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OF KHOJA SHIA ITHNA-ASHERI MUSLIM COMMUNITIES

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Islamic Institute for Postgraduate Studies (IIPS) Report to WF Conference 2011

وَمَا كَانَ الْمُؤْمِنُونَ لِيَنفِرُوا كَآفَّةً فَلَوْلَا نَفَرَ مِن كُلِّ فِرْقَةٍ مِّنْهُمْ طَائِفَةٌ لِّيَتَفَقَّهُوا فِي
الدِّينِ وَلِيُنذِرُوا قَوْمَهُمْ إِذَا رَجَعُوا إِلَيْهِمْ لَعَلَّهُمْ يَحْذَرُونَ

And the believers should not all go out to fight. Of every troop of them, a party only should go forth, that they (who are left behind) may gain sound knowledge in religion, and that they may warn their folk when they return to them, so that they may beware. (Holy Qur'an, 9:122)

Preamble

The IIPS was designed to provide high quality Islamic scholars and preachers to communities throughout the world in a medium and style that would be the most conducive to learning about Islam. It is an ambitious project that aims to fuse together traditional Islamic sciences with modern academic approaches and skills.

In this respect, Sayyid Hosein Nasr provides a powerful observation whilst introducing the personality of Allama Sayyid Muhammad Husain Tabatabai:

"In Persia, as elsewhere in the Muslim world there are today two types of men concerned with religious questions:

- *the traditional authorities, who are as a rule completely unaware of the nature of the mental structure of the modern man or at best the modern world, and*
- *and the modernized so-called "intellectuals", whose attachment to Islam is often only sentimental and apologetic and who usually present a version of Islam which would not be acceptable to the traditionalists or to the Muslim community (ummah).*

"Only in the past few years has a new class of scholars, still small in number come into being which is both orthodox and traditional in the profound sense of these terms and at the same time knows well the modern world and the language necessary to reach the intelligent Western reader."¹

¹ Sayyid M. H. Tabatabai, *SHIA*, with introduction by Sayyid Hosein Nasr, pp.18-19



Background

The World Federation's Executive Council meeting held in Hyderi Jamaat (South London) in February 2010 resolved to form a Review Team to study all aspects of the Muballigheen Training Programme and to report its findings to the Executive Council.

The report was worked upon by the appointed team, and their findings were presented to the Executive Council in December 2010 in Birmingham. Upon hearing the report, The Executive Council resolved to wind-down the current infrastructure in Damascus after the students have completed their studies, whilst honouring its commitment to the current students to complete the Programme. Essentially, the Executive Council highlighted two main concerns:

1. The possibility that the Institute lacked the formal written permission of the Syrian authorities to operate
2. The high expenses of the Institute and whether this was a justified investment

Additionally, bearing in mind the size of investment into the Programme and the immense efforts that have gone into it, the Executive Council empowered the Office Bearers to study alternative options and to present its findings to The World Federation Conference in May 2011 to finally decide the form and location the IIPS takes from the academic year starting September 2011, in accordance with the vision and objectives laid down in the 2006 Triennial Conference of The World Federation.

This paper provides an overview of the Office Bearer's study of the alternatives and the possible future direction of IIPS. Essentially, the study looked at two key components: an alternative location, and how to increase student numbers. Alongside this, the Office Bearers engaged an independent organisation to assess the IIPS finances. This report also provides an overview of a suggested governance arrangement.

Methodology

The methodology applied in reaching specific conclusions in this paper is summarised below:

- The Office Bearers met Ayatullah Sistani in Najaf in February 2011 to seek advice regarding the future of IIPS. In particular, they highlighted the lack of its 'legal status' in Damascus. The Office Bearers also explored the potential of moving IIPS to Najaf.
- The Office Bearers requested Shaykh Muhammad Khalfan, Head of the Eastern Curriculum at IIPS, to visit Najaf and assess the viability of a potential move there, both academically and logistically.
- The Office Bearers also visited Qum and discussed various options with senior ulama, students and others to explore potential avenues for IIPS and its future.
- The Office Bearers held a meeting with Winchester University to explore options regarding the MA programme as well as a future PhD programme.



- An independent accounting firm was tasked to study all options and come up with viable costings under each categorisation (Appendix A, with the full report at Appendix B).

Alternative Location

The Office Bearers led a delegation who visited a number of potential sites for the relocation of IIPS, including Qum, Najaf, and sites in the United Kingdom. Damascus was also reconstituted as an option, on the condition that the necessary permissions were obtained. Furthermore, Winchester University was consulted on the scope of extending the partnership with IIPS into the PhD field of studies.

Summary of Developments:

- **Damascus:** At the meeting in Najaf, Ayatullah Sistani urged the Office Bearer's to continue to pursue the option of Damascus in the short term, and to consider Najaf as a longer term location. Ayatullah Sistani agreed that whilst Qum was an option and indeed that he supported 40,000 students there, he felt the essence of true learning was best served in Najaf, which he concluded was the right place for our community students.
- He stated that both the security situation, as well as the infrastructural facilities in Najaf, were not yet sufficiently in place to be able to cater for our students. However, it should be noted that this visit took place prior to the deterioration of the political situation in Syria.

On the issue of the lack of official written permission in Damascus, he pledged his personal support by instructing his representative in Damascus to look into the matter and provide the necessary endorsement for the procurement of the permission. This letter of endorsement is at Appendix C. Unfortunately, even with the endorsement from the office of Ayatullah Sistani, we are yet to receive any official written permissions for our stay in Damascus. This is largely due to the change in government ministers and the current turmoil in Syria; all such requests and processes are on hold.

Indeed, due to the recent political unrest in Syria, the Institute was moved as a matter of emergency and has relocated to Birmingham where teaching has recommenced. This reality has greatly discouraged a return to Syria in the foreseeable future.

