OFSGOE ASSESSOR TRAINING PROGRAM

MODULE 1

INTRODUCTION TO OFSGOE

Version 1.0

The Onike Framework for Strategic Growth and Operational Excellence in Islamic Institutions

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LEARNING OUTCOMES

Upon successful completion of this module, participants should be able to:

1. Explain the rationale behind OFSGOE.
2. Understand the evolution of organisational excellence frameworks.
3. Describe the structure and philosophy of OFSGOE.
4. Explain the relationship between Islamic values and organisational excellence.
5. Identify the four pillars of OFSGOE.
6. Understand the role of assessors within the framework.
7. Conduct a preliminary institutional excellence review.

SECTION 1

THE EXCELLENCE CHALLENGE IN ISLAMIC INSTITUTIONS

Islamic institutions occupy a unique position within society.

Unlike purely commercial organisations, they pursue both:

- spiritual objectives
- societal objectives

Examples include:

- Mosques
- Da'wah organisations
- Islamic schools
- Islamic universities
- Islamic NGOs
- Islamic foundations
- Islamic financial institutions

Despite their noble missions, many institutions face challenges such as:

- weak governance
- limited strategic planning
- inadequate succession planning
- financial dependence
- poor performance measurement
- limited digital transformation

Many institutions excel spiritually but struggle organisationally.

OFSGOE was developed to address this gap.

REFLECTION EXERCISE

Discuss:

Why do some Islamic institutions survive for generations while others decline despite noble intentions?

SECTION 2

UNDERSTANDING ORGANISATIONAL EXCELLENCE

Organisational excellence refers to the systematic pursuit of superior performance and sustainable impact.

It involves:

- effectiveness
- efficiency
- innovation
- accountability
- continuous improvement

"Verily Allah has prescribed Iḥsān (perfection and excellence) in all things..." (Muslim)

"When one of you does something, Allah loves that you do it with excellence/thoroughly" (Hadith Answers 2015)

Excellence is not an event.

It is a culture.

Peter Drucker observed:

"What gets measured gets managed."

OFSGOE embraces this principle while integrating Islamic values.

SECTION 3

HISTORICAL EVOLUTION OF EXCELLENCE FRAMEWORKS

Stage 1

Quality Inspection Era

Focus:

- defect detection

Stage 2

Quality Control Era

Focus:

- compliance

Stage 3

Total Quality Management (TQM)

Focus:

- organisation-wide quality culture

Stage 4

Excellence Models

Examples:

- EFQM
- Baldrige Framework
- ISO Management Systems

Stage 5

Values-Based Excellence

OFSGOE belongs to this category.

It combines:

- organisational excellence
- Islamic ethics
- institutional sustainability

SECTION 4

WHY OFSGOE WAS DEVELOPED

Existing frameworks provide valuable guidance.

However, they do not sufficiently address:

- Islamic values
- Shariah governance
- ethical finance
- da'wah impact
- faith-based organisational missions

OFSGOE was therefore developed to:

1. Strengthen Islamic institutions.
2. Improve accountability.
3. Enhance sustainability.
4. Increase societal impact.
5. Promote excellence.

SECTION 5

PHILOSOPHICAL FOUNDATIONS OF OFSGOE

Tawḥīd

Unity of purpose.

Every institutional activity must align with divine objectives.

Amānah

Trustworthiness.

Resources are entrusted by Allah.

Iḥsān

Excellence.

The Prophet ﷺ said:

"Allah has prescribed excellence in all things."

(Muslim)

ʿAdl

Justice.

Fairness must guide decision-making.

Maṣlaḥah

Public benefit.

Institutions exist to create benefits for society.

SECTION 6

THE OFSGOE FRAMEWORK

OFSGOE consists of four integrated pillars.

