



WAQF AND TRUST COMMISSION  
SUMMARY OF THE STRATEGIC PLAN  
2013 TO 2018

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**JULY 2013**

## STATEMENT OF THE EXECUTIVE SECRETARY

In the name of Allah, the Most Beneficent, the Most Merciful

Waqf and Trust Commission (WTC) is the Semi autonomous Governmental Islamic institution which is based on the verse *"Allah commands justice, the doing of good, and giving to kith and kin, and He forbids all indecent deeds, and evil and rebellion. He instructs you that ye may receive admonition."* Al-Nahli:90. The Commission is obliged to provide Social justice and empowerment services.

It is my hope that, through this Strategic Plan the Commission will change and deliver better services to the community. In order to achieve that goal, appreciated contribution of every stakeholder is needed. We should change based on Islamic principles and according the need of contemporary World. Moreover, we should use our experience and look for better ways for improvement of our services delivery rather than doing our jobs as usually. If we can change and create a good image obviously the community, our stakeholders and the development partners will trust and support us.

We should utilize available resources adequately. Our performance is one which will be the cause of the development. It is very hard for an individual alone to come up with development of the institution. But, we should join our hands all together to execute our works. In that sense, It is possible for the Commission to be the best example for the others. Therefore, we should ensure that every one is playing his/her role accordingly. Thank you.

By Abdulla Talib Abdulla, CEO of the Waqf and Trust Commission.

### INTRODUCTION

Strategic planning is a very important aspect of business activities and is practiced widely. Decision processes and strategic planning should ideally end with objectives and a set method to achieve the objective. Poor implementation and inappropriate strategy are the main reasons why a strategic plan sometimes fails. Other reasons include poor market research; failure to define objectives and lack of creativity in identifying the objectives.

Besides, strategic planning can provide an overall strategic direction to the core management of the organization and also gives a specific direction to area like financial strategy, marketing strategy, organizational development strategy and human resource strategy to achieve success. Moreover, the strategic plan stimulates change and become building block for next plan. This Plan is expected to set overall WTC goals and develop a plan to achieve them. It involves stepping back from day to day operations and asking where the business is headed and what its priorities should be.

### CORE VALUES:

In carrying out their responsibilities, the management and staff of the WTC are guided and by the following core values:-

- **Integrity:** They shall be a good model of Islamic characters and good practices in both internal and external environments of their working places.
- **Accountability:** They shall be accountable for their conduct while performing their official duties. The staff accountability shall not only be to the leaders, but also to the junior, colleagues and to the work teams.
- **Transparency:** They shall strive to be transparent by communicating non-confidential information to those authorized to receive it and to the public without unwarranted bureaucratic barriers and by carrying out their responsibilities within the known legal rules and principles.
- **Impartiality in Service Delivery:** They shall not engage in political activities at places of work, or allow personal political views to influence decisions and duty performance.
- **Professionalism:** They shall maintain professionalism in carrying out their official duties and shall work diligently in carrying out their responsibilities.
- **Customer Focused Services:** They shall give greater focus to the customer's demands by striving to achieve the highest standards in their work and by actively looking for opportunities to improve on those standards.

- **Courtesy to All:** They shall treat their customers/clients and colleagues with high level of respect and integrity. They shall regard themselves as servants of the people.
- **Respect for the Law:** They shall not commit unlawful acts in the course of their duties, nor shall they instruct or encourage any other person to do so. If directed to commit an unlawful act, they shall refuse to comply, and report the matter to relevant authorities.

## **STRATEGIC PRIORITIES**

The two strategic priorities which have been identified to lead the WTC to a stronger and more effective Commission which will work efficiently to achieve over the five years of this plan are:-

### **i. Developing the Compliance and Accountability of the Commission**

The WTC will sustain a rigorous approach to ensure that the integrity of Endowments, Trust, Zakat and Charitable Properties, Estates, Pilgrimage and Islamic affairs, are maintained. It will hold its services to account through transparency requirements. The information will be reviewed so as to ensure its relevance. It will continue to promote the need for donations and charities to file their annual returns and accounts on time and online.