- **Qum:** The bureaucratic systems in Iran and the lack of Arabic has largely discouraged Qum as an option. However, the vast number of community students in Qum who are the obvious target group for enrollment into IIPS, as well as its position as the leading centre for Islamic Studies in the Shia world, means that there will need to be an ongoing collaboration with Qum for the foreseeable future.
- **Najaf:** At the time, Ayatullah Sistani discouraged an immediate move to Najaf as the situation in Damascus at that point in time was relatively stable and more favourable in comparison with Najaf. In fact, a section of the community from Madagascar has already set up an Institute of Islamic



Studies and has seen initial positive results (hereinafter referred to informally as the 'Madagascar Khoja Institute'). As a follow up, the Office Bearers requested an expert to visit the Institute and to provide an assessment report on the feasibility of relocating the IIPS to Najaf. There are positives and negatives in this:

Pros	Cons
Presence of Imam Ali (as) and his significance as the gateway to the city of knowledge	Lack of expertise in Najaf on a number of disciplines including philosophy, irfan, tafseer etc.
There is existing infrastructure through the Madagascar Khoja Institute	The Hawza of Najaf is not as developed and sophisticated as the Hawza of Qum
Ethical behaviour in general of the laity	No formal or government recognition / accreditation of Hawza studies, unlike that of the Hawza of Qum
General friendliness towards foreigners	Security concerns persist
Arabic environment	Restricted and limited recreational facilities and activities for families
International meeting place of zuwwar	Unreliable facilities at times: for example, electricity
Support of Marja means little bureaucracy	Susceptible to wind storms
Expert teachers are easily available and there is an influx of greater scholars returning to Najaf from Qum and elsewhere	
The Madagascar Khoja Institute has unreservedly assured us of any support and cooperation in Najaf; this will undoubtedly go a long way to setting up in Najaf as it will provide premises, teachers, and also a financial cushion	
There are already two senior lecturers committed to teaching if the IIPS relocates to Najaf, as well as access to more tutors that will be based at the Madagascar Khoja Institute in the future	



Costs in Najaf

The projected figures suggest that the costings in Najaf will be very similar to that of Damascus. A detailed analysis of this breakdown of costs can be found at Appendix A (with the full report at Appendix B).

- **Winchester University:** The University was consulted on the prospect of embarking upon a PhD programme and initial consultations have been very positive.

Increasing Student Numbers

It is a stark reality that IIPS has failed to recruit students. In order to increase student uptake of the course, the Office Bearers have studied a number of options to make the IIPS relevant, convenient, and accessible. These options can be chosen independently, or can run concurrently:

1. **Current IIPS Programme without employment:** The four-year course to continue, where Hawza modules, western academic modules, enrichment modules and skills seminars are offered, and thereafter encouraging the graduates to take up resident alim positions in the community for three years. However, there would be no commitment to ensuring their employment as is currently done.

Pros	Cons
Existing infrastructure and experience (first batch of students will complete their studies in 2011 and graduate in 2012)	Over four years, the recruitment of students towards this option has not been successful and hence this option has removed the commitment of conditional employment, in a hope to entice more people to take up the course
True to the original IIPS vision in encouraging resident alims to communities, albeit without conditional employment	The community has not been enthusiastic in supporting the current IIPS structure
	Marketing and recruitment of students has been difficult
	The costs of employing the graduates may not be sustainable for WF / Regions / Jamaats

2. **One-Year Intensive MA, with Spoken Arabic:** This would be aimed at existing Hawza students who are already engaged in Hawza studies but want to supplement



the Hawza studies with a western academic approach and to obtain a qualification from a western university. It will also help to refine the spoken Arabic of those studying in Iran.

Pros	Cons
Could start from September 2011	Limited options for the graduate once course is completed
Senior students in Qum have already expressed their interest in this option and also have the necessary BA equivalent to qualify for MA	There will be less tangible advantage to the WF / community in this option as graduates are not obligated to serve a jamaat; however, the community in general will be enriched with the knowledge and skills our senior students will bring
Will create an important link with students in Qum	Costs are relatively high
The initial reaction from students in Qum for this was very warm. Furthermore, if the students are able to continue to be based in Qum and study virtually then we anticipate a very positive uptake	
This will provide the potential for Western Academic approaches to benefit from scholars that can present Islam in a truer essence than is currently done so in an 'Orientalist' fashion	

3. Doctorate / PhD, Three-Year Programme: This would be accredited by applying to Winchester University and undertaking the accreditation process. Once accreditation is achieved, Qum would be the ideal setting for this course.

Pros	Cons
Considerable more options will be available to the graduate once the course is completed	There will be less tangible advantage to the WF / community in this option as graduates are not obligated to serve a jamaat
Senior students in Qum, as well as existing Muballigheen, have expressed their interest in this option	University fees will be relatively high



Will create an important step in our presence in Qum	
Location is flexible	

It should be noted that costings for this particular option have not been researched, and this area is work in progress for visiting at a later date.

4. Arabic Short Courses: 1 month, 3 months, 6 months, 1 year: These can be designed as structured Arabic modules aimed at beginners, intermediary, and advanced levels, for both youths and adults.

Pros	Cons
Could start from September 2011	There may be no tangible advantage to the WF / community in this option as graduates are not obligated to serve a jamaat
Will require very little infrastructure at the Institute	Maintaining regularity and discipline of the Institute with so much coming and going may prove difficult
Many community youths are already searching for such courses and are independently studying Arabic	
Options are flexible	
Will help to spread fixed costs	
Can be a taster into one of the longer options	
Once the course is marketed properly, it has immense potential to propel IIPS into the hearts and minds of the community to a great extent	
In line with the vision of the President in his Manifesto to enhance understanding of Arabic within the communities worldwide, leading to a better understanding and recitation of the Quran and hadith texts	



IIPS Governing Council

As part of their overall study into enhancing IIPS, the Office Bearers also studied the governance arrangements and structure of IIPS. This structure, once accepted and embedded, will serve the long term sustainability of IIPS. The current modus operandi where the Office Bearers and Islamic Education team assist the Dean in making key decisions is inefficient and unsustainable. The structure (Appendix D) provides autonomy for IIPS to a certain extent, whilst keeping it under the governance of The World Federation.

Decisions for Conference

This brief report outlines the numerous options for the future of IIPS. It will form the basis of a number of important decisions on the future of IIPS and must be read with clarity and complete understanding before any decision is taken.

Bearing in mind the information contained in this report, it is now for Conference to decide the following:

1. The future location of IIPS
2. The structure of the IIPS course(s)
3. The viability of the IIPS Governing Council

And all Praise is for Allah, Lord of the Worlds.

Munawer Rattansey (on behalf of all of the Office Bearers).

12 May 2011



Appendix A: Main costings as reported by Abacus Gold.

