



**First Meeting of the High Level Quality  
and Accreditation Committee to Follow-up  
Implementation of "Key Performance Indicators"  
in the OIC Member States**

*Hosted by*

**King Abdulaziz University, Jeddah, Kingdom of Saudi Arabia**

**Organized by**

**Ministry of Higher Education, Kingdom of Saudi Arabia  
Islamic Educational, Scientific and Cultural Organization (ISESCO) and  
Organization of Islamic Cooperation (OIC)**

**Minutes**

**7<sup>th</sup>-8<sup>th</sup> May 2014  
Jeddah, Kingdom of Saudi Arabia**

# **First Meeting of the High Level Quality and Accreditation Committee to Follow-up Implementation of “Key Performance Indicators” in OIC Member States**

*Jeddah, Kingdom of Saudi Arabia, 7-8 May 2014*

1. The First Meeting of the High Level Quality and Accreditation Committee to Follow-up Implementation of “Key Performance Indicators” in OIC Member States was held in Jeddah, Kingdom of Saudi Arabia, on 7 – 8 May 2014.

The Meeting was convened pursuant to the Resolution of the Sixth Islamic Conference of Ministers of Higher Education and Scientific Research (Khartoum, the Sudan, 20-21 November 2012) to establish a High Level Quality and Accreditation Committee under the chairmanship of the Kingdom of Saudi Arabia to follow-up implementation of “Key Performance Indicators” in OIC Member States.

2. The Meeting was attended by representatives of OIC Member States from the three OIC regions which include the following Member States:

- Hashemite Kingdom of Jordan
- Republic of Indonesia
- Republic of Uganda
- Islamic Republic of Pakistan
- People’s Republic of Bangladesh
- Kingdom of Saudi Arabia
- Republic of Senegal
- Republic of Lebanon
- Republic of Maldives
- Malaysia
- Federal Republic of Nigeria

3. In addition to the representatives of the OIC General Secretariat, the following Subsidiary Organs, Specialized and Affiliated Institutions took part in the meeting:

- Standing Committee on Scientific and Technological Cooperation (COMSTECH)
- Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC).
- Islamic Development Bank (IDB).
- Islamic University of Technology, Dhaka, Bangladesh (IUT).
- Islamic University in Uganda (IUIU).
- ISESCO experts worked in the establishment of the KPI original documents.

4. The list of participants is attached in **Annex-I**.

5. Based on the decision of the Sixth Islamic Conference of Ministers of Higher Education and Scientific Research (Khartoum, the Sudan, November 2012), H.E. Dr Mohammad bin Abdulaziz Al-Ohali, Deputy Minister, Ministry of Higher Education of Kingdom of Saudi Arabia, resumed as the Chairman of the Meeting.
6. The Meeting adopted its Work Programme which is attached in **Annex – II**.
7. The meeting was opened with recitation of verses from the Holy Quran, followed by the address of H.E. Dr Osamah Tayyeb, President of the King Abdulaziz University on behalf of the Minister of Higher Education, Kingdom of Saudi Arabia. Dr Osamah Tayyeb expressed his appreciation at the inauguration of the meeting and hoped that the meeting will enable the experts to improve the standards of higher education and excellence of the Universities in the OIC Member States, and will reach a common vision for the advancements required to enhance the socioeconomic prosperity of the Muslim Ummah.
8. H.E. Ambassador Abdul Moiz Bokhari, Assistant Secretary General of OIC in his opening remarks referred to various achievements made by the OIC Member States collectively since the adoption of the OIC Ten Year Programme of Action. He mentioned few of the achievements such as R & D intensity for the OIC member countries average 0.81% in 2011 as compared to 0.20% in 2000; publishing over 90,000 articles in 2011 as compared to around 20,000 articles in 2000; and increase in patents applications. In this regard, he called upon all the participants to work together and share best practices to improve performance and quality of higher education in their respective countries.
9. Dr Razley Mohd Nordin, Consultant, Department of Science and Technology OIC General Secretariat, on behalf of ISESCO, read the opening statement of His Excellency, Dr. Abdulaziz Othman Altwajri, Director General of ISESCO, in which he indicated that Universities play a significant role in transition towards knowledge-based economy through serving as engines of knowledge generation, innovation in technologies and development of enterprises, whereby the enculturation of Quality Assurance, knowledge in academia, research and innovation should be utilized as a platform to bring the Ummah to move forward in correlation with the world's progress in science and technology.
10. H.E. Dr Mohammad Bin Abdulaziz Al Ohali, Deputy Minister, Ministry of Higher Education of Kingdom of Saudi Arabia, took the floor and stated that he was honored to chair the Committee's proceedings. He indicated that the responsibility of Committee will not be to follow up and record the progress made by the Universities of OIC Member States with regard to KPI, but also to help in improving the quality of higher education and achieve excellence in all fields of knowledge. This aim will be achieved through collective wisdom, prioritizing the adoption of KPI and building the capacity of the higher education systems of the Members States.

