

Performance Measurements of Socio-Economic Impact for Waqf (Endowment) Institutions

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The absence of the bottom line in not-for-profit organisations (NPO) restrains the rendering of accounts. A waqf institution is no exception. It is one of the crucial components of Islamic social finance, which eventuates in social benefits. Therefore, accountability in such faith-based institution is crucial for achieving their socio-economic impact. The relevance of waqf institutions will be examined in relation to their socio-economic impact, focusing on the impact of programs and activities using waqf funds, rather than focusing merely on expenses and outputs. This impact is particularly pertinent as, in Malaysia, waqf matters are under the jurisdiction of State Islamic Religious Councils (SIRC) in the respective region.

This paper aims to develop the measurements for socio-economic impact of waqf institutions. An extensive literature review was carried out to identify the appropriate measurements for input, output, outcome, impact, effectiveness, and efficiency. The lack of performance disclosure found in this study indicates the need for comprehensive performance measurements concerning socio-economic impact. This study also conducted a benchmarking analysis to examine the presentation of performance measurement at Majlis Ugama Islam Singapura (MUIS). Reviewing their annual reports promoted the practicality of such reporting. The fact that it is similar with the mandatory disclosure on financial statements, socio-economic impact is also viewed as important since the primary focus of waqf itself is for social well-being. This study therefore proposes numerous indicators for socio-economic impact, specifically for waqf. This is to garner trust among the waqf givers (waqif), to enhance accountability and promote transparency toward sustainability of waqf institutions.

Key words: *Islamic finance, socio-economic impact, performance measurement, waqf institution, State Islamic Religious Councils (SIRC).*

Introduction

There is an interest in the *Waqaf* institutions in faith-based non-profit organization studies. It is possible that this arises because it is the oldest form of charity institution in Islamic history focusing on Islamic social finance for socio-economic development of the society. Afifuddin and Siti-Nabiha (2010) claim that Islamic charity bodies today, like religious boarding schools and *zakat* centres, grow out of the Islamic history of *waqaf* institutions. This could explain the growing number of studies on *waqaf*. It is this interest that triggered the focus of this study. Specific to Malaysia, in the Ninth Malaysia Plan (*Rancangan Malaysia Kesembilan* or RMK9), the Honourable *Dato' Seri Abdullah Ahmad Badawi*, the former Prime Minister of Malaysia, mentioned that:

"Some steps will be taken to enhance the capital resources of Malays, such as land and waqaf (endowment) assets, under the management of the State Islamic Religious Councils (SIRC). SIRC should fulfil Fardhu Kifayah (public obligation) and play active roles in the economic development of Muslims and help in the development of human capital". (9th Malaysian Plan or RMK9, 2006, p. 39-40, Eboh et al., 2018, Fang et al., 2016, Fayyaz et al., 2018, Gamba, 2017, Haque and Chandio, 2013, Zhang, 2018).

This is the main reason for the establishment of Department of Waqf, Zakat and Hajj or Jabatan Waqf, Zakat dan Haji (JAWHAR) in 2004. Its establishment is to improve and strengthen the management of zakat, waqf and hajj and to advise Ministers on any Islamic affairs that require precise interpretation prior to their implementations. It does not replace the roles of the SIRC, since constitutional rights have been given to the respective states in Malaysia, but rather merely complements and strengthens their functions. The crucial roles of SIRC appear to be major concerns of the King and Ruler. Although SIRC have been constituted under the provisions of the Islamic Administrative Enactments of each state¹ (Mahamood, 2000), the federal government aims at improving the effectiveness and efficiency of the waqf institutions in Malaysia, which is under the jurisdiction of SIRC.

Similarly, the Malaysian Government within the purview of 11th Malaysian Planning or Rancangan Malaysia RMK2016 to 2020, has set up strategies to develop Bumiputera Economic Community (BEC) using waqf land to create values in the fields of investment and entrepreneurship. The strategies are very comprehensive which calls for a more holistic key

¹ The Administrative Enactments of each SIRC is passed by their respective State Legislative Assembly (SLA) and by the Parliament for the Federal Territory SIRC.



performance indicators (KPI) to empower human capital, step-up entrepreneur financing schemes, broaden equity and wealth ownership and strengthen delivery of Bumiputera programs toward the benefit of public (The Star, 2015).