It will take timely action when there is malpractice or misconduct, to protect its services. It will ensure decisive interventions and ensure that these are publicized in such a way as to share learning, deter others and promote public confidence in our services. It will be more proactive and less reactive in the way that it ensures that the commission complies with the legal obligations.

Through its liaison with other regulators and law enforcement agencies it will ensure a more co-ordinate approach to dealing with serious issues of malpractice and misconduct whilst having greater clarity about both the scope and boundaries of our particular role.

### **ii. Developing the Self-Reliance of the Commission**

The WTC will improve the accessibility and format of its guidance, clearly spelling out what services must do to be compliant and it will promote self-service of information and transactions through the internet.

It will develop a partnership strategy that enables early signposting to sector bodies and move to a position where the Commission is not seen as the first or only point of call for those who need tailored advice. It will work with sector bodies to improve advice or support to Waqf, Trust, Zakat and Charitable Properties, Estates, Pilgrimage and Islamic affairs across the range of media.

It will promote the early identification and management of sector risk, through a variety of means including the development of a review programme. Also the review of the Waqf Commission Act no 2 of 2007 in order to commensurate with the need of the society and contemporary world.

In dealing with these priorities over the period of this plan the Commission will focus in particular on:

**a. Organizational Effectiveness**

It will build an open and effective organizational culture where diversity is fully embraced, promoted and where there is equality of opportunity, yearly improvement and financial efficiency in all the office operations.

It will trust the staff to make decisions and be accountable for them; accept that mistakes sometimes happen and avoid a blame culture; increase staff confidence and the skills of its people to develop and improve their performance.

**b. Technology**

It will initiate and develop its website and digital communications to set out the responsibilities and requirements for its core function in justice and empowerments. It will also use online information to promote the accountability to the public and meet the highest standards of accessibility and usability for all the stakeholders.

It will move to a position where all transactions that the public need to carry out with the Commission are fully digitized and this is the established, quickest and easiest way of doing business with it.

**c. Risk Mitigation**

It will ensure the concentration on matters where it has a clear regulatory interest and where its intervention will have real impact. It will also focus on the early identification of risk, promoting prevention rather than cure. It will ensure that the resources going into a case or regulatory intervention are proportionate to the seriousness of the matter or the risk it poses to public confidence.

**MAIN LINES OF BUSINESS:**

From the vision, mission and values that govern work in the Commission, it can be noticed that the programmes and activities of the Commission's projects are completed according to the range in fields of work that constitute moving towards this integrated vision.

**First Line:** Cultural and Social Empowerments.

**Second Line:** Social Justice and Legal Advice.

**Third Line:** Organizational Work.

**Fourth Line:** Media and Public Relations.

**Fifth Line:** Local and International Communication.

**Supporting Lines:**

Here it should be stressed that these businesses represent only the major lines of work activities in the Commission, which should be the focus of the strategy. This of course means there are a number of supported lines to strengthen the main lines and the following lines are considered to be the most important. These supported fields have a great importance in achieving the strategy and in its success or failure.

**First Line:** Administrative Support

**Second Line:** Financial Support

**DETAILED LINES OF BUSINESSES**

Field	Goal	Objective
Cultural and Social Empowerments.	Upgrading levels of Religious Knowledge and developing those in charge of teaching	Developing the demand and better environment for Religious studies
		Providing the appropriate environment for the development of Religious Schools, Colleges, Centers and Quran Schools.
		Strengthen the technical and financial capacity of those who are responsible for managing and teaching in order to improve their performance.
		Developing a learning environment in memorizing Quran and encouraging people to memorize Quran.
	Consolidation of Islamic values and morality in society among citizens with different ages.	Expanding in the activities and programs of the learning centers and Quran schools.
		Developing curriculum, programs and mechanisms of working in these centers and Schools.
		Coordination and cooperation with the institutions of civil society regarding the

