



**Ministry of Higher Education
(MoHE)
Higher Education Development Project
(HEDP)**

**Quality Assurance and Accreditation
IQEU Leads Development Workshop Report
(New Delhi, India)**

Dec 10 – 15, 2016

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Summary:

This report briefly summarizes the outcomes of 2 days training workshop for development of the Internal Quality Assurance Unit Leads: A workshop delivered in Delhi in December 2016.

It then makes a set of recommendations that were generated through discussion with the participants of the workshop.

The two-day workshop was followed by a three day workshop that was organized jointly by the British Council and the Higher Education Development Program (HEDP) to further work on the documents developed by the two international consultants.

Participants:

8 IQEU Leads, accompanied by the Director and the QA Manager from HEDP, the acting director of Quality Assurance and Accreditation Directorate (QAAD), and the higher education specialist from the World Bank Mission in Kabul participated in the training workshop.

For second workshop, the group of 8 peer reviewers who have been recruited by HEDP and who attended the training workshop delivered by Dr. Lindsay in Kabul in late November were part of the workshop.

The total number of participants attending the first training workshop was 14. While the total number of participants in the second training workshop was 45.

Training Workshop:

Training Workshop 1 (Dec 10 – Dec 12):

This training workshop mainly focused developing the capacity the existing and new IQEU leads on their role and objectives, developing a strategic plan for the IQEUs, filling out the scorecard for monitoring and progress purpose and engaging the institution in the QA process.

In the training session a few of the IQEU Leads, from Kabul Education University and Alberoni University had challenges in developing a draft of the Quality Assurance plan. The IQEU lead introduced by the Alberoni University was not proficient in English language, which will remain a challenge in training him in the future.

Inputs provided by the IQEU leads of participating universities are briefly included in this document.

Kandahar University: We had an implementation plan and developed the strategic plan. Kandahar University reviews their departments every year. A template for the department heads and deputy heads evaluation was also developed. Kandahar University developed a report, it's submitted to HEDP.

Kabul Education University: “for our university, there is a committee who worked on the strategic plan; we developed the action plan, and filled the scorecard. The IQAU role is very good. The committee meeting for IQAU happens on faculty level on weekly basis. Not sure about the support from the university leadership.”

Balkh University: the IQAU lead is introduced by the university, who was a CEQA lead in the past. The lead had a discussion with the chancellor and vice chancellor but haven't received the documentations on ToR and other things. The university has a committee that is committed.

Alberoni University: “We have a general committee, the vice chancellor is the head of the IQAU committee. We meet with the deans on weekly basis. We have discussions about the programs, progress and challenges.”

Some of the Major challenges identified by the IQEU Leads in the two-day workshop were:

- Lack of staff
- Disconnect with strategic plans
- Implementation of plan on time
- Weak IQEC Committee and weak VC for academics
- Complex procurement process
- No budget for QA
- Poor internal communication

Training Workshop 2 (Dec 13 – Dec 15):

HEDP contracted Hank Williams and Dr. Lindsay as consultant to revise the Quality Assurance and Accreditation Framework and help in redesign the process. The two consultants, with the help of a working group put together by the Higher Education Development Program (HEDP) and Ministry of Higher Education, was able draft the revised QA framework.

The Delhi Conference was a key stage in the development process for the revision of the Accreditation Framework and Process.

- Feedback was sought on the current state of the revision (second draft).
- The new Self-Assessment Report templates was tested on the group.
- The new Peer Review Report template was tested on the peer reviewer team.
- Drafts of the new institutional and peer reviewer handbooks were presented to the group.

The feedback on the revision of the Accreditation Framework and Process was overwhelmingly positive. Some specific issues were highlighted – it was agreed to review these following the pilot phase of the development process.

The feedback on the new templates and handbooks was invaluable and is being incorporated into the drafts that will be used for the pilot phase.

The second draft of the revised Accreditation Framework and Process, and all supporting material is now being piloted on 8 institutions (four public / four private). This phase will complete by May and will include peer review visits and decisions by the QAAD Board.

