

Balanced Scorecard Performance Evaluation Model for Waqf Institution

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***Abstract:** Nazir Professional supports the management and utilization of productive waqf in Indonesia with measurable performance and competence. This study aimed to contribute to the Indonesian Waqf Board in evaluating Nazir's performance and competence in managing productive waqf through Key Performance Indicators (KPI). A descriptive qualitative analysis was conducted on previous studies to examine Nazir's performance and competence through KPIs based on the Balanced Scorecard. KPIs and periodic evaluations could make Nazir work more productively and professionally to increase the growth of productive waqf. Furthermore, the Nazirs could use the KPI performance, and competency assessment model proposed to the Indonesian Waqf Board to standardize its performance and competency assessments. The proposed model is hoped to be refined through further evaluation in the future.*

***Keywords:** productive waqf, Nazir, performance, competence.*

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INTRODUCTION

The utilization of waqf as an important instrument to create better community participation in development is supported by laws and regulations. Waqf was previously more religious and social, with insignificant economic impacts, such as the construction of mosques or prayer rooms, schools, and cemeteries. However, it has developed into other dimensions with economic value.

In Indonesia, changes in views on waqf have supported by-laws, Government Regulations, and Indonesian Waqf Board Regulations (Agama, 2007), which experienced several innovations. Waqf is no longer limited to immovable objects, worship, and social matters but could also be used for the general welfare. It is valid for a certain period and is founded on Nazir. Additionally, the new regulation requires Nazir to manage productive waqf assets professionally to provide the expected benefits.

Nasution & Hasanah (2006) stated that the potential of productive waqf for Indonesia is similar to cash waqf, which is very large. The participation of philanthropists is estimated at 10,000,000 people, with an average income of 500,000 to 10 million rupiahs. A minimum of three trillion rupiahs of funds could be collected per year. Based on the Indonesian Waqf Board's calculation, the potential for cash waqf reaches IDR 180 trillion.

Many waqf lands have not been managed and utilized optimally, with distribution dominated by worship, education, and social activities. It has a vast potential that could be maximized to benefit the community through economic empowerment. Furthermore, cash waqf and productive use of waqf property could help the government overcome economic problems when a pandemic hits Indonesia and other parts of the world. The government could provide land use for small and medium business activities, establish waqf hospitals, as well as invest and use the proceeds to help the community.

Waqf should be managed and utilized optimally to overcome the problems faced by the Islamic world. This could reduce the state budget, alleviate poverty, and improve education and health quality (Sukmana, 2020). The management and utilization of this potential must be supported by the professional Nazir waqf (Astuti et al., 2019) for waqf to be more productive (Kasdi, 2014).

Sukmana et al. (2021) stated that waqf faces various challenges in its development, such as lack of government support, low professionalism, and lack of public awareness regarding waqf issues. The solution to the problem is to develop a tool to measure waqf performance nationally.

Ramli et al. (2018) stated that the performance measurement practices among waqf institutions are less standardized. They do not consider the overall performance of a religious and voluntary institution. Therefore, a systematic and comprehensive system is needed to assess performance and ensure adequate waqf institutions good governance, such as the Balanced Scorecard. This tool should be applied to bridge the gap between the organization's mission and daily operational activities. It would help waqf institutions achieve a fair balance in meeting the diverse information needs of different users.

Arshad & Zain (2017) stated that waqf institutions performance should be assessed with the most appropriate measurement tool based on the best practices that guide the institution to achieve its goals and mission. In this case, Nazir must achieve high performance and accountability in managing waqf because it is responsible to stakeholders and Allah SWT.

Rahman (2019) showed that the current waqf institutions must be transformed to utilize its great potential for the people's socio-economic development. The

Balanced Scorecard could be easily applied to improve the strategic management of waqf in universities.

Huda et al. (2013) found that managing public funds in financial institutions was not optimal and professional. This causes a lack of public trust in investing their funds through Islamic Banking. Therefore, the Balanced Scorecard approach determines financial performance by driving customers, internal processes, as well as learning and growth. Previous studies used the Balanced Scorecard to measure the performance of waqf institutions (Ramli et al., 2018), (Rahman, 2019), (Sani et al., 2017), Islamic banking (Huda et al., 2013), amil zakat institutions (Prasetyoningrum, 2015), cooperatives (Surya, 2014), and universities (Retnani, 2009).