		upbringing of the young on religious ethics and virtues
	Raising awareness of the Islamic concepts and values, particularly with regard to addressing the problems faced by society.	Contributing in the intellectual treatment of problems that facing the community in various spheres of life.
		Directing energies to the development of the spirit of compassion and solidarity among members of society.
		Paying attention to the categories of society that need special care guidelines.
	Calling for positive interaction with contemporary civilization with preserving the Islamic identity features.	Strengthening communication with Muslims and others and to highlight the role of Zanzibar's civilized Central supportive of developing plans in the world.
		Promoting the contributions and initiatives of institutions and individuals based on the role of Islam in the enrichment of contemporary civilization
		Inviting Muslims to specialize in contemporary sciences, and to effective participation in the absorption and development of these sciences.
	The expansion of community development program relevant to working women.	A comprehensive assessment of the experience of working women in the Commission, religious institutions and socio-development programs
		Scientific and legitimate strengthening of contemporary issues relevant to women

		Encouraging and supporting programs and activities directed to the family wellbeing.
Activating the Commission's contribution with charitable Societies in the dissemination of the Zanzibar Culture and Poverty Reduction initiatives		Coordinating with the charitable associations and committees working within and outside Zanzibar
		Providing with religious programs and activities to increase awareness and support of the various communities.
		Create opportunities for utilizing Islamic financial resources like Zakat, Sadakat, Waqf, Takaafu, Tabaruu, Gifts, Qur-ban etc in supporting community development programs
Emphasizing on national unity and rejecting Discord, intolerance and chauvinism		Awareness spirit of loyalty and belonging, about the principles of Islam, which calls for compliance with the law and public order.
		Responding to the intellectual claims that prevent the cohesion of national unity to the community, or lead to the dispersal of effort and waste of resources.
To raise the level of knowledge and service in Pilgrimage (Hajj) and Umrah.		Creating awareness and supporting the programs and campaigns which target to increase the number of pilgrims and <i>Muutamirin</i> in Tanzania
		Developing the relationship with the official and civil sectors concerning with pilgrimage in Saudi Arabia and other parts of the World.
		Developing and empowering the mechanisms of supervising on the programs and management of Haj and Umrah in Tanzania

		Improving services and programs of Haj and Umrah .
	Strengthening the role of mosque in the community concerning the aspects of faith, worship, public Islamic Guidance and community's issues	Developing mechanisms and systems of supporting of imams, preachers and workers.
		Connecting mosque with local environment through targeted programs achieved by imams in mosques.
		Contributing in the enrichment of developing culture and recruitment of religion and jurisprudence activities in the mosque to develop society.
		Developing rehabilitation and training program for workers in the service of mosques.
	Strengthening the role of the libraries in the dissemination of Islamic culture and closer ties with the research.	Acquisition of important Islamic volumes.
		Facilitating the means to benefit from the service of Islamic libraries.
Social Justice and Legal advice.	Preparation and circulation of the relevant Guidelines and learning materials in a modern methods	Developing a set of relevant learning materials and jurisprudence evidence.
		Translating Learning materials with the simple language.
		Preparation of studies and jurisprudence research in the field of <i>Waqf</i> (endowments), trust, inheritance, <i>Zakat</i> and Alms, Oaths, Vows, <i>Khiyar</i> (Choices in Business Dealings), <i>Salam</i> (Payment in Advance), <i>Sharikah</i> (Partnership), <i>Mudhaaraba</i> (Sharing Venture), <i>Ijarah</i> (A contract of Hire or Lease), Loaning and loans, <i>Muzaaraah</i> (Crop- Sharing), <i>Ihyaaul mawaat</i> (cultivation of Barren land), <i>Rahn</i> (Mortgaging), <i>Wadiah</i> (Trust Deposited for Safekeeping),