SYRIA – DAMASCUS		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4		1	4	1	4	x	4
Couples		8		5	3	5	3	2	2
Singles		4		2	2	2	2	1	1
Number of Students		20		12	8	12	8	15	5
Combined Number of Students				20		20		20	
SET-UP COSTS									
Setup Costs		£0		£0	£0	£0	£0	£0	£0
ANNUAL COSTS									
Student Costs		£43,200		£25,600	£17,600	£25,600	£17,600	£24,800	£12,400
Program Costs		£4,650		£21,900	£6,959	£3,600	£6,959	£32,459	£6,959
Staff Costs		£89,276		£53,516	£35,760	£35,923	£51,603	£54,367	£34,409
Overheads		£28,279		£16,967	£11,311	£16,967	£11,311	£18,852	£9,426
IEB Apportioned Costs		£12,857		£7,714	£5,143	£7,714	£5,143	£8,571	£4,286
Total Annual Costs		£178,262		£125,697	£76,773	£89,805	£92,616	£139,049	£67,480
TOTAL COSTS		£178,262		£125,697	£76,773	£89,805	£92,616	£139,049	£67,480
COMBINED ANNUAL COSTS		£178,262		£202,471		£182,421		£206,529	
COSTS OVER 3 YEARS		£534,785		£607,412		£547,262		£619,588	
COSTS OVER 4 YEARS		£713,047		£809,882		£729,682		£826,117	



IRAQ – NAJAF		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4		1	4	1	4	x	4
Couples		5		4	2	4	2	1	2
Singles		5		2	1	2	1	1	2
Number of Students		15		10	5	10	5	9	6
Combined Number of Students				15		15		15	
SET-UP COSTS									
Setup Costs		£63,327		£41,208	£20,604	£41,208	£20,604	£7,575	£7,575
ANNUAL COSTS									
Student Costs		£22,725		£15,150	£7,575	£15,271	£7,636	£9,090	£9,090
Program Costs		£3,438		£21,900	£3,438	£3,600	£3,438	£25,500	£3,438
Staff Costs		£55,532		£36,855	£18,427	£30,346	£23,436	£26,039	£29,243
Overheads		£55,642		£37,094	£18,547	£37,094	£18,547	£27,821	£27,821
IEB Apportioned Costs		£12,857		£8,571	£4,286	£8,571	£4,286	£6,429	£6,429
Total Annual Costs		£150,193		£119,571	£52,273	£94,883	£57,342	£94,879	£76,020
TOTAL COSTS		£213,520		£160,779	£72,877	£136,091	£77,946	£102,454	£83,595
COMBINED ANNUAL COSTS									
COSTS OVER 3 YEARS		£513,907		£577,342		£518,488		£527,845	
COSTS OVER 4 YEARS		£664,101		£749,186		£670,713		£698,744	



Appendix B: Full report by Abacus Gold, 'Programme Options for the Better Utilisation of the Islamic Institute for Postgraduate Studies'.

PROGRAMME OPTIONS FOR THE BETTER UTILISATION OF THE ISLAMIC INSTITUTE FOR POSTGRADUATE STUDIES

A Cost Comparison





About This Study

- Analyses the potential costs of running additional courses alongside the existing 4 year *Muballigheen Training Programme* (MTP) at the Islamic Institute for Postgraduate Studies (IIPS) based in Damascus, Syria
- The 4 year MTP remains the core programme for all options under consideration
- The analysis also evaluates the potential cost implications of relocating the IIPS to Najaf, Iraq
- The authors are independent of the World Federation and its affiliates and are not part of the Khoja Community.





Background

THE IIPS

- Founded 4 years
- Capacity to accommodate 30 students in its 3 lecture theatres
- IIPS has a target of target of teaching 15 students every year

THE COURSE

- Combines standard Islamic seminary training modules with modern academic subjects
- 4 year MTP which includes an MA degree accredited by Winchester University
- Designed to train Muballigheen with the necessary competencies to be able to serve the 120 Jamaats that are members of the World Federation and Regional Federations

THE STUDENTS

- Students receive free accommodation as well as a stipend and are taught by a high-quality faculty

FAILINGS

- Currently serves 5 students (2 couples and 1 single person)
- Latent demand for such courses is evidenced by the student numbers at Qum and the establishment of a Hawza by Madagascan Khojas in Najaf, Iraq.
- The existing marketing campaign has failed to attract students which has resulted in the under-utilisation of facilities in Damascus.





Analysis Model

Analysis model is designed to allow direct comparison between each of the options:

1. 4 year MTP. This is the core course and the reason for the creation of the IIPS
2. 1 year MA. This option analyses the cost implications of running a 1 year MA alongside the 4 year MTP
3. 1 year Arabic course. This option analyses the cost implications of running a 1 year non-secular Arabic course alongside the 4 year MTP
4. The final option considers the cost implications of running the core 4 year MTP, as well as options 2, 3 and 4 simultaneously

NB, neither inflation or political risk have been factored into the model





Scenarios

For each option in each section, 3 scenarios have been input into the analysis model;

1. Under-performance - a total of 10 students
2. Optimal - a total of 15 students
3. Over-performance - a total of 20 students

Tables for each scenario can be found in Appendix 2



Analysis

- If student numbers can be increased then the 4 year MTP alone is the most cost effective option
- If annual intake of 4 year MTP students cannot be increased then:
 - The most cost effective option is to run a 1 year, non-secular, Arabic course in parallel to the 4 year MTP
 - The introduction of an Arabic course is likely to result in the IIPS facilities being fully utilised but will not contribute to its stated goal of training Muballigheen



Analysis

- The option to initiate a 1 year MA, alongside the core 4 year MTP is also attractive:
 - It allowa students from Qum and other Hawzas to complete their studies at the IIPS and qualify with a UK degree
 - The costs for this option are higher than other options





Analysis

- Running all options simultaneously:
 - Practically difficult as it will result in 3 separate programmes being run in parallel while remaining limited to 3 class rooms (in Damascus) which can only accommodate 10 students each.
- Due to the high setup costs in Najaf, the Iraqi option seems unattractive at first glance:
 - However, on-going running costs are lower in Najaf than in Syria
 - Najaf would be a lower cost option in the long-term.



Political Risk

- Arab world is experiencing a period of upheaval
- This has been acutely felt in Iraq for a number of years
- Currently being felt in Syria
- Security is likely to be a key concern for all potential participants and their families





Political Risk

- The Organisation for Economic Cooperation and Development (OECD) currently rates the country credit risk for both Syria and Iraq at 7 out of 7, i.e. the highest level of risk (as at 31/03/2011)
- Such economic and political risk indicators provide a valuable insight into how both countries are perceived in terms of doing business and long-term stability.