Nazir's performance measurement using the national waqf index solution requires further analysis of its implementation (Sukmana et al., 2021). The performance measurement of waqf institutions uses the financial and non-financial ratios (Arshad & Zain, 2017) but with no implementation approach. Using the Balanced Scorecard requires adjusting to the objectives of the waqf institution and sharia principles (Ramli et al., 2018). However, it is a strategic management tool for public university waqf institutions (Rahman, 2019). Therefore, this study aimed to propose the basic framework of the Balanced Scorecard applicable to Islamic Philanthropy Institutions (Sani et al., 2017).

There is a need for a performance measurement system that combines financial and non-financial measurements. Many waqf institutions experience obstacles in comprehensively evaluating their performance and often ignore non-economic indicators (Ramli et al., 2018). The institutions must also determine their performance to achieve their mission and objectives. The performance level makes it easier to get community support and investor confidence to invest in the development of waqf assets (Arshad & Zain, 2017).

This study is relevant to the Indonesian Waqf Board (BWI), which oversees Nazir in evaluating its performance and competence in managing productive waqf. Nazirs needs to make Key Performance Indicators (KPI) as media to evaluate their performance and competence and report to the Waqf Board. Therefore, KPIs and periodic evaluations are expected to make Nazir work more productively and professionally to increase the growth of productive waqf in Indonesia.

RESEARCH METHODS

Djamil (2011) stated that a professional Nazir must have morals, management, and business abilities. According to the Indonesian National Work Competency Standards (SKKNI) in Waqf Management, the basic competencies required of a Nazir are *fiqh* and management mandated to their institutions. Nazir's competencies or key functions are receiving, maintaining, managing, and developing waqf assets. Other functions are distributing their management benefits and results and reporting task implementation to BWI.

Robbins (2016) defined competence as the intellectual and physical ability to accomplish various tasks on one job. The dimensions contained in the competency design include knowledge, understanding, skills, values, attitudes, and interests (Gordon, 1998).

Performance is a measure of work achievement individually or as an organization in a certain period. It corresponds to each individual's authority and responsibility to achieve the organizational goals under law, morals, and ethics (Soemohadiwidjojo, 2015).

Parmenter (2015) stated that Key Performance Indicators (KPIs) comprise standards focusing on critical performance dimensions for organizational present and future success. According to Soemohadiwidjojo (2015), KPIs constitute key measurable indicators that provide information on the organization's realized strategic goals.

A balanced scorecard is a management system to help an organization interpret its vision and strategy into action (Norton & Kaplan, 1999). It could be implemented in various ways by being adjusted to different organizations.

The Balanced Scorecard is elaborated by measuring four perspectives unified in describing an organization's vision and strategy. They include the financial, customer, and internal business processes, as well as learning and growth perspectives (Norton & Kaplan, 1999).

This descriptive qualitative study aimed to propose a method to the Indonesian Waqf Board (BWI) to evaluate Nazir's performance and competence based on Key Performance Indicators. It elaborated the Balanced Scorecard with measurements of the four perspectives unified in describing an organization's vision and strategy. These include the financial, customer, and internal business processes and learning and growth perspectives.

The study used primary data from observations and interviews with the Indonesian Waqf Board (BWI) management and waqf experts. Secondary data were obtained by reviewing books, previous studies, and other archives.

An interview with the Management of the Indonesian Waqf Board obtained data on the vision and mission of the Indonesian Waqf Board, strategic targets in financial, customer, internal process, and learning and growth perspectives. Questions were also asked regarding efforts to improve services for wakif and maukuf alaih, factors supporting and hindering the improvement of Nazir's performance, and innovations made. Additional data were obtained from the Indonesian National Work Competency Standards for Waqf Management.

The proposed framework for the Balanced Scorecard compatible with other Islamic Philanthropy Institutions or Waqf Institutions is similar to the one adopted by non-profit organizations and social enterprises (Rahman, 2019) and (Sani et al., 2017). These four perspectives could be described as follows: First, the financial perspective is based on the organization's financial performance and the utilization of financial resources. The BSC model was adopted to ensure that the organization has timely financial data. Management or administrators must be well informed about the financial statements, which provide a solid foundation and build trust with Wakif, stakeholders, and the community.

Second, the customer or stakeholder perspective relates to the organization's performance assessed by customers or other key stakeholders. It is based on customer satisfaction or retention level to determine the organization's position in society. In this non-profit organization, the level of satisfaction of the donors, Wakif, recipients, or maukuf alaih is measured precisely to create a value proposition.

Third, the internal process perspective relates to the organization's performance based on the quality and efficiency of products, services, and other key business processes. This perspective involves measuring the costs, outcomes, and quality of key operational processes of a non-profit organization. Examples are the programs provided, the services offered, and the ability to deal with targeted donors or Wakif. Furthermore, this perspective provides an overall picture and understanding of how non-profits perform. It could help determine the programs and services that meet social needs.

