



NATIONAL CONFERENCE
SOUTH AFRICA -A BETTER LIFE FOR ALL



DATE: 1ST – 2ND JULY 2009

PRESENTATION ON
SUSTAINABILITY AND EFFICIENT UTILISATION OF RESOURCES

By
MR. ZEINOUL CAJEE

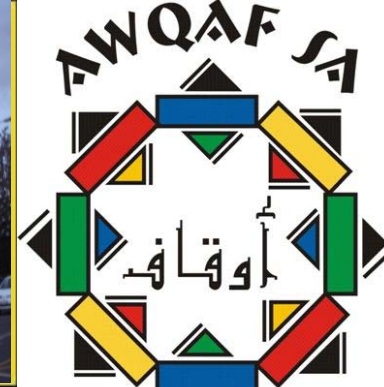
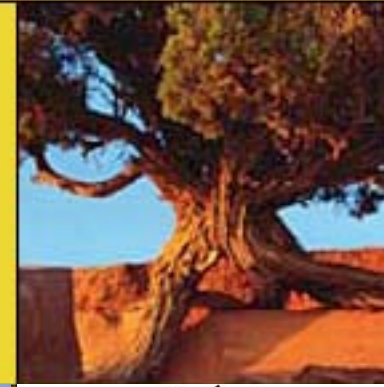


CA (SA), also hold a M Ed degree from Wits in Accountancy and Business Science.

Founder and CEO of National Awqaf (SA).

During Plenary Session Three

Sustainability: Broadening the Base of Funds & Resources:

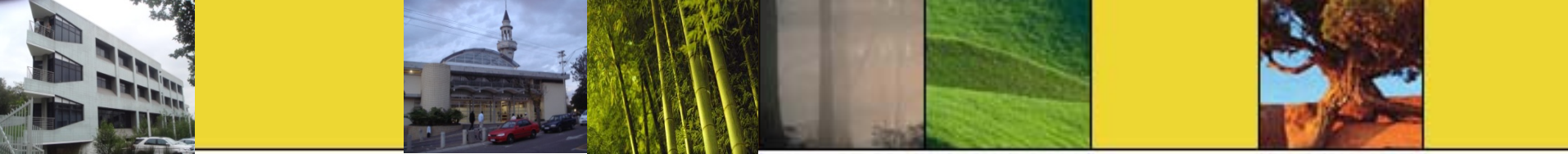


Zeinoul Abedien Cajee CA(SA)
CEO – Awqaf South Africa
Session 3

info@awqafsa.org.za

www.awqafsa.org.za





Agenda

- Problem
- **Definition of terms**
- **Possible Options**
- **Justification for Endowment building**
- **Models of sustainability**
- **Challenges**
- **Opportunities**
- **Conclusion and Recommendations**





Introduction

- NGO sector important role player
- Over 1500 NGO's
- Myriad of Services
- Indicates: Vibrant & Thriving
- Many Collapse; Discontinue; Do not operate efficiently; One man shows
- **What is the Problem?**





Basic Terms & Characteristics

- Sustainability: 300 definitions
- Capacity to Endure
- Ability to continue
- Keeping alive / survival
- Support
- Longevity
- Perpetual
- Constant
- Other words?
- “Meeting needs of present without compromising ability of future generations to meet their needs”





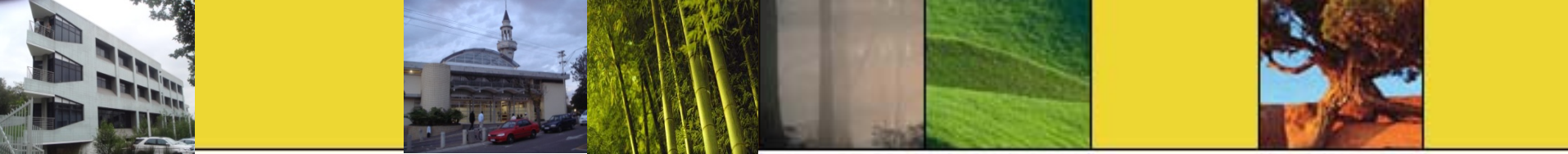
Types of Sustainability

- Environmental
- Sustainable Living
- Financial
- Institutional
- Project
- Organisational



- What makes a business sustainable?
- What happens if unable to sustain?
- Bamboo





Broadening the Base: Funds/ Financial Resources

- Predictable
- Long term
- Repeat
- Performance based
- Charitable trusts/foundations/awqaf
- Fee based/ earned income / service fees
- Government
- Special events
- Business ventures/ Social Enterprises
- What happens in a recession?





Broadening the Base: Non Financial Resources

- Human Resources
- Leveraging Volunteers: Skilled professionals
- Free use/ Nominal rent: buildings/equipment
- Donations in kind

David Eisner CEO of the Corporation for National and Community Service points out that “Engaging the public in developing and implementing social solutions is a proven and inexpensive strategy. Look at the way nearly 600,000 volunteers were leveraged to complete intensely needed work in the year after Hurricane Katrina in a way we never could have paid for.”