11. Dr Razley Mohd Nordin, on behalf of ISESCO reported on the actions taken by ISESCO to implement the Key Performance Indicators (KPI) document.

## **12. Sharing Experiences and Exchange of Knowledge:**

The members of the Committee took turn to present quality assurance and accreditation system applicable in their respective countries. Some of the countries have elaborated system while some countries have simple accreditation system. The presentations are available for reference on request and summary will be posted at the proposed website.

The representatives of OIC institutions presented their activities related to quality assurances and accreditation.

The OIC Universities made presentations on quality assurance and accreditation system applicable in their respective universities. The IUIU is subjected to the National Uganda Quality Assurance and Accreditation System as well as the East Africa Quality Assurance and Accreditation System. In this regard, students from the IUIU are free to transfer to other universities within East Africa Region. The IUT is using the KPI document to improve its academic and managerial quality.

All the presenters are expected to submit summary of their presentations to the Chair of the Committee latest by end of May 2014. The summaries will be attached to a report to be presented to the 7<sup>th</sup> Islamic Conference of the Ministers of Higher Education and Scientific Research, scheduled in December 2014 in the Kingdom of Morocco.

## **13. Challenges to implement KPI:**

The Committee discussed and exchanged views on various challenges to apply the KPI and made several proposals:

- a. Implementation of KPI:** OIC Member States are encouraged to use the KPI document as guide to improve the quality of their institutions of higher learning. Each institute of higher learning should translate the KPI into actions;
- b. Awareness Raising:** Although the KPI is a well-prepared document, the awareness on the document in OIC Member States is limited. In this regard, there is a need to set up a sound promotion strategy for the KPI document in OIC member countries. In addition, the Committee proposed that workshops be organized in each of the three regions of the OIC to introduce and create awareness on the KPI;
- c. Development of a Strategy Plan to Implement the KPI:** Due to remarkable differences across OIC Member States in their higher education systems and infrastructure, a strategy document should be prepared to include specific items/recommendations for the sub-regions of the OIC group or for Member States with similar higher education systems;

- d. Alliances of Institutions of Higher Education:** It was proposed to utilize the existing alliances and programmes of the Federation of Universities of Islamic World, the OIC Educational Exchange Programme, IDB Scholarship Programmes, *Erasmus Mundus* etc; to strengthen cooperation and collaboration between institutions of higher learning in the Islamic World to fully realize implementation of the KPI.
- e. Collaboration among Institutions of Higher Education:** It was proposed that institutions of higher education in the OIC have to collaborate closely in implementing the KPI, including exchange of visits and sharing of experiences in quality assurance practices. Aspiration was also echoed towards a study to examine the possibility of credits transfer among universities in the OIC Member States;
- f. Establish a Dedicated Website** to post all information related to implementation of KPI which include minutes of meetings of the Committee, various presentations and other relevant information;
- g. Formation of a Virtual Working Group** to share experience and knowledge on implementation of KPI. This common online platform (i.e. a dedicated website, email group, online forum, and *LinkedIn* group) will encourage exchange of ideas, experience, and best practices among the Committee members and could contribute to increase the awareness about the KPI. The virtual Working Group could also discuss type of activities to overcome challenges;
- h. Target Setting/Benchmarking:** The report to be submitted by Member States will cover several metric indicators. In order to assess the improvements objectively and in a comparable manner, it is proposed to set certain common targets to be achieved like MDGs. The universities in the Member States could cluster into different groups based on their initial performance, and then provide each group with some realistic benchmarks. Therefore, it is proposed to conduct a survey on the Relevance of Key Performance Indicators for the OIC Member States and a survey on the Prioritization of Recommendations listed in the KPI document. SESRIC could design and circulate the questionnaires;
- i. Pilot Project:** It was proposed to involve a limited number of pilot countries/ universities in the initial implementation phase. The four affiliated universities under OIC, namely the Islamic University of Technology, Dhaka, Bangladesh (IUT); the Islamic University in Uganda (IUIU); Islamic University in Niger (IUN) and International Islamic University Malaysia (IIUM) are to pilot application of the KPI at their respective universities.
- j. Setting Incentives:** The implementation of KPI could be enhanced by including possible incentives for the achievers of the proposed targets both at the university and country level.

