INSPIRE

Innovative Governance Practices
in the Higher Education Institutions

DOCUMENT TITLE:

Report on the local ToTs in Iraq

Innovative Governance Practices in the Higher Education Institutions in Iraq

Authors

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About INsPIRE

The overarching goal of INsPIRE is to support, through the cooperation of European institutions, the rebuilding, modernization, and internationalization of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems. Due to the recent crisis and political economic situation, the current higher education system requires a strong intervention to face the weakness of the existing governance system. To institutionalize good governance practices in Iraqi HEIs, which also means enforcing institutional values such as autonomy, accountability, participation, and internationalization, as well as implementing well-structured management systems, will contribute to the development of Iraqi HIEs helping them to meet the international standards.

The aim of the project is to support HEIs in Iraq in order to make them capable of establishing a modern governance framework through the adoption of innovative practices. The **specific objectives** of INsPIRE are the following:

- Enhancing good governance, management and accountability practices in the HEIs
- Establishing a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans
- Strengthening the international relations management within the HEIs
- Improving participation in strategic planning and development activities for non-university actors and non-state actors

More at
www.projectinspire.eu

Project Partners
- University of Siena, Italy (coordinator)
- Bologna University, Italy
- Evora University, Portugal
- Aydin Istanbul University, Turkey
- UNIMED- Mediterranean Universities Union, Italy
- University of Mosul
- University of Baghdad
- University of Basrah
- Al-Furat Al-Awsat Technical University
- University of Sumer
- Al-Qasim Green University
- University of Basrah Oil and Gas
- Al Karkh University for Science
- Southern Technical University
- Wasit University
- Ministry of Higher Education and Scientific Research in Iraq

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

Document Information

Project Title	Innovative Governance Practices in the Higher Education Institutions in Iraq
Project n.	598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP
Deliverable	D2.4 Report on the local ToTs in Iraq
Work package	WP2 Training and capacity building activities for internal staff in quality assurance and strategic planning
Date of Delivery	January 2023
Confidentiality Status	Public
Abstract (for dissemination)	The document reports on the Local trainings performed by Iraqi universities.

Local Trainings in Iraq

Once the training from European to Iraqi partners is concluded, a new phase started for the project where competences are transferred to other Iraqi staff members by those who have been trained. Thanks to a cascade effect, other Iraqi staff members are upskilled.

The training acts as a way of transferring the knowledge and skills from the Iraqi staff directly engaged in the capacity building action and trained by the European trainers, to other Iraqi staff at the 10 beneficiary institutions.

The local training are fundamental steps to allow Iraqi Higher Education Institutions to own the project, and contribute to the achievement of the project objective, namely the enhancement of governance practices through the improvement of autonomy, accountability, participation, internalisation, management and performance.

Consequently, local trainings could cover the following themes:
- university management
- strategic planning
- quality assurance
- participation

The idea was to engage university staff at different levels and with different roles in the evaluation and analysis of the institutional capacity; in the planning of activities over the short, medium and long period; to perform better in terms of quality of processes and results; to develop an internal planning and programming culture; to enhance organizational learning through the empowerment and training of the staff members.

Trainers are selected within those trained in the framework of WP2, according to the following requisites:
- Participated actively in the training activities
- Good communication skills
- Some experiences in university activities, procedures, and management

The training was planned to be between 15 to 20 hours in total, including classroom lectures, reading materials, realizations of some knowledge monitoring acquisition activity, developing a work group activity.

Al-Qasim Green University

Name of the course: University Management – a general overview from management perspective

Dates: 4 days, 7-9-13-16/02/2022

Number of **participants**: 17 in total

Trainers: Dr. Hayder Dibs, Dr. Hadi Al-Janabi

Related post: ضمن فعاليات برنامج ايراسموس بلاس جامعة القاسم الخضراء تنظم دورة تدريبية حول الادارة العامة للجامعة

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Innovative Governance Practices in the Higher Education Institutions in Iraq

Applied the Working package 2

(AL-Qasim Green University
Local Training)

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

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2- **Prof. Dr. Hadi AL-Janabi**
   member of the INsPIRE University committee/AL-Qasim Green University

Working package 2 – activity:

Room Training.