Fourth, the learning and growth perspective, or organizational capacity, relates to the organization's performance based on human resources, infrastructure, technology, culture, and other key capacities. This perspective assesses the non-profit organizations' human resources, such as employees, volunteers and administrators, to measure satisfaction, required skills, relationship equity, retention, and adherence to the organization's mission. The non-financial aspects of this perspective relate to employee turnover, cross-training and employee skill level, and other product development indicators.

Based on the descriptions and explanations of the four perspectives, a Performance Management Form could be proposed to the Waqf Institution that oversees the Productive Waqf Nazir. The following is the Flow Process Performance Management that could be implemented at the Waqf Institution (Soemohadiwidjojo, 2015).

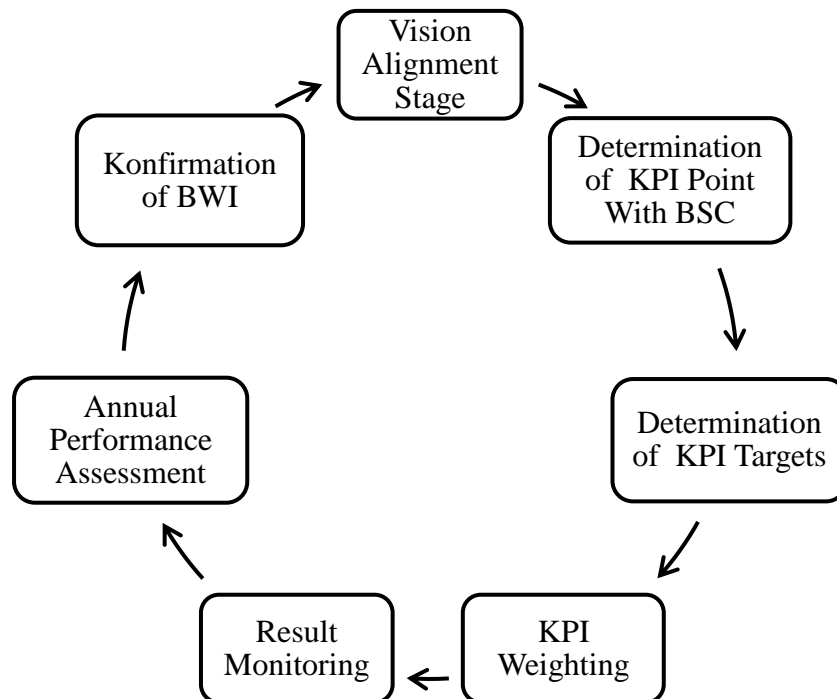


Figure: Performance Appraisal Determination Process Flow

First, the Vision Alignment Stage ensures that all activities performed by Nazir are under BWI's vision, strategy, and input from the Manager for each Nazir. The second stage is the Determination of KPI Points With 4 Balanced Scorecard Perspectives. This stage formulates performance indicator points from BWI and Nazir under BWI's vision and strategy. Third, the Determination of KPI Targets stage sets targets for each KPI using the Specific, Measurable, Attainable, Relevant, Time-Bound, and Challenging (SMART-C) method approved in BWI by Nazir and Manager. Fourth, the KPI weighting stage emphasizes the priority KPIs. The fifth stage is the Results Monitoring, Dialogue, and Follow-up. It assesses the realization of the target given to Nazir, and adjustments are made when there is a gap between the target and the realization. Sixth, the Annual Performance Assessment stage evaluates Nazir's performance based on the KPI results compared to the agreed target. The seventh stage is the Confirmation of the Indonesian Waqf Board. It involves a response or confirmation from BWI to the proposed model for evaluating Nazir's performance and competence.

RESULTS AND DISCUSSION

BWI's Vision, Mission, and Strategy

The vision of the Indonesian Waqf Board is: *“Realizing an independent waqf institution trusted by the community and with professional capabilities in developing national and international waqf.”*

To realize this vision, the Indonesian Waqf Board's missions are: 1) to protect and preserve waqf property to benefit people's worship and welfare; 2) develop and socialize productive waqf; 3) register and advocate waqf assets.

The strategies of the Indonesian Waqf Board are (BWI, 2019): 1) Improving its competence and network nationally and internationally; 2) Making waqf regulations and policies; 3) Increasing public awareness and willingness to waqf productively; 4) Improving the Nazir's professionalism and trustworthiness in managing and developing waqf assets; 5) Coordinating and fostering all Nazir waqf; 6) Ordering the administration of waqf property; 7) Supervising and protecting waqf property; 8) Collecting, managing, and developing waqf assets nationally and internationally.