## **14.Moving Forward:**

The Committee deliberated on the way forward to implement the KPI and made the following recommendations:

- a. Regular Reporting and Monitoring:** The implementation of KPIs should be reported regularly and to national authorities of higher education and a summary to ISESCO/OIC fora.
- b. National Focal Point:** The Committee deliberated on effective and efficient ways and means to communicate and gather reports from all Member States. It was proposed that all Member States should nominate a national focal point, responsible for quality assurance and accreditation in their respective country;
- c. Peer Review on Improvements:** The Peer Review mechanism may be established to visit universities and assess the improvements achieved after implementation of the KPI;
- d. Capacity Building Programmes/Workshops/Training:** SESRIC is to organize a University Capacity Building Programme where the universities can be matched based on their needs and capacities. (i.e. twinning programme). This will also increase the mobility among the universities in OIC Member States as targeted by OIC Vision 1441H;
- e. Terms of Reference of the Committee:** The Committee should have a Terms of Reference to guide its work and deliberation, clear objectives and roles, ensuring continuity, clear channel of communications, membership of the committee; reporting mechanism etc. It was proposed to invite all regional quality assurance and accreditation bodies to join the committee.

## **15.Conclusions:**

- a.** The Committee expressed satisfaction over the role of their respective governments with regard to quality assurance in Higher Education and welcomed the adoption of KPI in quality assurance exercises of universities in several Member States. Although, in some countries the established mechanisms do not match exactly with the KPI;
- b.** The members of the High Level Quality and Accreditation Committee need to be formalized. In this regard, Terms of Reference of the Committee would serve the purpose;

## **16.Recommendations:**

The Committee decided to cluster the various recommendations into three actions:

**a. Immediate actions:**

- i. Finalizing the Minutes of the First Meeting of the High Level Quality and Accreditation Committee. The Minutes will be adopted through circulation;
- ii. Each presenter is required to submit maximum 2 pages, before end of May 2014, The summaries will be attached to report to the 7<sup>th</sup> Islamic Conference of the Ministers of Higher Education and Scientific Research;
- iii. The Term of Reference of the High Level Quality and Accreditation Committee will be finalized through circulation;
- iv. ISESCO to conduct at least one regional workshop in 2014 to introduce and create awareness on the KPI;
- v. SESRIC to design and conduct Survey on the Prioritization/relevancy of Recommendations Listed in the KPI Document;
- vi. ISESCO to create a dedicated website on KPI.

**b. Short Term Actions:**

- i. Preparation of a report on status of implementation of KPI for consideration by the 7<sup>th</sup> Islamic Conference of the Ministers of Higher Education and Scientific Research;
- ii. Establishment of Working Group to share experience and knowledge on implementation of KPI;
- iii. Preparation of a strategic plan to implement the KPI.

**c. Medium and Long Term Actions:**

- i. The actions on the remaining recommendations are envisaged to be considered at later stage.

**17.** The participants in the Meeting expressed their profound gratitude to H.E. Dr Khalid Ibn Mohammad Al Anqari, Minister of Higher Education, Kingdom of Saudi Arabia for kindly patronizing the Meeting, and to H.E. Dr Osamah Tayyeb, the President of the King Abdulaziz University for his guidance in the speech he delivered at the opening ceremony.

- 18.** The participants in the Meeting expressed their appreciation to H.E. Dr Mohammad Bin Abdulaziz Al-Ohali, Deputy Minister of Higher Education, Kingdom of Saudi Arabia, the Chairman of the High Level Quality and Accreditation Committee for his wisdom and sagacious stewardship of the deliberations as well as to the King Abdulaziz University of the Kingdom of Saudi Arabia for the warm welcome and the generous hospitality extended to the delegations, as well as for all the arrangements made to ensure successful proceedings of the meeting.
- 19.** At the close of its proceedings, the Organizing Committee expressed thanks and gratitude to the Custodian of the Two Holy Mosques, King Abdullah Bin Abdul Aziz Al Saud of the Kingdom of Saudi Arabia, for steadily supporting the joint Islamic action.



## First Meeting of the High Level Quality and Accreditation Committee to Follow-up Implementation of "Key Performance Indicators" in the OIC Member States

Jeddah, Kingdom of Saudi Arabia, 7 - 8 May 2014

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**Programme**

**7<sup>th</sup>-8<sup>th</sup> May 2014  
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*Jeddah, Kingdom of Saudi Arabia, 7<sup>th</sup>-8<sup>th</sup> May 2014*

**Programme**

**Wednesday, 7<sup>th</sup> May, 2014**

**09:00-09:30: Registration**

**09:30-10:00: Opening Session**

Welcome address by the Representative of the King Abdulaziz University, Kingdom of Saudi Arabia.