Specific to the waqf context, it shows that their accountability is getting wider with the high expectations from a wide range of stakeholders, especially the waqf givers. In addition to a financial statement, non-financial information is also important. It is noted that performance measurement could address the expectations of the public, who are increasingly demanding regarding the SIRC's over all performance, not only input and output. This is consistent with the arguments made by Dunne (2013), Grosso and Van Ryzin (2012), Taylor (2006) and Tooley and Guthrie (2007) that the performance reporting should include a wider scope of measurement such as effectiveness, efficiency and productivity.

Nevertheless, there are difficulties in measuring performance which might result in the lack of performance reporting (Masruki et al., Connolly & Hyndman, 2004). Although there is a challenge in dealing with expected measurement, there are ways to measure *zakat*. SIRC might implement incentives for performance reporting if they believed it would have a positive impact, particularly on *zakat* collection and in portraying the good name of the SIRC leaders.

The remainder of this paper is organised as follows. Section 2 reviewed the previous studies, highlighting the development of performance measures. Section 3 presents the methodology, whereas Section 4 discusses the empirical results. Section 5 concludes this paper.

Literature Review

Since the contents of public sector annual report are very often subject to the author's interpretation (Ryan et al., 2002), some negative information about the reporting entity might be overlooked (Flynn, 2012). Irrelevant and inaccessible information has impeded delegating accountability (Ismail and Bakar, 2011). Consequently, a considerable number of studies have been carried out to examine the extent and quality of disclosure in the annual report (Dhanani & Connolly, 2012; Masruki et al., 2018a; Yasmin, Haniffa, & Hudaib, 2014; Zainon, Hashim, Yahaya, & Atan, 2013).

The key feature of disclosure for NPO such as the public sector, charities and NGOs is to satisfy the stakeholders' needs (Tooley and Hooks, 2010; Zainon *et al.*, 2013). Various stakeholders have an interest in information about governmental entities and NPO for the purpose of accountability delegation. Thus, identifying the stakeholders' needs is crucial. Freeman (1984) defines stakeholders as groups or individuals who can affect or are affected by the achievement of the organisation's objectives. Internal stakeholders can be identified easily since they have a



direct relationship as a result of the corporation's activities. Identifying external stakeholders is not an easy task.

Brammer & Millington (2004) broadly identify three groups of stakeholders who may have a significant impact; i) legislative and political stakeholders; ii) community and consumers' stakeholders; iii) financial stakeholders. Likewise, in this study, numerous stakeholders of the SIRC have been determined. Despite the broad range of stakeholders, identification of content and disclosure of information sought by them is often debatable and has been previously researched. For instance, Hyndman (1990) examined annual reports of the UK top 200 fund-raising charities through four routine means available (audited operating statement, audited balance sheet, list of officers and audited funds flow statement) and a Hyndman's (1990) *priori* information of ten items.² Hyndman used questionnaires to identify the most important information sought by the contributors. He found that there are four types of traditional information, which are usually disclosed by the majority of charities, however they are least needed among the contributors. This has prompted a study on disclosure information that meets the stakeholders' needs. The first phase in this study identifies this disclosure information needs.

Dhanani & Connolly (2012) examined accountability practices of large UK charities by analysing their content in the 2006 statutory annual report and voluntarily annual reviews.³ Content analysis and referral to the Statement of Recommended Practice of Reporting (SORP) for charities was used to measure the extent (presence) and volume of disclosure (word count). An ethical model of stakeholder theory⁴ was used to develop a framework for classifying accountability disclosure. The theme used for the disclosure items is presented in Table 1 below.

² Hyndman's (1990) *priori* information includes a statement of goals, statement of objectives, problems/deficient area of information, measure of output, measure of efficiency, administration cost to total expenses, simplified operating statement, balance sheet, future objectives and budget information.

³ Annual reports for the year 2006 were analysed in which the revised SORP 2005 was issued.

⁴ The ethical model of stakeholder theory emphasises the rights of shareholders to be treated fairly by an organisation irrespective of whether they have direct impact on the organisations sustainability or they have no interest in the information provided by the organisation (O'Dwyer, 2002).