Logistics or Virtual platforms and social media support:

Conference room in AL-Qasim Green University

Purpose of this training plan:

Promote a more qualified staff and prepare the local trainers in ALQasim Green University.

Aims of the virtual training on this project:

Give the trainer a general view regarding to INsPIRE Project to Develop knowledge, capacities, and skills for the management in the universities. The focus will be the university governance and the university management.

Target group:

Middle Management (service directors and others administrative staff that works at the University level – rectorate staff and other positions in the general management of the University), the administrative staff at Faculty level; and leaders of special areas (could be academic staff or administrative staff).

Name of the course:

University Management – a general overview from management perspective

Pedagogical orientation:

In approved document plan in February, 2022 meeting, this course was presented to be 15 hours in total. This includes classroom lectures, reading materials, realizations of some knowledge monitoring acquisition activity, developing a work group activity.

Schedule (proposal):

Proposed: It was performed in four days7, 9, 13 and 16/2/2022

15 hours in total.

Plan of the course:

1. Inspire Project Define
2. Inspire Project Partners
3. The self-assessment

4. University governance

5. An Idea of University
   6. University general concepts
   7. The university general mission areas: the four pillars
   8. Management process of the University pillars:
       8.1. Strategy focus
       8.2. Administrative focus
       8.3. Process management
   9. The organizational development system:
       9.1. Leadership
       9.2. Academic Culture
       9.3. Governance structure model
   10.   Management system:
       10.1. Human resources management
       10.2. Financial management
       10.3. Quality management
       10.4. Information system management

Structure of the room and requested type of room/or virtual structure room:
The training course was organized in a classroom as indicated in photos below

General appreciation of the positive and negative aspects related to objectives, planning, schedule and structure:
The proposed objectives were achieved its goals

The Dissemination on University website and Facebook as shown below:
https://uoqasim.edu.iq/media/article.aspx?mid=17274&dt=849

The official letter of the Local training course titled "University Management a general overview from organizational and management perspective" from th AL-Qasim Green University.

بسمه تعالى

Republic of Iraq
Ministry of Higher Education
and Scientific Research
AL-Qasim Green University

Continuing Education center

جمهورية العراق
وزارة التعليم العالي والبحث العلمي

جامعة القاسم الخضراء

مركز التعليم المستمر

Ref. No.:1322
Date: 6/ 3 /2022

العدد: / / /
التأريخ: / / /
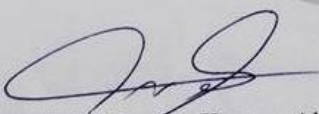
To: The all University' Deanships
Training Course For the Erasmus Project

Good Greeting

The Continuing Education Center in AL-Qasim Green University holds a training course entitled (University Management a general overview from organizational and management perspective the participants should be the leaders at all administrative and scientific levels. This training course is one of the requirements for the activities of the Inspire Program, which our university is one of the existing partners and participants in. The course will be for four days and it begins on Mondays and Wednesdays of each week corresponding to (7-9/3/2022) and (14-16/3/2022) at 10:30 am in the central hall of the College of Biotechnology and under the supervision of the President of the University and the Assistant President of the University for Scientific Affairs, and the trainers are:

1- Prof. Dr. Hadi AL-Janabi
2- Asst. Prof. Dr. Hayder Abd AL-Razzaq Abd Dibs

*** With Respect ***

Asst. Prof. Dr. Nawras Kareem Al-Zubaidi
Head of Continuing Education center
Date: 6/ 3 /2022

Copy it to:

- The office of the esteemed President of the University... For your information... With respect.
- The office of the Honorable Assistant President of the University for Scientific Affairs.... with respect.
- Continuing Education Center with Priorities.
- Media Department. For information...with respect
- outgoing.