PILLAR 1

Strategic Growth

Focus:

- strategic planning
- stakeholder engagement
- innovation
- growth sustainability

Weight:

25%

PILLAR 2

Operational Excellence

Focus:

- process effectiveness
- service quality
- human capital
- digital transformation

Weight:

25%

PILLAR 3

Ethical Finance

Focus:

- financial sustainability
- accountability
- transparency
- Shariah compliance

Weight:

25%

PILLAR 4

Governance & Sustainability

Focus:

- leadership
- governance
- risk management
- societal impact

Weight:

25%

SECTION 7

THE OFSGOE EXCELLENCE JOURNEY

Institutions progress through five stages.

Level 1

Emerging

Level 2

Developing

Level 3

Established

Level 4

High Performing

Level 5

Excellent

Assessment enables institutions to identify their current position and chart a path for improvement.

SECTION 8

THE ROLE OF THE ASSESSOR

Assessors are not inspectors.

They are:

- evaluators
- facilitators
- improvement partners

Their responsibilities include:

- reviewing evidence
- conducting interviews
- validating findings
- scoring performance
- preparing reports

SECTION 9

COMPETENCIES OF AN OFSGOE ASSESSOR

Professional Competencies

- analytical thinking
- report writing
- interviewing skills
- communication

Ethical Competencies

- integrity
- impartiality
- confidentiality

Islamic Competencies

- understanding Islamic governance

- understanding maqāṣid al-sharīʿah
- understanding Islamic institutional missions

CASE STUDY

A Mosque with Growing Attendance but Declining Finances

Questions:

1. Which OFSGOE pillars are affected?
2. What evidence should be collected?
3. What recommendations would you make?

GROUP EXERCISE

Conduct a mini-assessment of your organisation using:

- Strategic Growth
- Operational Excellence
- Ethical Finance
- Governance & Sustainability

Assign a preliminary score.

SUMMARY

OFSGOE was developed to help Islamic institutions achieve excellence through a balanced integration of:

- strategy
- operations
- governance
- finance
- sustainability
- Islamic values

The framework provides institutions with a practical pathway toward sustainable growth and transformational impact.

RECOMMENDED READING

Baldrige Excellence Framework.

EFQM Model.

AAOIFI Governance Standards.

IFSB Guiding Principles on Governance.

Drucker, P. Management: Tasks, Responsibilities, Practices.

Al-Ghazālī. Iḥyāʾ ʿUlūm al-Dīn.

Ibn Khaldūn. Al-Muqaddimah.

REFERENCES

Accounting and Auditing Organisation for Islamic Financial Institutions (AAOIFI).

European Foundation for Quality Management (EFQM). EFQM Model.

Islamic Financial Services Board (IFSB). Guiding Principles on Governance.

Drucker, P. (2008). Management.

Deming, W.E. Out of the Crisis.

Baldrige Performance Excellence Program.

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Ibn Khaldūn. Al-Muqaddimah.

Ali Shihab, S. M (2020) Ihsān: Dimension of Soulful Excellence, Retrieved 17 June, 2026 from https://en.islamonweb.net/ihsan-dimension-of-soulful-excellence

Hadith Answers (2015) Carrying Out Tasks Thoroughly

Retrieved 17 June, 2026 from https://hadithanswers.com/carrying-out-tasks-thoroughly/

APPENDIX A

COMPARATIVE ANALYSIS OF GLOBAL EXCELLENCE FRAMEWORKS

Introduction

OFSGOE was not developed in isolation. It draws lessons from leading global excellence frameworks while addressing the distinctive needs of Islamic institutions.

Comparison Matrix

Dimension	EFQM	Baldrige	ISO 9001	AAOIFI	IFSB	OFSGOE
Strategic Planning	✓	✓	Partial	Partial	Partial	✓
Operational Excellence	✓	✓	✓	No	No	✓
Governance	✓	✓	Partial	✓	✓	✓

Financial Sustainability	Limited	Limited	No	✓	✓	✓
Ethical Finance	No	No	No	✓	✓	✓
Islamic Values	No	No	No	✓	✓	✓
Social Impact	Partial	Partial	No	Limited	Limited	✓
Sustainability	Partial	Partial	Partial	Limited	Limited	✓

Key Distinction

OFSGOE uniquely integrates:

• Organisational Excellence • Islamic Governance • Ethical Finance • Strategic Growth • Institutional Sustainability

into a single assessment framework.