Table 1: Accountability disclosure themes

Strategic	Fiduciary	Financial	Procedural
• Aims and objectives	• Governance	• Financial position	• Ethical operational policies
• Charitable activities, programs and projects	- Organisational structure and decision making	Income, expenditure, surplus/deficits level, trading activities	Investment, trading, fundraising, advocacy, environmental
• Performance and achievement	• Risk management	• Performance of financial policies	• Staffs
Program outcome, efficiency, effectiveness	• Trustee recruitment policies	Investment, reserves	• Volunteers
	• Financial policies	• Efficiency	• Downward stakeholders
	Investment, reserves		

Source: Adopted from Dhanani and Connolly (2012, p. 1146)

From Table 1, there are fourteen (14) sub-themes under the four themes of accountability for charities, namely: strategic (3), fiduciary (4), financial (3) and procedural (4). Such well-defined items were used to examine the comprehensive annual report considering various stakeholders including policy makers, contributors, recipients or beneficiaries and society. Nevertheless, the authors found that their results contradict the ethical model of stakeholder theory. Charitable accountability practices are driven by a desire to legitimise activities, which is more appropriate than the needs of stakeholders.

Connolly & Hyndman (2004) used Hyndman's (1990) *priori* model of reporting and the SORP items to investigate Irish and British charities with small to large incomes as recorded by the Charities Aid Foundation (2001). They aimed to identify the type and extent of the reporting performance information outside the financial statements as well as analysing basic background and performance information.⁵ Results showed relatively lower levels of disclosure practices by Irish charities than British charities. They highlighted that good reporting practice through annual reports is essential to discharge accountability of the organisations.

Bakar and Saleh (2011) reviewed Federal Statutory Bodies (FSB) in Malaysia to identify the level of disclosure. They developed an accountability disclosure index, which underlies the accountability concept from different sources. This consists of i) related statutory requirements like the Malaysian Treasury Circular (MGTC) Number 4/2007⁶, Malaysian Code on Corporate Governance⁷ and International Public Sector Accounting (IPSA)⁸; ii) a review of the annual reports of FSB; and iii) prior studies. Their accountability index is depicted in Table 2.

⁶ The Treasury Circular is a guideline of the preparation and presentation of both the annual report and one for all statutory bodies in Malaysia issued by Malaysian Administrative Modernisation and Management Planning Unit (MAMPU), (2004).

⁷ The code is issued by Security Commission (2007) and applies to public listed companies.

⁸ The standards were issued by International Federation of Accountants (IFAC).

Table 2: Accountability disclosure index for statutory bodies

	Overview	Governance	Financial	Performance	Others
Subcategories	Background of annual report	BOD governance	Audited financial statements	Key performance indicators	-Human resources
	Access information	Senior management governance	Accompanying certificate and statement	Customer/employee satisfaction	-Socio-environmental
	Background of statutory bodies	Audit committee	Analysis of financial performance	Overview of program/activities/projects (PAP)	-Main assets
	Company objectives and philosophy	Financial management committee	Financial ratios	Performance of PAP	
	Corporate information	Internal audit			
	Chairman and CEO messages				
	Board of directors				
	Senior executives				

Source adopted from Abu Bakar and Saleh (2011, p. 36)

Based on Table 2, the items were created under 24 subcategories in 5 accountability disclosure. These categories are: overview (8), governance (5), finance (4), performance (4) and others (3). FSB shows a moderate disclosure level in their reports, in which the financial category is the most disclosed, while the least disclosed is governance-related information. This finding is similar to Hyndman (1990). Meanwhile, Tooley *et al.* (2010) examined the type of information useful for evaluating the performance of local authorities in Malaysia using a questionnaire survey. This involved a broad range of distributed questionnaires comprising the internal and external respondents⁹. The selection of seventy-one potential disclosure items was drawn from an extensive literature review, statutory requirements¹⁰ and annual reports in Malaysia and other countries such as New Zealand and Australia; opinions were taken from local specialists consisting of two public sector accountants, an auditor and two public sector researchers. The study underpins the public accountability framework¹¹. They revealed that besides financial performance, stakeholders consider non-financial performance and future-oriented information are useful for performance evaluation. Such findings about the needs of non-financial performance support Hyndman (1990). Among the performance disclosure are output and outcome measures, customer satisfaction, impact measures, operating results, efficiency and effectiveness indicators. However, the performance measurement and indicators are beyond the scope of this study, which concerns the examination of the disclosure on comprehensive annual reports.

