

Activities & Task

Update of need analysis

- Preliminary desk research, collection of relevant data
- Identification of stakeholders
- Identification of existing governance frameworks and best practices
- Design and preparation of a diagnostic tool
- Self-evaluation for a final assessment study

The aim of the first work package is to realize an updated needs analysis able to identify gaps and priorities in governance practices that have to be addressed. First, the team of this work package will conduct a comprehensive desk research, consisting in reviewing relevant literature and collecting previous expertise in order to develop a baseline for building the following tasks (stakeholders map and diagnostic tool). It will be also important to standardize the concepts and terminologies of governance among consortium institutions. The identification of hypothetical stakeholders to be involved in innovative governance practices and further organisational change will be the base for the activities included in WP5. The leading partner will suggest and approve a diagnostic tool which will be used for the self-evaluation of each HEI, while the co-leader will guide the implementation itself of the self-evaluation. Results will be elaborated through a close collaboration between the leader and the co-leader. All the other partners should support this key step, in that it is of fundamental importance for the following tasks. During the field visit the results will be further discussed and finalized. A final preparation report will sum up all the work performed in this work package, thus representing a reference for all consortium members to understand the general and specific terminology of governance, as well as the baseline for training and actions plans in each HEIs.

Training and capacity building activities for internal staff in quality assurance and strategic planning

- Designing of training content and programme;
- Development of training methodology and didactic material;
- Selection of training participants;
- Implementation of online training for universities in Iraq;
- Preparation and organisation of training study visits at EU Universities (Siena, Evora and Aydin Istanbul Universities);
- Organizing and conducting capacity building activities in Iraq (training field missions in Basrah and Baghdad Universities)
- Organisation of some ToT at local level

After the analysis of the state of the art and the needs of the Iraqi universities involved in the project, the following work, led by Evora University, will consist in the coordination of the internal staff's (university leaders and academic body) capacity building in quality assurance and strategic planning. The capacity building will be realised through an initial online training for Iraqi universities, which will be focused on the strategic planning key concepts and aspects, on the relevant existent literature, as well as on the analysis of some best practices. After the carrying out of the online training modules, three 3-days training study visits at European Universities (Siena, Evora and Aydın Istanbul) will be organized. Study visits seek to follow-up and show the practice of good strategic planning. Once the study visits have been accomplished, experts from EU universities involved in the project will organize and conduct some field capacity building activities at local level. The training, in this sense, acts as a way of sharing and transferring the knowledge and skills developed and applied in order to contribute to the achievement of the project objective, namely the enhancement of governance practices through the improvement of autonomy, accountability, participation, internalization and management issues. All these aspects have a common basis: like all the governance matters, they need a good and proper strategic planning system to let all the goals related to them being accomplished and, at the same time, they are necessary preconditions for a suitable strategic planning. Consequently, the training program must firstly cover all the strategic facets that each university should consider: the continuous analysis of the ever-changing external and internal scenarios, in order to develop a consistent strategy (strategic elasticity); the development of plans in which the objectives to be achieved are determined; the definition of the means and the ways through which to achieve the objectives.

Implementation of changes and best practices through action plans

- Development of a specific action plan for each HEI in Iraq
- Piloting the Implementation of the action plans in each Iraq HEIs
- Drawing up of a general guideline handbook for strategic planning and governance for HEIs
- Assessing and refining the governance framework at each university

The main aim of this Working Package is the development of a specific action plan for each HEI, according to the need assessment. Each plan will be developed through a strong collaboration between European experts and staff trained. This will enable to adapt and fit international methodological techniques to the local context, to guarantee a successful implementation of changes. Periodical impact assessment and refinement of decisions will be performed, based on the outcomes achieved and lessons learned during the implementation. These activities will be the basis for the realisation of a guideline handbook for strategic planning and governance for HEIs, to be disseminated to all other Iraqi and Arab universities. The final comprehensive report should describe a first impact assessment of governance practices improvement describing the process realised and the outcomes achieved during this work package. This report could be used to disseminate the project outcomes and best lessons learned. The role of European partners will be very important and central in this work package, as their experience will be reflected and shared with partner countries participants too.

Modernization of Iraqi HEIs International Relations Strategies

- Tailor modelling of the WP according to WP1 outcomes;
- Selection of training participants, crucial for the good outcome of the WP. This task should be carried out involving the in-selection process Iraqi University with the coordination of the WP leaders.
- Organisation of the trainings at University of Bologna;
- Definition of a modern university international relation strategic plan in each Iraqi partner;

- Organisation of a national workshop at national level.

It aims to support the Iraqi Universities in developing or updating their international relation strategies in a way that it can reflect better modern HE Asian challenges, needs and strategies.

University of Bologna will act as WP leader in collaboration with the University of Mosul entrusted with the task of supervising all the activities related to these WP.

This Working Package is structured in the following activities: designing the WP on the basis of baseline study; train the trainers - training on International Relations Strategies at University of Bologna; writing/updating the university international relation strategic plan in each Iraqi Universities; national workshop at the Ministry of Higher Education.