Recommendations and Agreements:

- During the pilot phase, only the 8 institutions taking part in the pilot should go through the accreditation process – i.e. not other institutions should be peer reviewed using the old framework.
- The number of institutions that go through the accreditation process following the pilot (i.e. on the second half of 2017) should be kept to a minimum – ideally no more than the 10 institutions targeted by the World Bank.
- A formal launch of the revised Accreditation Framework and Process should take place after the pilot, followed by workshops for all institutions and a support mechanism for those institutions being accredited in 2017.
- The CEQA Leads should be used as part of the support mechanism for the revised Accreditation Framework and Process. They are already supporting neighboring institutions with the development of quality assurance and are familiar with the revisions through the Working Party and Delhi Conference.
- The new peer reviewer team are given formal status by MoHE that reflects the training and development they have undergone and also reassure institutions of their authority and competence to carry out peer reviews.
- The peer reviewer team will need to expand to from 8 – 20 to meet the demand for 18 peer review visits in 2017. 9 (this is one of the reasons why we are recommending no more than 18 peer review visits in 2017). We strongly recommend that the additional 12 peer reviewers are trained.
- The role of the external moderator will be crucial to the successful establishment of the effectiveness and credibility of the revised Accreditation Framework and Process. This role should be continued beyond the pilot to cover the next 10 accreditations planned for 2017.
- It is strongly recommended that MoHE provide policy guidelines to all public universities to support the introduction and implementation of a Program Approval and Review process.

Annexes:

Workshop Agenda:

IQEU LEAD DEVELOPMENT WORKSHOP

11 -12TH DECEMBER 2016 – DELHI

SUNDAY 11TH DECEMBER

- 1) Introductions**
- 2) Status reports – existing IQEU Leads**
 - The four existing IQEU Leads report on progress.
- 3) Context reports – new IQEU Leads**
 - The four new IQEU Leads report on the current QA&E context in their institutions.
- 4) IQEU Lead – role and objectives**
 - A discussion about the role of the IQEU Lead and the objectives of the IQEU.
- 5) Challenges and barriers**
 - A brainstorm of the challenges and barriers facing the delivery of the IQEU objectives.
- 6) HEDP Scorecard**
 - A presentation of the HEDP Scorecard and an exercise where each IQEU Lead rates their institution against the Scorecard.
- 7) Update on the changes to the Accreditation Framework and Process**
 - an update on the changes being made to the Accreditation Framework and Process, with emphasis on the Self-Assessment Report and the role of the IQEU Lead in the self-assessment phase of the process.

MONDAY 12TH DECEMBER

- 8) Current Quality Assurance tools and processes**
 - A summary of the tools developed through the PAL Program and elsewhere to support quality assurance activity, including Program Approval and Monitoring Policy
 - Wasiq to report on the developments at Kandahar, specifically:
 - The department review process
 - The new performance review process for Deans and Deputy Deans
 - Discussion on the potential for these processes to be introduced by IQEU Leads.
- 9) Update on Strategic Planning and Implementation Planning**
 - a discussion on the developments taking place in Institutional Strategic Planning and the planning requirement for the IQEU Lead, based on the templates developed for them.
- 10) IQEU Implementation Planning**
 - IQEU Leads work together to develop (draft / final) Implementation Plans for their institutions.

11) Engaging the institution

- A discussion about methods for engaging the institution in quality assurance and enhancement

12) Facilitation Skills (facilitating the IQEC)

- a session on facilitation skills with specific focus on facilitating sessions with IQACs to progress strategic planning, assessment against the HEDP Scorecard and managing self-assessment.

13) Addressing barriers and next steps

- addressing any barriers identified on Day 1 that have not yet been addressed and planning next steps for IQEU Leads on return to their institutions.

DRAFT TIMETABLE FOR PAL4 WORKSHOP – DELHI 13-15/12/2016

Tuesday 13/12

• **Introductions and Agenda**

• **Presentations**

- QAAD – Sadaat
- HEDP – Darwish
- USWDP – Jeff

• **Progress Reviews and Reports**

- Groups from within institutions review progress at institutional level (VCAAs, IQEU Leads, CEQA Leads, Peer Reviewers)
- Institutions report back on progress

• **Accreditation Framework**

- Update on the development of the new Accreditation Framework and Process
- Feedback from pilot institutions and consultation phase

Wednesday 14/12

• **Accreditation Framework**

- Discussions/reviews of:
 - draft 3 of Accreditation Framework
 - Current version of accreditation process
 - Current version of Self-Assessment Report template
 - Current version of Peer Review Report
 - Draft of Institutional Handbook
 - Draft of Peer Reviewer Handbook

- Discussion re formal introduction and implementation planning

- **CEQA**
 - Update on CEQA Status awards
 - CEQA Award ceremony

Thursday 15/12

- **Issues for discussion with Prof Babury**
- **Performance Review of Deans / Heads of Department**
 - update from Kandahar University
- **CEQA**
 - The future for CEQAs
 - The future for the Delhi forum
- **Program Approval and Review Policy**
 - Update on development of policy guidelines
- **Professional Development Centre program**
 - Update on plans for a PAL program supporting the development of PDCs.

Photographs:



Q&A Session on 4th day of the workshop



Kandahar IQEU Lead Presenting Progress of Quality Assurance and Program Review



Working Group Session Reviewing the Draft Templates



OMST Director Presenting the Project the Quality Assurance Component Progress