⁹ Internal stakeholders are management, employees and councilors, whereas external people involve the public, state government and creditors stakeholders.

¹⁰ The Malaysian statutory requirement, recommendation of Chartered Institute of Public Finance and Accountancy (CIPFA) as stipulated in the Code of Practice on Local Authority Accounting for Great Britain.

¹¹ Public accountability urges the citizenry right for information with regards to public services.

While a considerable number of disclosure studies has been conducted to examine the content of disclosure, they used different bases of references, research strategies and several underlying theories. The findings of these studies are inconclusive about typical information disclosure. However, most of the disclosure items used are similar although they refer to different bases of disclosure and theories. For instance, Dhanani and Connolly (2012) highlighted the stakeholder theory whereas Bakar and Saleh (2011) used the accountability framework. The former used categories of UK recommended practices and produced four themes of disclosure (see Table 1), whereas the latter referred to its national circulars of reporting and developed five themes (see Table 2). Similar features include aims and objectives, activities, program outcome, efficiency, financial position and staff information.

In this study, it focuses on the performance measurements related to the Strategic Accountability theme as provided in Table 1 and Performance Accountability Index as shown in Table 2. Details of the measurements will help waqf agencies particularly to disclose socio-economic impact of the waqf. Looking at the context of waqf institutions, both aspects of government purview and in a religious setting should be carefully examined to identify the appropriate performance measurement, concerning their socio-economic impact. Yet, the integration between national and international related bodies such as governments, NPO and religious-based organisations with apparently the related performance measurements.

Socio-Economic Measures

Activities	Outputs (Immediate Result)	Outcomes (Medium and Long-Term Result)	Impacts (Effects on Root Causes; Sustained Significant Change)
Delivery of basic needs using cash waqf (e.g. foods, shelter and medical supplies)	People fed, treated and sheltered	Improved living standard, health etc.	Constant declines in poverty
Construction of mosque, cemetery, road and hospital (waqf property)	Infrastructure and hospitality built	Increased income	Islam is widespread around the world
Provision of microfinance (waqf equipment and supplies)	People trained and educated	Expansion of Muslim community	Strong Muslim brotherhood

Sponsoring disabled, orphans and refugees (waqf ilmu - modern and Islamic)	Microenterprises formed	Nil	Fair income distribution (reduced gap between rich and poor)
<p>Waqf on technical expertise:</p> <ul style="list-style-type: none"> ▪ Awarding scholarship and research ▪ Disaster and accident relief ▪ Conducting training and educational programs ▪ Sponsoring religious activities (e.g. da'wah, Islamic forum etc) 	Religious activities held	Nil	<p>Significant changes in social norms and attributes (social justice, freedom, governance, transparency etc.)</p> <p>Achieving the objectives of the Islamic economic system</p>

Source: Nordin et.al (2017)

Socio-economic Impact of Waqf

The discussions on the socio-economic impact of waqf are presented according to three common types of waqf schemes, these are: (i) cash waqf scheme; (ii) share waqf scheme; and (iii) waqf khas project. Recommendations for best waqf reporting practices based on each type of waqf schemes are also provided as follow:

(a) Socio-Economic Impact of Waqf - Cash Waqf Scheme

Measurements	Details	Current Practices	Recommendations
Input	Cash	Offline and Online (online banking, PFX, salary deduction)	e-wallet (digital)
Output	<ul style="list-style-type: none"> ▪ Disclose the channel of distribution ▪ Purposive/specified cash waqf 	There are three main scopes for the cash waqf scheme: Waqf Education, Waqf Health and Waqf Investment	-

Outcome (<i>Impact – activities based</i>)	<ul style="list-style-type: none"> ▪ No. of activities ▪ Amount spent on activities 	Information disclosed is limited on impact for each waqf activity/program by using cash waqf	<p>Disclose several indicators for each cash waqf activity such as:</p> <ul style="list-style-type: none"> ▪ Education – No. of schools, No. of classes, No. of students, No. of programs) ▪ Health – No. of patients, No. of medical equipment, No. of medicine contributed (based on medicine types), No. of hours for medical consultations (including medicine manpower), No. of disease cured (based on disease types) ▪ Investment – No. & amount of investment (based on investment types), Investment returns, No. of beneficiaries benefited from investment projects)
Effectiveness (<i>Output to Objectives</i>)	Ratio on the usage of cash waqf for each RM collected	N/A	Calculate and analyse cash waqf activities/programs conducted with cash waqf target (KPI)
Efficiency (<i>Input to Output</i>)	Amount of cash waqf received ÷ Amount of cash waqf disbursed /use	Only disclose amount of waqf collection and amount of waqf distributed for every 3 months	Compute and analyse the ratio of distributed cash waqf for each type of waqf activity/program/expense
Productivity (<i>Benefits to Ummah</i>)	Future/long-term waqf activities/programs benefits toward public	N/A	<p>Calculate and analyse outcome indicators (contribution toward nation):</p> <ul style="list-style-type: none"> ▪ Education – No. of schools, No. of classes, No. of students, No. of programs vs state statistics