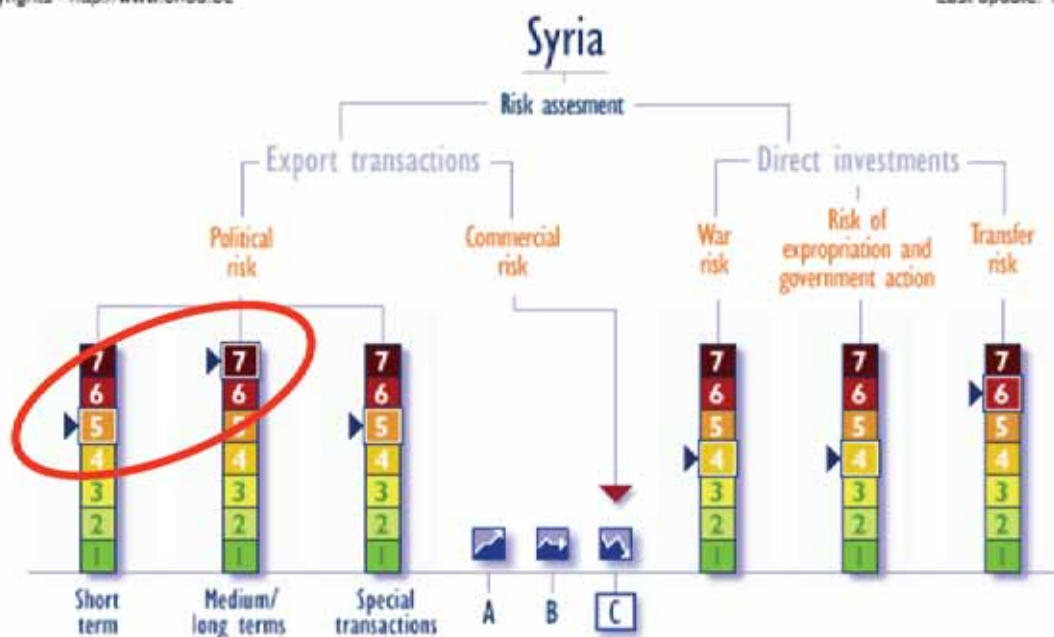




Political Risk

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Last update: 12/04/2011



SOURCE: Office National Du Ducroire (ONDD) - the Belgian public credit insurer

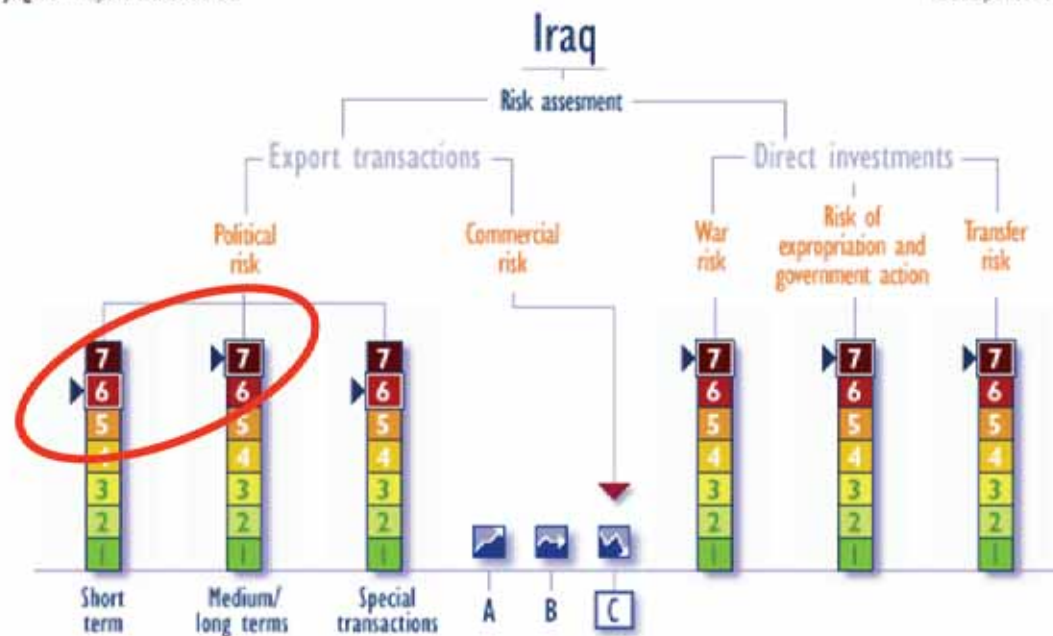




Political Risk

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Last update: 11/04/2011



SOURCE: Office National Du Ducroire (ONDD) - the Belgian public credit insurer





Recommendations

4 year MTP is core to the objectives of the IIPS

1. Evaluate methods of attracting more students to the core 4 year MTP
 - Requires an understanding of why students are currently choosing not to study at the IIPS
2. Conduct a demand study into the establishment of a 1 year MA to attract students from other Hawzas
 - To complete their studies with a UK post-graduate qualification





Appendix 1 - Assumptions

General	There are no couples with children
1 Year MA	1 year MA runs in parallel to the 4 year MTP
Arabic courses	Arabic course is run in parallel to the 4 year MTP Arabic course is of a 1 year duration
Najaf	Assume 220 actual working days a year - 5 days per week less 40 days holiday



Appendix 2 – Scenario analysis

UNDER-PERFORMANCE

SYRIA - DAMASCUS		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4	4	1	4	1	4	4	4
Couples		3	3	3	3	3	3	3	3
Singles		4	4	1	1	1	1	1	1
Number of Students		10	7	7	3	7	3	9	2
Combined Number of Students			10	10		10		11	
SET-UP COSTS									
Setup Costs	£0		£0		£0	£0	£0	£0	£0
ANNUAL COSTS									
Student Costs	£23,200		£16,400		£8,400	£16,400	£8,400	£16,800	£4,000
Program Costs	£4,650		£21,900		£6,959	£3,600	£6,959	£32,459	£6,959
Staff Costs	£88,026		£61,393		£26,383	£41,910	£44,866	£61,496	£26,030
Overheads	£28,279		£19,795		£8,484	£19,795	£8,484	£21,204	£7,070
EB Apportioned Costs	£12,857		£9,000		£3,857	£9,000	£3,857	£9,643	£3,214
Total Annual Costs	£157,012		£128,488		£54,082	£90,705	£72,569	£141,607	£47,272
TOTAL COSTS	£157,012		£128,488		£54,082	£90,705	£72,569	£141,607	£47,272
COMBINED ANNUAL COSTS		£157,012		£182,571		£163,271		£188,879	
COSTS OVER 3 YEARS		£471,035		£547,712		£489,812		£566,638	
COSTS OVER 4 YEARS		£628,047		£730,282		£653,082		£755,517	