Possible Options: Broadening Base

ISLAMIC CHARITY
SADAQAH

**COMPULSORY/
FARD**
Zakaat, Fitrah

VOLUNTARY
Lillah, Waqf, Sadaqah,
Sadaqah Jarriyah,
Qard Hasan



Possible Options

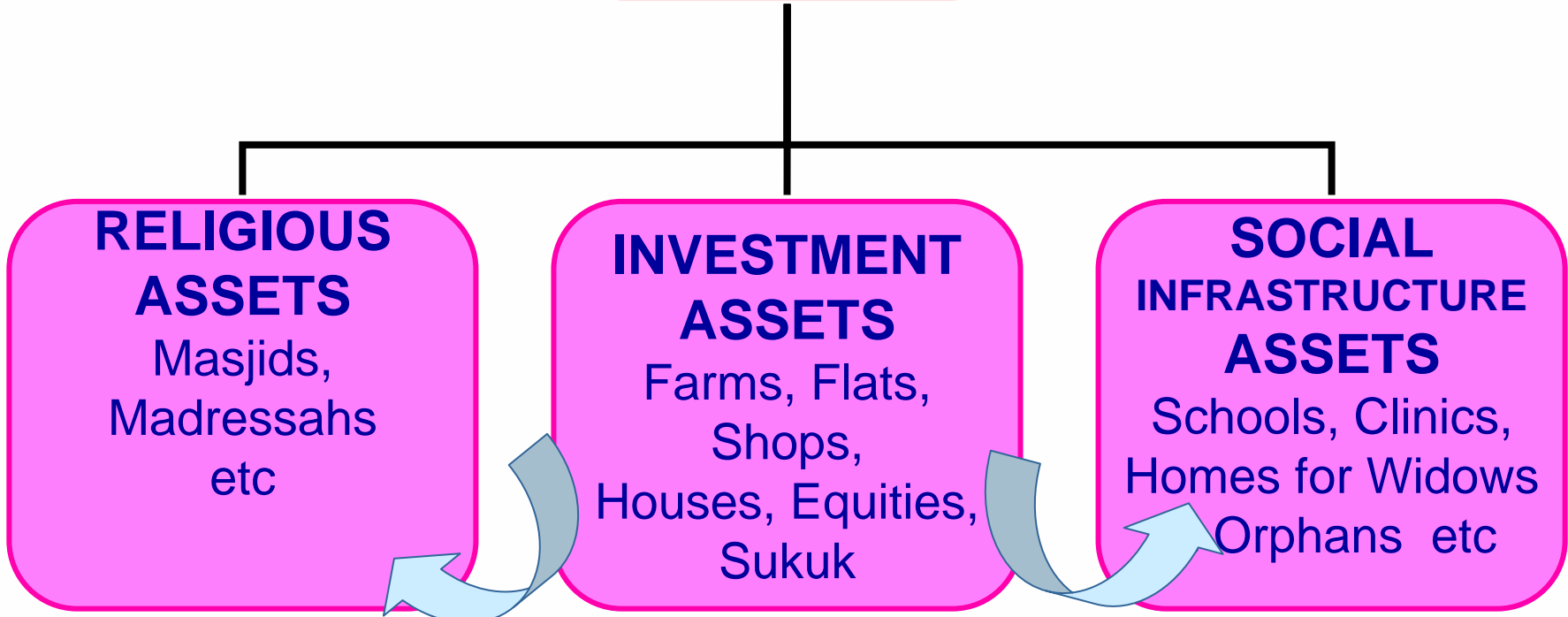
- **Waqf**
- **Trusts**
- **Endowments**
- **Zakat**
- **Qard hasan**
- **Lillah**
- **Sadaqah Jariyyah**

Which is the most sustainable option?





Types of Waqf





Rationale & Justification for Endowment Building

- Religious : Quran, hadith, Sahaba
- Historical
- Redistributive/ Social Justice
- Voluntary
- Flexible
- Open to all
- Capital





Rationale & Justification for Endowment Building

- Economic
- Political – civil vs state control
- Social benefits
- Promotion of self reliance and independence
- Legacy for the future
- Sustainable funding & development
- Decentralised





Rationale & Justification for Endowment Building

- Predictability & Planning
- Develops vibrant NGO sector
- Inheritance Laws – potential Waqf mobiliser
- Untapped potential for growth
- Best practice Corporate Governance
- Less Dependent on State





Models of Sustainability

- Debenture Financing: Rustenburg
- Lillah Collections: Polokwane
- Masjid & Shopping Centre: Grey Str
- Family Public Waqf: Lockhat
- Public participation: Awqaf SA
- Corporate: Iqraa/ Albaraka
- Project based partnership; Islamic Relief/Iqraa/Albaraka





Challenges

- Taxation
- Management
- Investment
- Corporate Governance
- Human Resources
- Donor Awareness/ Education / Communication
- Broadening horizons
- Capacity Building – institutional sustainability





Opportunities

- Expanding donor base
- Capitalise on established Goodwill/
Credibility
- Community based Waqf
- Specialist institutions
- Creativity





Conclusion and Recommendations

- No short cuts to sustainability
- Long term strategies are more enduring
- Need to capacitate specialist organisations
- Need to research sustainable usage of Zakat
- Promote the idea of family, organisational waqf
- Use the Qard hasan tool
- Create excellent investment opportunities for the NGO sector/ Waqf funds
- Develop appropriate HR Strategies
- Creativity in project development
- Work collaboratively – power of partnerships
- Sustainability reporting





Thank You
Shukran
Dankie
Ngiyabonga

