cizakca, M. (2004). *Incorporated Cash Waqfs and Mudaraba, Islamic Non-bank Financial Instruments from the Past to the Future.* Munich Personal RePEc Archive (MPRA).

Hamid, N. (2015). *Potensi Pembangunan Tanah Wakaf Melalui Sumbangan Tanggungjawab Sosial Korporat.* (Unpublished Master's Thesis), Universiti Teknologi Malaysia.

Harun, N., Hamid, N.A., Salleh, K., & Bidin, A. (2017). Acquisition of waqf lands by the State Authority: A case study of land acquisition in Terengganu. *Pertanika Journal of Social Sciences and Humanities, 25,* 281-292.

Hisham, S.H.A.J., Jaseran, H.A., & Jusoff, K. (2013). Substitution of waqf properties (istibdal) in Malaysia: Statutory provisions and implementations. *Middle-East Journal of Scientific Research, 13(13)*, 23-27.

Isa, Z.M., Ali, N., & Harun, R. (2011). A comparative study of waqf management in Malaysia. *In International Conference on Sociality and Economics Development, 10,* 561-565.

Isamail, M.Z., Rosele, M.I., & Ramli, M.A. (2015). Pemerkasaan Wakaf di Malaysia: Satu Sorotan. *Labuan e-Journal of Muamalat and Society 9,* 1-13.

Ismail, C.Z., Salim, N.J., & Ahmad Hanafiah, N.J. (2015). Administration and Management of Waqf Land in Malaysia: Issues and Solutions. *Mediterraen Journal of Social Sciences, 6(4),* 613-620.

Mahamood, S.M. (2006). *Waqf in Malaysia, Legal and Administrative Perspective*. Kuala Lumpur: UM Press.

Mahmood, R.H., Mustaffha, N., Hameed, L.B.M., & Johari, N. (2017). *Pengurusan wakaf di Malaysia: Isu dan cabaran.* In Proceeding of the 4th International Conference on Management and Muamalah, 2017(9).

Mat Rani, M.A. (2006). Mekanisme Istibdal Dalam Pembangunan Tanah Wakaf: Kajian Terhadap Isu Pengambilan Tanah Wakaf oleh Pihak Berkuasa Negeri di Malaysia. *Jurnal Pengurusan Jawhar, 4(1).*

Mat Rani, M.A., & Mohd Sha'ary, A.R. (2012). *Pelaksanaan Istibdal di Majlis Agama Islam Negeri: Kajian Kes Terhadap Pengambilan Tanah Wakaf Oleh Pihak Berkuasa Negeri Di Majlis Agama Islam Terengganu.* Retrieved June,14, 2018 from https://ddms.usim.edu.my.

Md Saad, N., Mhd Sarif, S., Osman, A.Z., Hamid, Z. & Saleem, M.Y. (2017). Managing Corporate Waqf in Malaysia: Perspectives of Selected SEDCs and SIRCs. Shariah Journal, 25(1), 91-116.

Mohammad, T.S.M. (2009). Alternative Development Financing Instrument for Waqf Properties. *Malaysian Journal of Real Estate,* 4(2).

Mohd Ali, N., Ahmad, R., & Ahmad Mahdzan, N.S. (2015). *The Need of an Effective Business Model for Waqf Land Development in Malaysia.* Paper presented at the 20th International Research Conferences on Business, Economics and Social Sciences, Istanbul, Turkey.

Mohd Noor, A., & Yunus, S.M. (2012). *The application of Build, Operate, Transfer (BOT) contract as a mode of financing in developing waqf land: Malaysian experience.* Joint Ventures in Construction 2: Contract, Governance, Performance and Risk. January 2012, 49-64

Mokhtar, S. (2015). *The Evaluation Framework for Waqf Land Administration and Management in Malaysia.* PhD Thesis. International Islamic University Malaysia (UIA).

Noor, A.M & Awang, M.R. (2013). Pelaksanaan Istibdal Wakaf di Negeri Kedah Darul Aman. *ISLAMIYYAT 35(1),* 49-56.

Patton. M. Q. (2002). *Qualitative Research and Evaluation Methods (3rd ed.).* Thousand Oaks, CA: Sage Publications.

Pitchay, A.A., Meera, A.K.M, & Saleem, M.Y. (2015). Factors influencing the behavioral intentions of Muslim employees to contribute to cash-waqf through salary deductions. *Journal of King Abdulaziz University: Islamic Economics,* 28(1).

Pitchay, A.A., Thaker, M.A.M.T., Mydin, A.A., Azhar, Z., & Latiff, A.R.A. (2018). Cooperative-waqf model: a proposal to develop idle waqf lands in Malaysia. *ISRA International Journal of Islamic Finance.*

Puad, N.A.B.M., Rafdi, N.J., & Shahar, W.S.S.B. (2014). *Issues and challenges of waqf instrument: A case study in MAIS.* In E-proceedings of the Conference on Management and Muamalah (CoMM 2014) pp. 26-27.

Qayoom, O.A. (2015). *Management and Development of Waqf Properties in Malaysia -Lessons for Afghanistan.* Master Thesis. The Global University of Islamic Finance (INCEIF), Malaysia. Retrieved July, 18, 2017 from https://ikr.inceif.org/handle/INCEIF/2376

Salleh, K., Hamid, N.A., Harun, N., & Ghani, M.N. (2015). Compulsory acquisition of waqf land by the state authorities: compensation versus substitution. *Pertanika Journal of Social Science and Humanities, 23,* 39-50.

Sayin, B. (1998). Pentadbiran dan Pengurusan Harta Wakaf di Semenanjung Malaysia. *Jurnal Fikrah, 1,* Institut Teknologi MARA.

Thaker, M.A.M.T., & Pitchay, A.A. (2018). Developing waqf land through crowdfunding-waqf model (CWM): the case of Malaysia. *Journal of Islamic Accounting and Business Research. 9 (3),* 448-456.

Torraco, R. J. (2005). Writing Integrative Literature Reviews: Guidelines and Examples. *Human Resource Development Review,* 4(3), 356–367. https://doi.org/10.1177/1534484305278283

Yayasan Waqaf Malaysia. (2016). *Waqf Property Development Transformation Master Plan Study in Malaysia.* Putrajaya, Malaysia: Yayasan Waqf Malaysia