UNDER-PERFORMANCE

IRAQ - NAJAF		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4	4	1	4	1	4	4	4
Couples		3	3	3	3	3	3	3	3
Singles		4	4	1	1	1	1	1	1
Number of Students		10	7	7	3	7	3	9	2
Combined Number of Students			10	10		10		11	
SET-UP COSTS									
Setup Costs		£57,267		£41,147	£17,635	£41,147	£17,635	£7,954	£2,651
ANNUAL COSTS									
Student Costs		£15,150		£10,608	£4,549	£10,668	£4,608	£9,090	£3,030
Program Costs		£3,438		£21,900	£3,438	£3,600	£3,438	£25,500	£3,438
Staff Costs		£54,782		£38,127	£16,410	£31,864	£21,668	£39,420	£14,862
Overheads		£55,642		£38,941	£16,692	£38,941	£16,692	£41,731	£13,910
EB Apportioned Costs		£12,857		£9,000	£3,857	£9,000	£3,857	£9,643	£3,214
Total Annual Costs		£141,868		£118,577	£44,942	£94,078	£50,261	£125,384	£38,454
TOTAL COSTS		£199,135		£159,724	£62,577	£135,226	£67,896	£133,338	£41,106
COMBINED ANNUAL COSTS		£199,135		£222,300		£203,122		£174,443	
COSTS OVER 3 YEARS		£482,872		£549,337		£491,801		£502,120	
COSTS OVER 4 YEARS		£624,741		£712,856		£636,141		£665,959	



OPTIMAL

SYRIA - DAMASCUS		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4	4	1	4	1	4	4	4
Couples		5	5	4	4	4	4	4	4
Singles		5	5	2	2	2	2	1	2
Number of Students		15	15	10	10	10	10	4	6
Combined Number of Students				15	15	15	15	15	15
SET-UP COSTS									
Setup Costs		£0	£0	£0	£0	£0	£0	£0	£0
ANNUAL COSTS									
Student Costs		£35,600	£21,600	£12,400	£12,400	£21,600	£12,400	£16,800	£13,600
Program Costs		£4,650	£21,900	£6,959	£6,959	£3,600	£6,959	£32,459	£6,959
Staff Costs		£88,776	£59,017	£29,509	£29,509	£39,915	£47,111	£39,487	£49,039
Overheads		£28,279	£18,852	£9,426	£9,426	£18,852	£9,426	£14,139	£14,139
IEB Apportioned Costs		£12,857	£8,571	£4,286	£4,286	£8,571	£4,286	£6,429	£6,429
Total Annual Costs		£170,162	£129,941	£62,579	£62,579	£92,539	£80,182	£109,314	£90,169
TOTAL COSTS		£170,162	£129,941	£62,579	£62,579	£92,539	£80,182	£109,314	£90,169
COMBINED ANNUAL COSTS		£170,162	£129,941	£62,579	£62,579	£92,539	£80,182	£109,314	£90,169
COSTS OVER 3 YEARS		£510,485	£389,822	£187,737	£187,737	£277,617	£240,546	£327,942	£270,507
COSTS OVER 4 YEARS		£680,647	£519,763	£250,316	£250,316	£370,156	£320,728	£437,256	£360,676



OPTIMAL

IRAQ - NAJAF		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4	4	1	4	1	4	4	4
Couples		5	5	4	2	4	2	1	2
Singles		5	5	2	1	2	1	1	2
Number of Students		15	15	10	5	10	5	5	6
Combined Number of Students				15		15		15	
SET-UP COSTS									
Setup Costs		£63,327		£41,208	£20,604	£41,208	£20,604	£7,575	£7,575
ANNUAL COSTS									
Student Costs		£22,725		£15,150	£7,575	£15,271	£7,636	£9,090	£9,090
Program Costs		£3,438		£21,900	£3,438	£3,600	£3,438	£25,500	£3,438
Staff Costs		£55,532		£36,855	£18,427	£30,346	£23,436	£26,039	£29,243
Overheads		£55,642		£37,094	£18,547	£37,094	£18,547	£27,821	£27,821
EB Apportioned Costs		£12,857		£8,571	£4,286	£8,571	£4,286	£6,429	£6,429
Total Annual Costs		£150,193		£119,571	£52,273	£94,883	£57,342	£94,879	£76,020
TOTAL COSTS		£213,520		£160,779	£72,877	£136,091	£77,946	£102,454	£83,599
COMBINED ANNUAL COSTS		£213,520		£233,655		£214,037		£186,048	
COSTS OVER 3 YEARS		£513,907		£577,342		£518,488		£527,845	
COSTS OVER 4 YEARS		£664,101		£749,186		£670,713		£698,744	



OVER-PERFORMANCE

SYRIA - DAMASCUS		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4	4	1	4	1	4	4	4
Couples		8	8	9	8	9	8	2	2
Singles		4	4	2	2	2	2	1	1
Number of Students		20	20	12	8	12	8	15	5
Combined Number of Students			20			20		20	
SET-UP COSTS									
Setup Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0
ANNUAL COSTS									
Student Costs	£43,200	£25,600	£17,600	£25,600	£17,600	£24,800	£12,400		
Program Costs	£4,650	£21,900	£6,950	£3,600	£6,950	£32,450	£6,950		
Staff Costs	£89,276	£53,516	£35,760	£35,924	£51,603	£54,367	£34,409		
Overheads	£28,279	£16,967	£11,311	£16,967	£11,311	£18,852	£9,426		
EB Apportioned Costs	£12,857	£7,714	£5,143	£7,714	£5,143	£8,571	£4,286		
Total Annual Costs	£178,262	£125,697	£76,773	£89,805	£92,616	£139,049	£67,480		
TOTAL COSTS	£178,262	£125,697	£76,773	£89,805	£92,616	£139,049	£67,480		
COMBINED ANNUAL COSTS		£178,262	£202,471	£182,421	£206,529				
COSTS OVER 3 YEARS		£534,785	£607,412	£547,262	£619,588				
COSTS OVER 4 YEARS		£713,047	£809,882	£729,682	£826,117				