BWI's Nazir Institution

BWI has regulatory and Nazir functions in promoting and developing waqf. The regulatory function is to formulate waqf regulations and policies with the Ministry of Religion. The Nazir function is to manage and develop waqf assets nationally and internationally through the BWI Nazir Institution.

The duties and powers of BWI's Nazir Institutions are: *“Managing and developing waqf assets nationally and internationally; Managing and developing waqf assets used by the Government; Managing and developing abandoned waqf property; Becoming Nazir on waqf land disputed by the Nazirs until the stipulation of Nazir with permanent legal force; Coordinating with various parties to explore and collaborate in developing and managing BWI productive waqf; Collecting, receiving, and managing immovable and movable waqf properties, and distributing the results to the maukuf alaih.”*

National Competence in Waqf

The Indonesian National Work Competency Standards in the Field of Waqf Management was established to realize waqf property's potential and economic benefits to promote worship and public welfare.

The basic competencies required of Nazirs are *fiqh* and management mandated to their institutions. They need the ability and competence to encourage a systematic, measurable, and transparent work system accountable to the public.

The Indonesian National Work Competency Standards in the Waqf Sector highlights the knowledge, skills, and work attitudes needed by Nazir as a waqf manager in receiving, safeguarding, managing, and developing Waqf Assets, Maukuf Alaih, and Financial Reports.

KPI with a Balanced Scorecard

The proposed framework for the Balanced Scorecard compatible with other Islamic Philanthropy Institutions or Waqf Institutions is similar to the one adopted by non-profit organizations and social enterprises (Rahman, 2019) and (Sani et al., 2017). These four perspectives could be described as follows. First, the financial

perspective relates to the organization’s financial performance and the utilization of financial resources. Second, the customer or stakeholder perspective is about the level of customer satisfaction or retention to determine the organization's position in society. Third, the internal process perspective involves measuring the costs, outcomes, and quality of a non-profit organization's key operational processes, such as the programs provided, the services offered, and the ability to deal with targeted donors or Wakif. Fourth, the learning and growth perspective evaluates a non-profit organization’s human resources, such as employees, volunteers and administrators, to measure satisfaction, required skills, relationship equity, retention, and adherence to the organization's mission.

Alignment of BWI's Vision and Strategy

Table 1 presents the mission formulation of the Indonesian Waqf Board is presented in Table 1 from the Balanced Scorecard Perspective.

Table 1. BWI Mission – Balanced Scorecard Perspective

Perspective	Phrases in the Mission Statement
Finance	▪ Protect and preserve waqf assets
Customer	▪ The importance of worship and the welfare of the people
Internal Process	▪ Develop and socialize productive waqf and protection of waqf assets
Learning & Growth	▪ HR conducts waqf assets registration and advocacy.

Table 2 shows the vision of the Indonesian Waqf Board from the Balanced Scorecard Perspective.

Table 2. BWI Vision – Balanced Scorecard Perspective

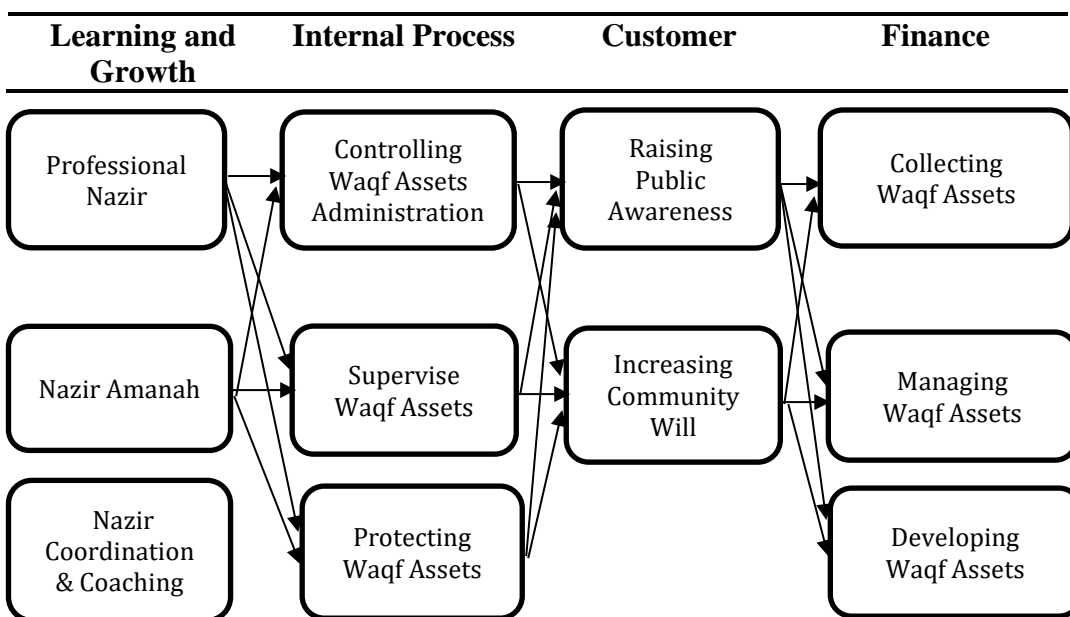
Perspective	Phrases in the Vision Formula
Finance	▪ Developing national and international waqf
Customer	▪ Trusted by society
Internal Process	▪ The establishment of an independent institution
Learning & Growth	▪ Human Resources who have professional abilities