			<ul style="list-style-type: none"> ▪ Health – No. of patients, No. of medical equipment, No. of medicine contributed, No. of hours for medical consultations, No. of disease cured vs state statistics ▪ Investment – No. & amount of investment, Investment returns, No. of beneficiaries benefited with investment projects vs state statistics
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b) Waqf Socio-Economic Impact - Share Waqf Scheme

Level of Disclosure	Details	Current Practices	Recommendations
Input	Cash	Offline and Online (online banking, PFX, salary deduction)	Disclose the amount received for share waqf and list of waqf projects
Output	Acquisition of strategic shares	N/A	Disclose the list of distribution/completed waqf projects
Outcome (Impact – activities based)	<ul style="list-style-type: none"> ▪ No. of waqf projects ▪ Amount spent on share waqf schemes 	N/A	Disclose several indicators for each distribution/completed of share waqf such as: No. of waqf projects from waqf share Percentage of shares/acquisition from total share for each waqf project (ownership status) No. of beneficiaries benefited from waqf projects
Effectiveness (Output to Objectives)	% of Muslim equities at national level	N/A	Calculate and analyse waqf project distribution/completed with waqf share target (KPI)

Efficiency (Input to Output)	Amount of share waqf received ÷ Amount of waqf share distributed/acquired	N/A	Compute and analyse ratio on the distribution of share waqf for each type of use/acquisition
Productivity (Benefits to Ummah)	Future/long-term share waqf distributed/acquired benefits toward public	N/A	Analysis of the contribution percentage made by share waqf toward national equities/wealth

c) Waqf Socio-Economic Impact - Waqf Khas Project

Level of Disclosure	Details	Current Practice	Recommendations
Input	<ul style="list-style-type: none"> ▪ Land/Building ▪ Waqf khas projects 	No. of land (lots and acres)	Disclose total value of land acquired (historical cost) Disclose total no. and value of building acquired (historical cost)
Output	<ul style="list-style-type: none"> ▪ List of land ▪ List of current Waqf Khas Project ▪ List of completed Waqf Khas Project 	List of current waqf khas projects	Disclose another list of completed waqf khas projects (No. of mosques, cemeteries, schools etc.)

<p>Outcome (Impact – activities based)</p>	<ul style="list-style-type: none"> ▪ Waqf Khas Project (Mosques) impact ▪ Waqf Khas Project (Schools) impact ▪ Waqf Khas Project (Cemetery) impact ▪ Waqf Khas Project (Orphanages) impact ▪ Waqf Khas Project (Old Folks Homes) impact 	<p>N/A</p>	<p>Disclose performance indicators for each waqf land and Waqf Khas Project outcome such as:</p> <ul style="list-style-type: none"> ▪ Waqf Khas Project (Mosques) – No. of prayer spaces created (No. of jemaah), No. of kulliyah conducted, No. of activities conducted according to age group ▪ Waqf Khas Project (Schools) – No. of students and teachers, No. of classrooms, No. of programs (pre-school, primary, secondary, post teenagers, tahfiz, training & skill centre) ▪ Waqf Khas Project (Cemetery) – Land sqft for cemetery, No. of graves used, No. of graves available ▪ Waqf Khas Project (Orphanages) – No. of centres, No. of orphans ▪ Waqf Khas Project (Old Folks Homes) – No. of centres, No. of old folks
<p>Effectiveness (Output to Objectives)</p>	<p>% of completed waqf khas projects compared to KPI</p>	<p>N/A</p>	<p>Compare expected (KPI) with actual completed waqf khas projects</p>
<p>Efficiency (Input to Output)</p>	<p>Amount of Waqf Khas Project created ÷ Amount of Waqf Khas Project completed</p>	<p>N/A</p>	<p>Compute and analyse ratio on the percentage of completion of Waqf Khas Project for each type of Waqf Khas Project</p>
<p>Productivity (Benefits to Ummah)</p>	<p>Future/long-term share waqf usage/acquisition benefits toward public</p>	<p>N/A</p>	<p>Calculate and analyse outcome indicators (contribution toward nation):</p> <ul style="list-style-type: none"> ▪ Waqf Khas Project (Mosques) – No. of prayer spaces created (No. of jemaah), No. of kulliyah conducted, No. of activities conducted according to age group vs state statistic