OVER-PERFORMANCE

IRAQ - NAJAF		COST COMPARISON OF IIPS OPTIONS							
		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
		4 YEAR MTP		1 YEAR MA	4 YEAR MTP	ARABIC COURSE	4 YEAR MTP	ALL COURSES	4 YEAR MTP
Duration (Years)		4	4	1	4	1	4	4	4
Couples		8	8	9	8	9	8	2	8
Singles		4	4	2	4	2	4	1	4
Number of Students		20	20	12	8	12	8	15	5
Combined Number of Students				20		20		20	
SET-UP COSTS									
Setup Costs		£64,842		£38,905	£25,937	£38,905	£25,937	£12,120	£6,060
ANNUAL COSTS									
Student Costs		£30,300		£18,180	£12,120	£18,301	£12,241	£15,150	£7,575
Program Costs		£3,438		£21,900	£3,438	£3,600	£3,438	£25,500	£3,438
Staff Costs		£56,032		£33,564	£22,469	£27,312	£26,970	£35,378	£20,154
Overheads		£55,642		£33,385	£22,257	£33,385	£22,257	£37,094	£18,547
EB Apportioned Costs		£12,857		£7,714	£5,143	£7,714	£5,143	£8,571	£4,286
Total Annual Costs		£158,268		£114,748	£65,420	£90,312	£70,049	£121,694	£54,000
TOTAL COSTS		£223,110		£153,654	£91,357	£129,217	£95,986	£133,814	£60,060
COMBINED ANNUAL COSTS		£223,110		£245,010		£225,203		£193,873	
COSTS OVER 3 YEARS		£539,647		£605,347		£545,925		£545,260	
COSTS OVER 4 YEARS		£697,916		£785,516		£706,286		£720,954	



Appendix 3 - Key Contributors

- Developed based on input from:
- Dr Mahmood Abdulla, Dean of the IIPS
- Sheikh Muhammad Khalfan, author of a report into the Hawza established by Madagascan Khojas in Najaf
- With support from office bearers and staff of the World Federation





About Us

Abacus Gold is a full-service, London-based, accountancy, taxation and business advisory practice. It specialises in SMEs, charities and social enterprises. The firm's consultants help their clients by;

- removing the burden of legal compliance
- optimising the tax position of corporate entities and individuals
- developing management information
- delivering financial training
- creating business plans and forecasts
- guiding strategy development

For further information, please email info@abacusgold.com





الرقم: ١١٢٠
 التاريخ: ٢٠١١/٠٢/٢٤

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

مَكْتَبُ
 وَرِثَةِ النَّبِيِّ ﷺ
 السَّيِّدِ السَّيِّدَانِي

إلى: من يهمه الأمر

نؤيد لكم أن الحوزة الإسلامية للدراسات العليا التابعة للاتحاد العالمي لتجمع
 مسلمي الخوجة هي معتمدة من قبل مكتب آية الله العظمى السيد السيستاني دام
 ظلّه في دمشق.

 الشيخ عبد الحليم الجبوياني

سورية - دمشق - السيدة زينب ﷺ - ص.ب. ٣٢١ - هاتف: ٦٤٧٠٣١٤ - فاكس: ٦٤٧١٩٢٠ - E-Mail: seestani@seestani.com

Manager
al-Shaykh Abdul Haleem al-Bahbahani.



Appendix D: Proposed Governance Charter for Islamic Institute for Postgraduate Studies



Charter of The Islamic Institute for Postgraduate Studies

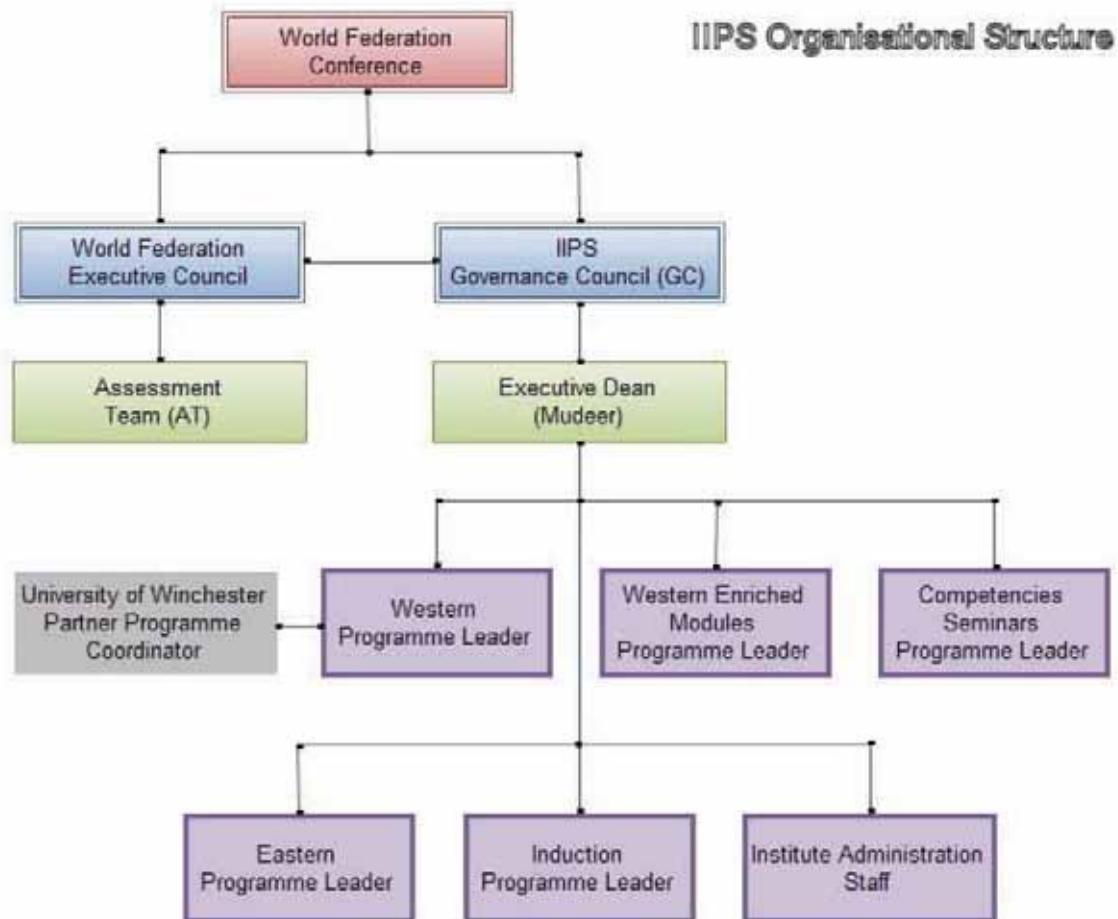
This is the Charter for the governance and operation of The Islamic Institute for Postgraduate Studies (IIPS) established by The World Federation of Khoja Shia Ithna-ashery Muslim Communities (WF).