Launching of consultative centre in HEIs to coordinate University, state and not-state actor

- Definition of the strategy for the creation of a consultative centre in each university for a better coordination of university and non-university actors
- Organisation of a National Consultative workshop to define the creation of consultative centre (at the MHESR, Baghdad)
- Creation and launching of the consultative centre in each HEI in Iraq

Voice and accountability are key elements for good governance, as access to information on the government's decisions and participation in policy development are important elements to take into account in a process of definition of its own university governance system. Increasing awareness and participation of civil society help improve governments' accountability, in particular on outcomes and quality of public services delivery. The ability of academic staff to participate in decisions concerning the university is one critical factor to not only improving democratic practices but also to determining academic excellence. Not only the role of academic staff is pivotal in the decision making of university, but also not-university actors should be taken into account as civil society, private sector, students and alumni. Moreover, the role of the State and the participation of other stakeholders in a good governance framework is crucial: there is a need for a shift in the role of the State since new players (funding councils, quality assurance and accreditation agencies) can be charged of tasks and responsibilities. Private sector stakeholders have gained also a new role in the HEIs governance. Thus, the matter of governance covers a broad spectrum of topics and each HEI is faced with several decisions and is supposed to make choices among different aspects to carry forward. There is a need to finalize priorities before starting organizational change of governance arrangements.

Therefore, the aim is to accompany the Iraqi universities in this process of definition of the strategy for the creation of a consultative body in each university for a better coordination of university and non-university actors. A national consultative workshop will be organised to define the creation of this consultative centre at the Ministry of Higher Education and Scientific Research in Baghdad where all the university partners in Iraq will participate together. At the end of the project the consultative centre will be launched in each Iraqi university. At this purpose some basic equipment will be purchased to equip the consultative centre. The consultative centre will assure the sustainability of these activities beyond the project lifetime.

Project Quality and Evaluation

- Definition of Quality Committee
- Definition of Quality Plan

- Internal evaluation: evaluation of the quality of each deliverable for WP and suggested improvements
- External evaluation: Preparation of quality report (mid-term and final reports)

The aim is to ensure that monitoring of the project is performed adequately and accurately. It identifies procedures, criteria and resources for monitoring the project. It also deals with the evaluation of the progress of the project, risk and issue management and with internal and/or external evaluation (External Quality Expert) of the deliverables in comparison with the needs of the target group(s) and sector(s). Project status reports are generated to indicate status and make recommendations. Corrective actions are taken if so called upon. WP and task leaders will apply a pre-defined quality assurance strategy for assuring that the outputs fulfil the envisaged requirements. Details on strategy will be decided after the kick-off meeting and defined in the Quality and Evaluation Plan within the first two months of the project. It will consider the control of the formal quality, the procedures and the responsibilities of each output and expected result. Upon approval of the project consortium, the coordinator identifies an External Quality Expert who will perform the external monitoring and evaluation.

Reports are generated to indicate status and make recommendations. Based on a participatory approach, the results of the evaluation will be shared and discussed within the partnership during the project meetings. On the basis of recommendations from the External Quality Expert and feedback from partners, corrective actions will be taken whenever necessary.

The internal evaluation (quality of products and effectiveness) is related to the level of achievement of expected results, hence of project goals.

Dissemination and Exploitation

- Design of the dissemination and exploitation plan
- Creation and management of the Project website
- Preparation of dissemination Materials
- Deployment of Dissemination and Sustainability Campaign
- Organisation of the final Conference

A strategy for dissemination and exploitation will be set up in full collaboration by all partners, since every partner knows what stakeholder and messages the best for its own community of target users are. This strategy will be focused in two main components: implementing a multimedia and paper dissemination strategy; implementing an event strategy.

With regards the multimedia and paper dissemination strategy, it will be established and curated a Web Presence; designed and distributed the presentation/branding materials (informative website, video demo, project training leaflets and posters); produced project materials (articles, papers).

With regards the events strategy, presentations of the project advances and results at national and international events, following the initiatives of partners under a common dissemination strategy (detailed in the Dissemination and exploitation Plan).

From day one of the project, the partnership will identify long term beneficiaries and other target groups for future exploitation. The list will be enriched thanks to every event and activity organised by the project. Stakeholders will be collected in an online table to make sure that no contact is lost. Partners meetings with stakeholders, when

needed, will be set up in order to engage key stakeholders for the success and visibility of INSPIRE. A final event with decision makers will be organised aiming both at dissemination and at reaching future exploitation of the project results.

Management

- Operative and financial management
- Performing of plenary and virtual meetings

It aims at ensuring effective and efficient management of all project activities, pursuing the project's objectives according to the time schedule, budget and the quality standards established. It also aims at ensuring a regular cooperation with the European Commission services and an appropriate level of quality control on project activities and deliverables. Within this Working Package, the project management bodies will be set up and the project management procedures regulated also through a Project Management Handbook. Aside from the Project Manager, this Working Package will define the components of the Assembly of Partners and of the Steering Committee. All project partner meetings are included in this WP.