			<ul style="list-style-type: none"> ▪ Waqf Khas Project (Schools) – No. of students and teachers, No. of classrooms, No. of programs vs state statistic ▪ Waqf Khas Project (Cemetery) – Land sqft for cemetery, No. of graves used, No. of graves available vs state statistic ▪ Waqf Khas Project (Orphanages & Old Folks Homes) – No. of centres, No. of orphans/old folks vs state statistic
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Performance measurement indicators

The performance reporting should include a wider scope of non-financial performance measurements such as effectiveness, efficiency, and productivity, not just input and output. Further, the purpose of the performance reporting aims to:

- Enhance accountability & transparency of the waqf institution as mutawalli;
- Garner trust from existing and future prospective waqif.

Benchmarking Analysis

This study views that a similar organisation, namely, Majlis Ugama Islam Singapura (MUIS) has advanced practices on waqf reporting. Due to this, benchmark analysis was carried out using Majlis Ugama Islam Singapura (MUIS) as the benchmark on waqf reporting, as compared to selected waqf institutions in Malaysia. MUIS disclosed its waqf impact thoroughly by presenting a detailed summary of facts and figures as follows:

Waqf Project	Impact Measures
Enhancing the Community's Religious Life – Adult Islamic Learning (ADIL) Program	<i>Number of mosques offering ADIL program</i> <i>Number of classes offering ADIL program</i>
Strengthening Madrasah Education	<i>Professional development hours provided</i> <i>Hours of weekly lesson plan discussions conducted</i> <i>Number of teachers completed Understanding by Design (UBD) training</i>

	<i>Number of teachers identified as UBD pioneers</i>
Supporting Asatizah Development	<i>Asatizah registered on the Asatizah Recognition Scheme (ARS) Hours of training</i>
Strengthening Religious Resilience Via Quality Islamic Education	<i>ADIL enrolment – increase in registration percentage Percentage of ADIL module satisfaction – enrich and relevant</i>
Islamic Education for the Young	<i>Youth involved during the year</i>
Assistance for Low-Income Families	<i>Number of families assisted Waqf spent for poor and needy families</i>
Social Trust & Community Engagement – Harmony Centre	<i>Number of visitors hosted during the year Percentage of non-Muslim visitors during the year Percentage of Muslim visitors during the year</i>
Fostering a Culture of Blessings to All – F.A.I.T.H Project	<i>Number of refugees who benefited Number of backyard vegetable gardens grown Number of relief pack provided to refugees</i>
Service Beyond Our Community – Lets Share a Meal Programme (LSMP)	<i>Number of residents received LSMP Number of volunteers involved with LSMP</i>
Our Mosques – More Prayer Space Added	<i>Number of new mosques built Number of prayer spaces (in capacity) added during the year</i>
Asset Development –Waqf Education Fund (Waqf Ilmu)	<i>Number of waqf funds raised by the public Number of investment returns from waqf funds during the year Number of funds distributed to beneficiaries during the year</i>

Conclusion

The findings of this report show that there is still room for improvement, especially in the waqf reporting practices of waqf institutions in Malaysia. At present, waqf institutions in Malaysia disclose limited information on waqf activities, programs and projects by focusing solely on financial disclosure. This information alone is not enough to satisfy public accountability. Indeed, performance measurement could help to explicate the impact of waqf on socio-economic aspects. To ensure waqf institutions in Malaysia are more accountable, transparent and sustainable, this research proposes numerous socio-economic impact measures. Adopting the proposed model will advance waqf reporting practices toward a comprehensive disclosure for discharging accountability of waqf institution as mutawalli (waqf administrator).



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