Vision Statement of IIPS

The vision statement of the Institute is to be a vibrant, exemplary and a socially responsible Institute, offering highest quality Islamic religious educational programmes for the spiritual enhancement of the Shia Ithna-ashery Community in keeping with the teachings of the Holy Prophet Muhammad (saws) and his Ahlul Bayt (as).

Mission Statement of IIPS

The mission statement of the Institute is to train and to nurture Islamic Scholars who will in turn serve community and humanity, for advancement of the School of Ahlul Bayt (as).



1. IIPS Charter

1.1 Legal Status of the Institute.

The institute is a body which will be registered as an educational establishment under the laws of the United Kingdom. The Institute is empowered to and will be able to enter into contracts in any part of the world in carrying out its activities.

1.2 Constitution and governing documents of the Institute.

The Institute is regulated by the Charter and its Rules and Regulations. The Charter may be amended by the Conference of the WF and the Rules and Regulations may be made and amended by the Governing Council. All Rules and Regulations of the Institute and amendments thereto made by the Governing Council shall be tabled before the Conference.

1.3 Institute's Charter, Rules and Regulations



The Charter, Rules and Regulations are printed in the Institute's Official Record. This is available on the Web at <http://www.wfiips.org>.

2. Main Governing Body

The main governing body of the Institute is the Governing Council (GC).

2.1 Governing Council (GC)

There will be ten members of the Governing Council (GC):

1. Chairman;
2. Eastern Islamic Scholar (1);
3. Eastern Islamic Scholar (2);
4. Western Islamic Scholar (1);
5. Educationalist;
6. Financial Controller;
7. WF Vice-President (ex-officio);
8. Executive Dean (Mudeer) (ex-officio);
9. Community Member; and
10. Community Member

The first Chairman of the GC will be appointed by Conference of the WF in 2011. The rest of the GC members will be initially appointed by the Executive Council, in consultation with the Chairman, thereafter at subsequent conferences as set out below.

The members of the GC will be appointed to serve for a term of six years subject to the provision for rotation below. In order to ensure orderly rotation of the membership of the GC the first Chairman, first Community Member and first Educationalist shall vacate their membership of the GC at the end of first three years of their term and the first Eastern Islamic Scholar (1), first Western Islamic Scholar (1) and Second Community Member shall vacate their membership of the GC at the end of first six years of their term and thereupon three new members in their places will be appointed by the Conference of the WF on the basis of nominations made by the GC.

In the event of a vacancy occurring in the membership of GC for any other reason, it will be filled by appointment by the Conference of WF on the basis of nominations made by the GC, or, if it is not practicable to convene a Conference, by WF Executive Council on the basis of nominations made by the GC to WF Executive Council.

2.1.1 Powers of Governing Council

1. GC will be the supreme governing body of the Institute that ensures that the vision, mission and Islamic values of the Institute in accordance with this Charter are always preserved.



2. GC will set the policy of the Institute on academic matters, and will ensure that the Executive Dean (Mudeer) furthers, executes and implements that policy and may direct the Executive Dean (Mudeer) on any matter;
3. GC will approve all Higher Education training courses and will be responsible for the academic work of the Institute both in teaching and research;
4. GC will direct the fields of research and will approve research projects, proposing policies, priorities and coordination of research programmes;
5. GC will recommend the establishment of faculties and departments for specific subjects as may be desirable or necessary;
6. GC will regulate the admission of students to the Institute and make regulations concerning student discipline;
7. GC will appoint the Executive Dean (Mudeer) and appoint annually the external auditors with the approval of the WF office bearers;
8. GC will receive periodic reports from the Executive Dean (Mudeer) and an annual statement of accounts prepared by the Mudeer;
9. GC shall be responsible for appointment of honorary and emeritus professors and the award of honorary fellowships and degrees;
10. GC may enter into contracts on behalf of the Institute, including contracts of employment; All such contracts shall be signed by the Chairman or such other member or members of the GC as specified in the Rules and Regulations prescribed under this Charter;
11. GC shall manage all the Institute's financial and other affairs, and with prior approval of WF Office Bearers make investments, and sell, buy and lease property in furtherance of the objectives of the Institute;
12. GC may borrow money and mortgage Institute property with prior approval of WF Office Bearers;
13. GC will set the Institute's borrowing limits in accordance with the Rules and Regulations prescribed under this Charter and shall report them each year to WF Executive Council;
14. GC will investigate and if appropriate redress any grievance brought to GC by officers, staff, or students of the Institute;
15. GC may establish committees to advise GC on a wide range of areas, including Education, Finance, Estates, Staff, Health and Safety, Strategy, Audit and Equality and Diversity. Committees of the GC may also include the Planning and Resources Committee, the Education Committee and the Research Committee.
16. The Chairman and the WF Vice-President shall represent the GC and IIPS in all legal proceedings against the IIPS;
17. In carrying out its functions and exercising its powers and discharging its duties under this Charter the GC shall be accountable to and report to the Conference



on its activities and the activities of the committees established by it under paragraph 15.

2.1.2 Meetings of GC

1. GC will normally meet once every Institute Term or such other date as may be agreed;
2. GC may hold special meetings at the request of its members;
3. GC shall review and consider the annual accounts and the strategy and management of the Institute.
4. The quorum of GC shall be six members of whom one shall be the Chairman. Where the Chairman is unable to be present due to ill health and incapacity or for other reasons the members present shall elect one of the members present as the Chairman for that meeting of the GC.