		<p><i>Hawalah</i> (Tranferring the Right to collect a debt), <i>Ariyah</i>(Something lent for Use), <i>Luqatah</i> (Findings), <i>Laqit</i> (Foundling), <i>Shufaah</i> (Preemption), <i>Hibah</i> (Gifts and Presents), <i>Wakalah</i> (Authorization), <i>Jaalah</i> (A Contract of Achieving an Expected Benefit), <i>Wassiyah</i> (Wills and Bequests)</p>
		Expansion of the fatwa services via phone and other electronic means.
	Activating the role of studies and research to meet the legitimate needs of the community.	Preparation of studies and research related to social issues.
		Preparation of studies and jurisprudential research related to family issues, youth, children and vulnerable groups
		To establish translation and documentation services.
	The acquisition and preservation of the relevant manuscripts in a modern facilitate utilization.	Acquisition of original manuscripts, photos and video from various sources.
		Indexing and organizing manuscripts using modern mechanisms.
		Sterilization and restoration of manuscripts according to advanced techniques
	Modernization and strengthening Inheritance, Endowments and Alms services.	Computerization of the Services
		Strengthen technical capacity of those Commission's stakeholders for improving their performance
		Establishing and Strengthening relationship and information sharing with the Registrar of Births and Deaths, Registrar of Land, Registrar of Business Entities, Banks and

		Financial institutions
		Making feasibility study for the estates under the supervision of the Commission.
		Rehabilitation, renovation and conservation of the buildings under the Supervision of the Commission.
		Innovation of new investments in order to support social development.
Organizational work	Developing mechanisms for the preparation and implementation of the strategic plan	Drafting the activities for the operational plan from the reality of the program of work.
		To absorb stressing that all the sectors of the Commission got the document of the plan and the concepts of planning during the first year.
		Implementation of operational plans in the framework of the schedule and performance parameters
		Providing supporting programs and the desired institutional culture values
	Developing organizational structures and institutional systems	Developing and Implementing organizational structure of the Commission
		Updating cards job descriptions and follow-up work.
		Developing policies and manual work procedures in the Commission.
	Manpower development	Founding project of human development.
		Creating an environment of collective action and the development of team spirit among employees.
		Attracting qualified manpower to work in the

		Commission.
		Preparation and implementation of development and rehabilitation program for workers in the Commission.
		Planning training program and preparing plans for 5 years
	The formulation and implementation of development program leadership	Activation of the delegation of authority for the sectors and work units.
		Implementation of rehabilitation program and training command at the Commission.
		Implementation of training program for female leadership.
		Care innovation and distinction between employees of the leading Commission
	Supporting and developing systems and mechanisms of work in the Commission	Developing systems and financial management work.
		Developing mechanisms up in the work of organizational units.
		Developing automated systems and technical information used annually
		Supporting automated devices for the Commission
	Providing information support services to beneficiaries Information Center	Developing systems technical support and technical information center.
		Increasing support of the Commission of information and the development of its resources to serve the beneficiaries
Media and Public Relations	Emphasizing the role of Zanzibaris as justice promoter, social development supports and caretakers of the moderate Islamic culture in the external and internal	Finding and developing new means of communication and quality with the public in and outside
		Permanent and effective presence in the effect of Islamic culture (Local- East Africa -

	public affairs.	internationally).
		Designing an information system reflects the intellectual median letter to the Commission
	Expanding aimed, valuable and useful media	Preparation of valuable media materials
		Investment tools of media for the dissemination of aimed values.
	Referring to the efforts of the Commission and its policies, objectives, plans and program	Declaration of the program and activities of the Commission in various media
		Cooperation and coordination with all the media in order to serve the objectives of the Commission
Local and Internal communication	Communication with all segments of society organizations concerned.	Extending bridges to communicate with all stakeholders and recipients of Commission services
		Developing mechanisms and ways to take advantage of the guests and visitors who hosted periodically by the Commission.
	Coordination and cooperation with civil society institutions working in the field of social justice community development	Developing protocols for cooperation with civil society institutions working in the field of social justice and community development
		Implementation of joint program with civil society organizations working in the field of social justice and community development.
		Developing complementary role of the Commission with civil society institutions related to the social justice and community development.

	Raising awareness of the importance of community and social teachings of positive interaction with the public Islamic regard	Focusing on the issues of developing community and promoting positive interaction with the issues of social justice and empowerment.
		Building bridges of cooperation and joint work with the countries concerned inside and outside Zanzibar.
		Developing and coordinating efforts concerning outside aids supervised by the Commission.
	Communicating with the institutions and personalities involved in vulnerable groups.	Developing a joint program and activities with the parties concerned in the vulnerable groups
		Holding cooperation agreements with the institutions concerned to vulnerable groups