Opening Remarks by the Representative of the Islamic Educational, Scientific and Cultural Organization (ISESCO).

Remarks by the Representative of the Organization of the Islamic Cooperation (OIC).

Address by the Chairman of the High Level Quality and Accreditation Committee, Kingdom of Saudi Arabia.

**10:00-10:30: Tea/Coffee Break**

**10:30-12:30: First Working Session**

**Improving the Quality of Higher Education-Experiences and New Initiatives by Member States Islamic Organizations and Universities**

- Briefing on the action taken since the last meeting of the High Level Quality and Accreditation Experts' Meeting, by the Representative of the ISESCO.
- Presentation by the participating Member States on the progress achieved in their countries on the implementation of the quality assurance measures in higher education (Jordan, Indonesia, Uganda, Pakistan, Bangladesh, Saudi Arabia, Senegal, Lebanon, Maldives, Malaysia, Nigeria and others).
- Briefing by the participating organizations on their programmes for improving quality in higher education and progress achieved in the Member States (OIC, ISESCO, IDB, SESRIC, COMSTECH and others).

## **Annex II**

- Presentation by the participating Universities on the measures taken for improvements of performances of universities in the light of KPIs. (Islamic University of Technology Bangladesh, Islamic University in Uganda, and others).
- General discussion and evaluation of the performances.

### **12:30-13:30: Lunch and Prayer Break**

### **13:30-15:00: Second Working Session**

#### **Discussion on various measures proposed in the KPIs and the “Guide for Assessment & Quality Enhancement for Universities in the Islamic World”**

- Quality Assurance Standards and Criteria Development.
- Developing the Internal Quality Assurance System (IQA) at the universities.
- External Quality Assurance System (EQA) processes.
- Achievements of the **Key Performance Indicators for the Universities of Islamic World.**

**Thursday, 8<sup>th</sup> May, 2014**

### **09:00-11:00: Third Working Session**

#### **Discussion on new initiatives and tools for enhancing the quality of Higher education in the Islamic countries.**

- University Governance, Internationalization of education, Financial stability, Developing innovative systems, Benchmarking exercises, etc.
- Fostering cooperation and collaboration in implementation of the KPIs for the universities in OIC Member States
- Mode of future working of the High Level Quality and Accreditation Committee of the OIC Member States.

### **11:00-11:15: Tea Break**

### **11:15-12:30: Fourth Working Session**

#### **Discussion and preparation of recommendations for the Seventh Session of the Islamic Conference of Ministers of Higher Education and Scientific Research.**

## **Annex II**

- On Assessment & Quality Enhancement for Universities in the Islamic World.
- On challenges and compelling issues faced by the higher education system and universities, ministries and other concerned institutions.
- On any other new initiatives for quality assurance in the Member States.

### **12:30-13:30: Lunch and Prayer Break**

### **13:30-15:00: Closing Session**

- Discussion and Adoption of the Recommendations for the Seventh Session of the Islamic Conference of Ministers of Higher Education and Scientific Research.
- Closing words

ANNEX

• **Experts from Member States may include the following points in their presentations on progress achieved in enforcing quality assurance measures:**

1. Measures taken and progress achieved for improvement of quality of higher education at national level during the last two years, exchange of experiences, new initiatives and trends.
2. Performances or establishment of the Quality Assurance System and Quality Assurance Framework for higher education.
3. Performances or establishment of the Qualifications Framework.
4. Performances or establishment of the Internal Quality Assurance System (IQA) at institutional level within each HEI.
5. Any periodical surveys and studies at national level to assess and analyze situation, progress and development on QA in higher education.
6. Performances or establishment of the specialized bodies for collection, analysis and dissemination of reliable data and statistics on higher education in the member States where it is non-existing
7. Any capacity building measures adopted like conferences, workshops, training and professional certification programmes on QA for the universities.
8. Any collaboration efforts exerted to strengthen collaboration and cooperation among regional QA organizations and bodies in the OIC member States.

• **Representatives from Islamic Organizations may include the following points in their briefs on progress achieved in enforcing quality assurance measures:**

1. Brief on the programmes and activities for implementation of the KPIs in the Islamic world.
2. Activities implemented and progressed achieved for improvement of quality of higher education during the last two years, exchange of experiences, new initiatives and trends.
3. Any initiative for cooperation and collaboration as well as networking.

• **Representatives from Islamic Universities may brief and include the following points in their presentations on progress achieved in enforcing quality assurance measures:**

1. Brief on the measures taken for implementation of the KPIs.
2. Any challenges or difficulties faced.