2.2 Assessment Team (AT)

There will be five members of the Assessment Team (AT):

1. Eastern Islamic Scholar;
2. Western Islamic Scholar;
3. Arabic Scholar;
4. Serving Resident Aalim and
5. Community Elder.

The initial members of the AT will be appointed by the 2011 Conference of the WF to serve for six years. Thereafter subsequent members shall be appointed by WF Conference on the basis of nominations made by the GC.

In the event of a vacancy occurring in the membership of AT, it will be filled by appointment by the Conference of WF or, if it is not practicable to convene a Conference, by WF Executive Council in either case on the basis of nominations made by the GC.

In carrying out its functions and exercising its powers and discharging its duties under this Charter, the AT shall be accountable to and shall report to the WF Executive Council.

2.2.1 Visits of AT

AT will normally visit the Institute once every two years and as an integrated technical team jointly carry out the tasks, functions and duties set out in clause 2.2.2. The AT deliberations will be presided by the Community Elder member or in his absence any other AT member agreed by the AT members. Reports of the AT will be signed by all AT



members. Additional AT visits shall be undertaken by AT if so required by the GC or the WF Executive Council.

2.2.2 Powers and Duties of AT

1. The Primary function of the AT is to carry out quality assurance of the Institute, based on the methodology provided by the GC, preparing a report to be shared with the WF Executive Council after consultation with the GC;
2. AT shall audit faculties and make recommendations to GC about academic posts and the structure of faculties and departments;
3. AT shall also advise GC on changes to Rules and Regulations;
4. AT shall advise GC as to the appointment or removal from office of the officials or academic staff;
5. AT may bring to the attention of GC an opinion on any matter relating to the Institute and GC shall take AT's views into consideration.

2.3 Salaries and allowances of GC and AT members

The salaries, remuneration, honorarium, allowances or all other amounts payable to GC and AT members and officials and employees of the IIPS shall be as prescribed in the Rules and Regulations under this Charter.

3. Institute Officers

The following are senior officers of the IIPS:

3.1 The Executive Dean (Mudeer)

The Executive Dean (Mudeer) will be an employee of the Institute located in the country where IIPS is located and will be appointed by GC with approval of the WF office bearers. The Executive Dean (Mudeer) will be accountable and report to the GC. The Executive Dean (Mudeer) will hold office for five years when he will be re-appointed or replaced.

The Executive Dean (Mudeer)'s duties will include:

1. Administration of the Institute within and in accordance with the general policies as decided by the GC;
2. Proposing the needed policies, programmes and strategies to the GC;
3. Attending the GC meetings;
4. Assisting and carrying out such functions as may be delegated to him by GC.

Detailed Job Specification of The Executive Dean (Mudeer) is specified in Appendix One hereto and Appendix One may be amended by Rules and Regulations prescribed under this Charter.



3.2 University of Winchester Partner Programme Coordinator (UWPPC)

The UWPPC will be appointed by the University of Winchester as per the Memorandum of Agreement between the University and The World Federation. UWPPC will have duties and report to the University of Winchester as per the Memorandum of Agreement with University of Winchester.

3.3 Western Programme Leader (WPL)

The WPL will be appointed by the Executive Dean (Mudeer) with the approval of GC for such term as may be specified and shall be accountable to and shall report to Executive Dean (Mudeer). WPL shall be internationally based and be responsible for the MA Programme delivery and all liaison activities with the University of Winchester.

3.4 Eastern Programme Leader (EPL)

The EPL will be an employee of the Institute and appointed by the Executive Dean (Mudeer) with the approval of the GC for such term as may be specified and shall report to Executive Dean (Mudeer). EPL shall be located in the country where the IIPS is located and be responsible for the Eastern Modules Programme delivery through Lecturers and Tutors.

3.5 Western Enriched Modules Programme Leader (WEMPL)

The WEMPL will be appointed by the Executive Dean (Mudeer) with the approval of GC for such term as may be specified and shall be accountable to and shall report to Executive Dean (Mudeer). WEMPL shall be internationally based and be responsible for the Western Enriched Modules Programme delivery.

3.6 Competencies Training Seminars Programme Leader (CTSPL)

The CTSPL will be appointed by the Executive Dean (Mudeer) with the approval of GC for such term as may be specified and shall be accountable to and shall report to Executive Dean (Mudeer). CTSPL shall be internationally based and be responsible for the Competencies Training Seminars Programme delivery.

3.7 Induction Programme Leader (IPL)

The IPL will be an employee of the Institute and appointed by the Executive Dean (Mudeer) with the approval of GC for such term as may be specified and shall report to Executive Dean (Mudeer). IPL shall be located in the country where the IIPS is located and responsible for first year students' programmes and their welfare.

3.8 Detailed terms of employment



The detailed terms of reference, the job descriptions and terms of employment of the WPL, EPL WEML, CTSPL, IPL and other officials and employees of the Institute shall be set out and elaborated in the Rules and Regulations of the Institute.

4. IIPS Financial Affairs

The primary funding for the Institute will come from Scholarships for the students attending the Institute, through WF. The Institute will also be entitled to receive funds from Endowments, Philanthropists and Institutional grants from Community Organisations or other sources approved by WF Executive Council and any income from the investments made by Institute.

As a public organisation accountable to the Community and in particular to the WF, the Institute:

1. Undertakes to and shall publish its audited accounts on an annual basis;
2. Shall provide and review structures and procedures to ensure proper custodianship, probity, transparency and accountability for all funds received, disbursed and held by the Institute.

5. Property and assets of the IIPS

All property and assets of the IIPS shall be held by the trustees of the WF for the benefit and purposes of the IIPS under this Charter. Funds required for operations and activities of the IIPS shall be held and disbursed by the GC in accordance with procedures and arrangements set out in the Rules and regulations under this Charter.

6. Dissolution of the IIPS

The IIPS may be dissolved by the WF Conference by a resolution of the Conference of the WF specifically called for this purpose by the Executive Council and passed at the Conference with a special majority of 80% of the members of the WF. In such event the assets, funds and property of the dissolved body shall be applied for a similar objective consistent with the Constitution of the WF as stated in the resolution.

7. Rules and Regulations

Subject to this Charter, Rules and Regulations prescribed under this Charter may cover any matter or matters necessary or desirable for or relating to the operations or workings of IIPS and all Rules and Regulations shall be consistent with this Charter.