Based on the Balanced Scorecard concept of the Vision, Mission and Strategy of the Indonesian Waqf Board, some strategic goals are formulated and set to be achieved by the organization. Table 3 shows the strategic goals of the Indonesian Waqf Board.

Table 3. Strategic Goals

Perspective	Strategic Target
Finance	<ul style="list-style-type: none"> ▪ Collecting waqf assets ▪ Managing waqf assets ▪ Developing waqf assets
Customer	<ul style="list-style-type: none"> ▪ Increase public awareness of waqf ▪ Increase community willingness to waqf
Internal Process	<ul style="list-style-type: none"> ▪ Controlling the administration of waqf assets ▪ Supervise waqf assets ▪ Protecting waqf assets
Learning & Growth	<ul style="list-style-type: none"> ▪ Improving the professionalism of Nazir ▪ Increase Nazir's reliability ▪ Coordinating and fostering Nazir

The perspectives in the Balanced Scorecard are interrelated, as described in the following strategy map. The map shows the relationship between interrelated perspectives to inform all organization members.



BWI Strategy Map Image

Determination of KPIs with 4 Balanced Scorecard Perspectives

This stage formulated the performance indicator points of the Indonesian Waqf Board based on its vision and strategy. The study proposed the strategic goal size for Nazir Waqf. Table 4 shows the strategic goals and measures.

Table 4. Strategic Goals and Measures

Perspective	Strategy Goal	Size
Finance	Collecting Waqf Assets	<ul style="list-style-type: none"> ▪ Waqf Assets Growth ▪ Growth Results Waqf Assets Management and Development
	Managing Waqf Assets	
	Developing Waqf Assets	
Customer	Increase Public Awareness of Waqf	<ul style="list-style-type: none"> ▪ Number of Wakif ▪ Number of Maukuf Alaih ▪ Wakif Satisfaction Index ▪ Maukuf Alaih Satisfaction Index
	Increase Community Willingness to Waqf	
Internal Process	Put in Order Waqf Assets Administration	<ul style="list-style-type: none"> ▪ Waqf Assets Administration, According to SOP ▪ Waqf Assets Supervision According to SOP ▪ Waqf Assets Protection According to SOP
	Supervise Waqf Assets	
	Protecting Waqf Assets	
Learning & Growth	Improving Nazir's Professionalism	<ul style="list-style-type: none"> ▪ Nazir Skill Improvement Training (skills) ▪ Nazir Service Improvement Training (services)
	Increase Nazir's Reliability	
	Coordinating and Fostering Nazir	

Achieving the strategic objectives requires indicators used as guidelines in its implementation. Each strategy target has more than one performance indicator, as shown in Table 5.

Table 5. Performance Indicators

Perspective	Strategy Goal	Performance Indicator
Finance	Collecting Waqf Assets	<ul style="list-style-type: none"> ▪ Amount of Waqf Assets Collected ▪ Collected Waqf Assets Percentage Rate ▪ Time required for report
	Managing Waqf Assets	<ul style="list-style-type: none"> ▪ Total Waqf Assets Managed ▪ Managed Waqf Assets Percentage Rate ▪ Time Required for Report