APPENDIX B

THE OFSGOE MATURITY MODEL

Level 1: Emerging Institution (0–20%)

Characteristics:

• Informal systems • Limited planning • Weak governance structures • Reactive management

Level 2: Developing Institution (21–40%)

Characteristics:

• Basic planning systems • Emerging governance structures • Initial performance indicators

Level 3: Established Institution (41–60%)

Characteristics:

• Documented systems • Active governance • Regular reporting

Level 4: High-Performing Institution (61–80%)

Characteristics:

• Strategic alignment • Data-driven decision-making • Continuous improvement culture

Level 5: Excellent Institution (81–100%)

Characteristics:

• International best practices • Sustainable growth • Strong stakeholder confidence • Transformational societal impact

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APPENDIX C

ISLAMIC FOUNDATIONS OF EXCELLENCE

Excellence (Iḥsān)

Allah says:

(إِنَّ ٱللَّهَ يَأْمُرُ بِٱلْعَدْلِ وَٱلْإِحْسَٰنِ)

"Indeed, Allah commands justice and excellence."

(Qur'an 16:90)

Trustworthiness (Amānah)

﴿إِنَّ ٱللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَى أَهْلِهَا﴾

"Indeed, Allah commands you to render trusts to whom they are due."

(Qur'an 4:58)

Accountability (Mas'ūliyyah)

The Prophet ﷺ said:

"Each of you is a shepherd and each of you is responsible for his flock."

(Bukhari and Muslim)

Continuous Improvement

The Prophet ﷺ said:

"The most beloved deeds to Allah are those that are consistent, even if they are small."

(Bukhari)

These principles form the ethical foundation of OFSGOE.

APPENDIX D

OFSGOE ASSESSOR CODE OF ETHICS

Every assessor shall:

Integrity

Act honestly and truthfully.

Confidentiality

Protect institutional information.

Independence

Avoid conflicts of interest.

Objectivity

Base conclusions on evidence.

Professionalism

Treat all institutions respectfully.

Justice

Apply standards consistently and fairly.

Accountability

Remain answerable for assessment decisions.

Violation of the Code may result in suspension or revocation of assessor certification.

APPENDIX E

NASFAT CASE EXAMPLE

Institutional Profile

Type: Faith-Based Islamic Organisation

Areas of Activity:

• Da'wah • Education • Healthcare • Community Development • Media

Preliminary OFSGOE Analysis

Strategic Growth

Strengths: • Clear mission • Strong membership base • National presence

Improvement Opportunities: • Formal growth metrics • Strategic performance dashboards

Operational Excellence

Strengths: • Multiple service delivery platforms

Improvement Opportunities: • Digital integration • Process standardization

Ethical Finance

Strengths: • Established donation culture

Improvement Opportunities: • Financial diversification • Sustainability planning

Governance & Sustainability

Strengths: • Structured leadership

Improvement Opportunities: • Succession planning • Risk management framework

Discussion Question:

What actions would move this institution from High-Performing to Excellent?

END-OF-MODULE EXAMINATION

Part A: Multiple Choice Questions

1. Which pillar addresses process effectiveness?

A. Strategic Growth B. Operational Excellence C. Ethical Finance D. Governance

2. Which principle emphasizes trustworthiness?

A. Iḥsān B. Tawḥīd C. Amānah D. Maṣlaḥah

3. Which framework inspired organisational excellence globally?

A. EFQM B. Baldrige C. Both A and B D. None

(20 questions total)

Part B: Short Essay

1. Explain why Islamic institutions require a distinct excellence framework.

2. Compare OFSGOE with EFQM.
3. Discuss the role of Iḥsān in organisational excellence.

Part C: Practical Assessment

Conduct a mini-assessment of an Islamic institution using the four OFSGOE pillars and prepare a two-page assessment summary.

Passing Score: 70%