	Developing Waqf Assets	<ul style="list-style-type: none"> ▪ Number of Waqf Assets Developed ▪ Percentage Rate of Developed Waqf Assets ▪ Margin Yield Rate ▪ Time Required for Report
Customer	Increase Public Awareness of Waqf	<ul style="list-style-type: none"> ▪ The Level of Public Literacy on Waqf ▪ Waqif's Level of Perception of Productive Waqf
	Increase Community Willingness to Waqf	<ul style="list-style-type: none"> ▪ Wakif Frequency Level in Waqf ▪ Level of Satisfaction of Wakif/Community in Waqf
Internal Process	Ordering The Administration of Waqf Assets	<ul style="list-style-type: none"> ▪ Nazir Frequency in Waqf Assets Administration ▪ Waqf Administration Periodical Report
	Supervising Waqf Assets	<ul style="list-style-type: none"> ▪ Nazir's Frequency in Supervising Waqf Assets ▪ Waqf Assets Supervision Periodic Report
	Protecting Waqf Assets	<ul style="list-style-type: none"> ▪ Waqf Assets Management and Development Risk Management Report ▪ Waqf Management and Development Monitoring and Evaluation Report
Learning & Growth	Improving Nazir's Professionalism	<ul style="list-style-type: none"> ▪ Number of Nazir Skills Improvement Training (skills) Carried Out ▪ Number of Completed Training Modules
	Increase Nazir's Reliability	<ul style="list-style-type: none"> ▪ Wakif's Level of Satisfaction with Nazir's Performance ▪ Wakif's Level of Trust in Nazir's Responsibilities

Coordinating and Fostering Nazir	<ul style="list-style-type: none"> ▪ Nazir's Turn Over Frequency ▪ Nazir's Satisfaction Level ▪ Nazir's Productivity
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One of the performance indicators in Table 5 was determined as key in achieving the targets set. Table 6 shows the key performance indicators proposed to BWI.

Table 6. Key Performance Indicators

Perspective	Strategy Goal	Key Performance Indicators
Finance	Collecting Waqf Assets	▪ Amount of Waqf Assets Collected
	Managing Waqf Assets	▪ Total Waqf Assets Managed
	Developing Waqf Assets	▪ Number of Waqf Assets Developed
Customer	Increase Public Awareness of Waqf	▪ The Level of Public Literacy on Waqf
	Increase Community Willingness to Waqf	▪ Level of Satisfaction of Wakif/Community in Waqf
Internal Process	Controlling The Administration of Waqf Assets	▪ Waqf Assets Administration Periodical Report
	Supervise Waqf Assets	▪ Waqf Assets Supervision Periodic Report
	Protecting Waqf Assets	▪ Waqf Assets Management and Development Risk Management Report
Learning & Growth	Improving Nazir's Professionalism	▪ Number of Skills and Services Improvement Trainings Obtained by Nazir
	Increase Nazir's Reliability	▪ Wakif's Level of Trust and Satisfaction with Nazir's Responsibilities
	Coordinating and Fostering Nazir	▪ Nazir's Satisfaction Level

KPI Targeting

In determining KPI targets, using SMART-C criteria (Soemohadiwidjojo, 2015) in preparing the targets must be discussed and mutually agreed upon.

The study proposed a mutually agreed KPI target for Nazir Waqf, as shown in Table 7.

Table 7. Preparation of KPI Targets

No	Perspective	KPI	Unit	Target (e.g.)
1	Finance	Amount of Waqf Assets Collected (A)	Amount	Amount
		Total Waqf Assets Managed (B)	Amount	Amount
		Number of Waqf Assets Developed (C)	Amount	Amount
2	Customer	Level of Public Literacy on Waqf (D)	Index Percentage	How Many %
		Level of Community Satisfaction/Wakif in Waqf (E)	Survey Results	Survey Value
3	Internal Process	Waqf Assets Administration Periodic Report (F)	Time	Six months, Annual
		Waqf Assets Monitoring Periodic Report (G)	Time	Six months, Annual
		Waqf Assets Management and Development Risk Management Report (H)	Time	Six months, Annual
4	Learning & Growth	Number of Skills and Services Training Nazir (I)	Amount	How many times
		Wakif's Level of Trust and Satisfaction with Nazir's Responsibilities (J)	Survey Results	Survey Value
		Nazir's Satisfaction Level (K)	Survey Results	Survey Value

KPI Weighting

Weighting was performed to emphasize KPIs to be prioritized in achieving these targets. The weight and priority of each KPI were determined following the criteria (Soemohadiwidjojo, 2015) shown in Table 8.

Table 8. KPI Weighting Criteria

Level Priority	Criteria	Allocation Weight
Important	An important indicator but not the main value driver for organizational operations or supporting processes	5 – 10%
Very important	Indicators are the main value drivers for organizational operations or supporting processes	10 – 15%
Critical	Indicators are critical in achieving organizational and operational goals or supporting processes	> 15%

The study proposed a mutually agreed KPI weighting for Nazir Waqf, as shown in Table 9.

Table 9. KPI Weighting

No	Perspective	KPI	Target	Weight (e.g.)
1	Finance	Amount of Waqf Assets Collected (A)	Amount	15%
		Total Waqf Assets Managed (B)	Amount	15%
		Number of Waqf Assets Developed (C)	Amount	15%
2	Customer	Level of Public Literacy on Waqf (D)	Index Percentage	5%
		Level of Community Satisfaction / Wakif in Waqf (E)	Survey Value	5%
3	Internal Process	Waqf Assets Administration Periodic Report (F)	Time	10%
		Waqf Assets Monitoring Periodic Report (G)	Time	10%
		Waqf Assets Management and Development Risk Management Report (H)	Time	10%
4	Learning & Growth	Number of Skills and Services Training Nazir (I)	Amount	5%
		Wakif's Level of Trust and Satisfaction with Nazir's Responsibilities (J)	Survey Value	5%
		Nazir's Satisfaction Level (K)	Survey Value	5%
Total				100%

Results Monitoring, Dialogue, and Follow-up

Monitoring KPI achievement is evaluating the results of organizational achievements with predetermined targets (Soemohadiwidjojo, 2015). The monitoring results indicate the level of achievement of organizational goals and objectives. Monitoring helps the management take important actions to overcome obstacles or address deviations in their achievements.

The achievement percentage measures organizational performance compared to the set targets. In this study, monitoring was performed using a score or value system, with the following examples:

- KPI achieved > 100% of the target set: value 5 (very good)
- KPI achieved 80% - 99% of the target set: value 4 (good)
- KPI achieved 70% - 79% of the target set: value 3 (enough)
- KPI achieved 50% - 69% of the target set: value 2 (not good)
- KPI achieved < 50% of the target set: value 1 (bad)

For survey scores or other values using a score scale of 1 – 5, the KPI assessment was conducted with the following proposals:

- KPI with value > 4.50 : value 5 (very good)
- KPI with value > 4.00 - < 4.50 : value 4 (good)
- KPI with value > 3.00 - < 4.00 : value 3 (enough)
- KPI with value > 2.00 - < 3.00 : value 2 (not good)
- KPI with value < 2.00 : value 1 (bad)

Monitoring or evaluating these results requires completing a table containing the target and latest data, usually at the end of the year. Table 10 shows the monitoring results.

Table 10. Monitoring Results

No	Perspective	KPI	Target	Weight (e.g.)	Realization	Score	Total
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
1	Finance	A	Amount	15%	Amount	1 – 5	d*f
		B	Amount	15%	Amount	1 – 5	d*f
		C	Amount	15%	Amount	1 – 5	d*f
2	Customer	D	% Index	5%	% Index	1 – 5	d*f
		E	Survey Value	5%	Survey Value	1 – 5	d*f
3	Internal Process	F	Target Time	10%	Target Time	1 – 5	d*f
		G	Target Time	10%	Target Time	1 – 5	d*f
		H	Target Time	10%	Target Time	1 – 5	d*f

4 Learning and Growth	I	Amount	5%	Amount	1 – 5	d*f
	J	Survey Value	5%	Survey Value	1 – 5	d*f
	K	Survey Value	5%	Survey Value	1 – 5	d*f
Total			100%	Total KPI's	$\sum g$	

Individual Performance Assessment

The study used the organizational or divisional KPI related to Nazir's duties and responsibilities. It proposed Nazir's Individual Performance Assessment model, as shown in Table 11.

Table 11 Nazir's Individual Performance Assessment

No	Perspective	KPI	Target	Weight (e.g.)	Realization	Score	Total
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
1 Finance		Amount of Waqf Assets Collected	Amount	20%	Amount	1 – 5	d*f
		Total Waqf Assets Managed	Amount	20%	Amount	1 – 5	d*f
		The number of Waqf Assets Developed.	Amount	20%	Amount	1 – 5	d*f
2 Customer		Wakif's Level of Satisfaction with Nazir	Survey Value	5%	Survey Value	1 – 5	d*f
		Maukuf Alaih's Level of Satisfaction with Nazir	Survey Value	5%	Survey Value	1 – 5	d*f
3 Internal Process		Administration Report	Semester, Annual	10%	Semester, Annual	1 – 5	d*f
		Waqf Assets Management Report	Semester, Annual	10%	Semester, Annual	1 – 5	d*f
4 Learning and Growth		Nazir's Skill Training	Number of Training in a Year	5%	Number of Training in a Year	1 – 5	d*f

Nazir's Services Training	Number of Training in a Year	5%	Number of Training in a Year	1 – 5	d*f
Total		100%	Total KPI's		Σg

Nazir's Individual Competency Assessment

Table 12 shows the proposed competencies that Nazir must possess in responding to the challenges of a professional attitude in collecting, managing, and developing waqf assets. These competencies are based on the proposal submitted by (Djamil, 2011) and those contained in the SKKNI Waqf.

Table 12. Nazir's Competence

No	Competence	Definition/Examples of Behavior	Weight (e.g.) (p)	Score (q)	Total (r)
1	Knowledge/ Knowledge	Understanding Waqf Jurisprudence, Waqf Regulation	10%	1 – 5	p*q
		Waqf Management, Waqf Risk Management, Waqf Financial Management and Accounting, Waqf Information System, and Provisions related to Anti-Money Laundering and Terrorism Financing Programs.	10%	1 – 5	p*q
		Waqf Communication and Literacy, Partnership Concept, Cooperation Agreement	10%	1 – 5	p*q
2	Skills	Collect, identify, process, read, analyze data, document waqf property	10%	1 – 5	p*q
		Develop program planning, Program Monitoring and Evaluation	10%	1 – 5	p*q
		Write cash flow statements, Write financial statements, Identify accounts	10%	1 – 5	p*q
		Formulate policies, Formulate development proposals, Conduct negotiations, Facilitate partnerships,	10%	1 – 5	p*q

		Conduct communication and coordination, Create loyalty programs, and provide services to candidates for Wakif			
		Presentation skill technique, Operating socialization equipment	10%	1 – 5	p*q
3	Attitude	Honest, trustworthy, fair, trustworthy, patient, thorough, careful, objective, friendly, disciplined, confident, communicative, confident, empathetic, responsible	10%	1 – 5	p*q
		Resistant to challenges, have the will and desire, provide solutions, is critical, optimistic, innovative	10%	1 – 5	p*q
Total Competence					Σr

Annual Performance Assessment

The monitoring results on the achievement of Nazir's Individual KPI could be used to conduct an annual performance assessment of each Nazir by combining Tables 11 and 12. Individual KPIs derived from Organizational KPIs showed that performance results received higher weights between 60 – 80%. The competency aspect obtained a lower weight, between 20-40% (Soemohadiwidjojo, 2015). Table 13 shows the proposed annual performance and competency assessment model. The Indonesian Waqf Board could apply the model in evaluating Nazir's performance and competence. The assumption is weighting for 70% and 30% for performance and competency assessments.

Table 13. Annual Performance Assessment

No	Parameter	Score (v)		Weight (e.g.) (y)	Total (z)
1	KPI/Performance	g	*	70%	v*y
2	Competence	r	*	30%	v*y
Total KPI/Performance + competence					Σz
Final score					(1+2)

Confirmation of Indonesian Waqf Board

Prianto stated that the proposed model could be used to increase competence in Nazir waqf. Nazir's performance assessment could be combined from schemes and competency units, with criteria prepared based on the SKKNI Waqf. The model must include Nazir's duties, including collecting, managing, developing, protecting, distributing management results, and administering waqf assets.

Huda, an expert in waqf, a member of the Center for Digital Research and Transformation, BWI and the Nazir Development and Waqf Management Division, BWI, stated that BWI views the proposed model as follows:

First, the approach used is essentially clear, as the stages in the Balanced Scorecard were implemented per item and are associated with the dimensions in waqf management.

Second, the Balanced Scorecard associated with the SKKNI for the Waqf Sector is something new in this study. The dimensions included in the strategic goals and dimensions have accommodated the new SKKNI.

Third, the allocation of the existing KPI targets is consistent with each perspective from the Balanced Scorecard. This study also discussed the basis for determining the KPI's weight. However, setting KPI weights would be debatable due to the possibility of different perspectives. This study also illustrated that determining weights involves various assumptions. Other studies are justified to set a different weighting from a theoretical perspective.

Fourth, this study provided a comprehensive picture of the problem of models and methods of calculating scores. BWI is grateful for the model proposed in assessing Nazir's performance. Nazirs could also use the same KPI model to ensure standardization for work methods. Although BWI already has SKKNI, it could use the model for evaluation.

Fifth, this study is a significant consideration for BWI at the Center for the Study of Digital Transformation.

CONCLUSION

The KPI creation and periodic evaluations are expected to make Nazir work more productively and professionally to increase the growth of productive waqf in Indonesia. The performance and competency assessment model proposed to the Indonesian Waqf Board could be used by the Nazirs to standardize performance and competency assessments. Additionally, the proposed model of Nazir's performance and competency assessment is hoped to be refined through further assessment.

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