cec@uoqasim.edu.iq

Attendant for all the fourth days
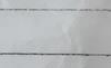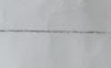
Session (1)
date : 7/3/2022
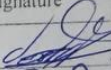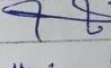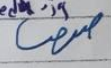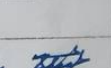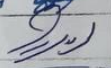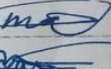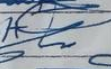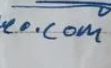
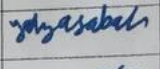**INSPIRE**   AL-Qasim Green University   Co-funded by the Erasmus+ Programme of the European Union
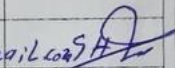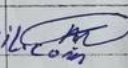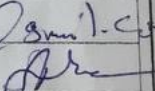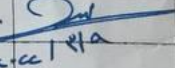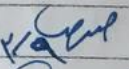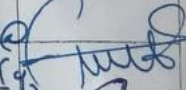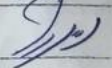
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Hauder Amer	Dept	Higher	Agricalture	opfd.sooma@xahee.com	

Session (1)
date: 7/3/2022

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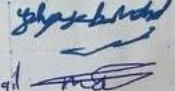
Second day

The second session

Session: 9,3-2022

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Third Day

third sission
14.3.2022

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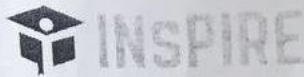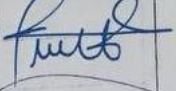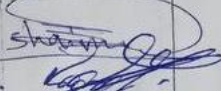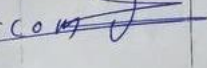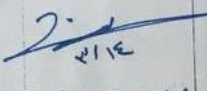
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The fourth day

The Fourth day
of the training course
16/3/2022

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Inspire Local Committee of AL-Qasim Green University

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Answers of some participants activities during the training course

Saeed Mohammed Hashim

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Activities' Answers

Activity 1

- How the scientific issues is performed.
- Automated of all the university activities and controlling of them.
- The university govrance must includes many step which are How the activities is performed? and how it managed and controlled? and how it maintained continously and assessment continously.

- deline the goals, implement them, and manage it and monitor.

- The university governance
  from computer science point of view it is a design and programed a systems that control on all the proposed activities because all the world's universities depend on many system designed to support their activities and mange them. The development of computer's techniques becomes effective factor in all the effective well design systems. This mean establish electronic governance in universities

Inspire Local Committee of AL-Qasim Green University
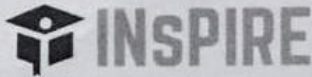
Activities' Answers

- على، الدارسين في الجامعة ضبط الشؤونه الإدارية الخاصة بالجامعة من خلال اجراء اختبارات عامة لبعض الدوائي لوضع الرجل المناسب في مكانه المناسب.

- الاتصال مع جامعات الاخرى حل جميع المشاكل المتعلقة بالامور الادارية وحاله كون الادارة لا تستطيع حل بعض المشاكل الادارية.

- الادارة لها الدور الاكبر في انشاء خطبات ترفيهية لتطوير البنية البشرية للموظفين والطالب في الحرم الجامعي

firas.sophay

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Activities' Answers

- هناك سيطرة للقرارات الصادرة والالتزام بالتعليمات الصادرة من الجهات العليا (الوزارة) وعدم وجود استقلالية للأقسام

- التقيد بالحالات الطارئة التي تستجدث آنياً وبطلب الاستشار عنها من الوزارة وحدوث ارباك بالعمل

- يحتاج القسم العلمي أو الاداري الى استقلالية جامعة للتصرف ليس في كل الحالات انما في بعض مايخص القسم وشؤون الطلبة ورعاية حالات الرقية المتفنة فيود لهم .

- لا يستطيع الباحث والتدريسي الابداع لاصطدامه بالامر المالية والنشر وطرق الحصول ودخولها في تصنيفات عالمية الخ

- تأخر في الترقيات والترفيعات بسبب الروتين .

- مشكلة التشريعات .

Zahid Noori Ali

14

Photos from the training course days
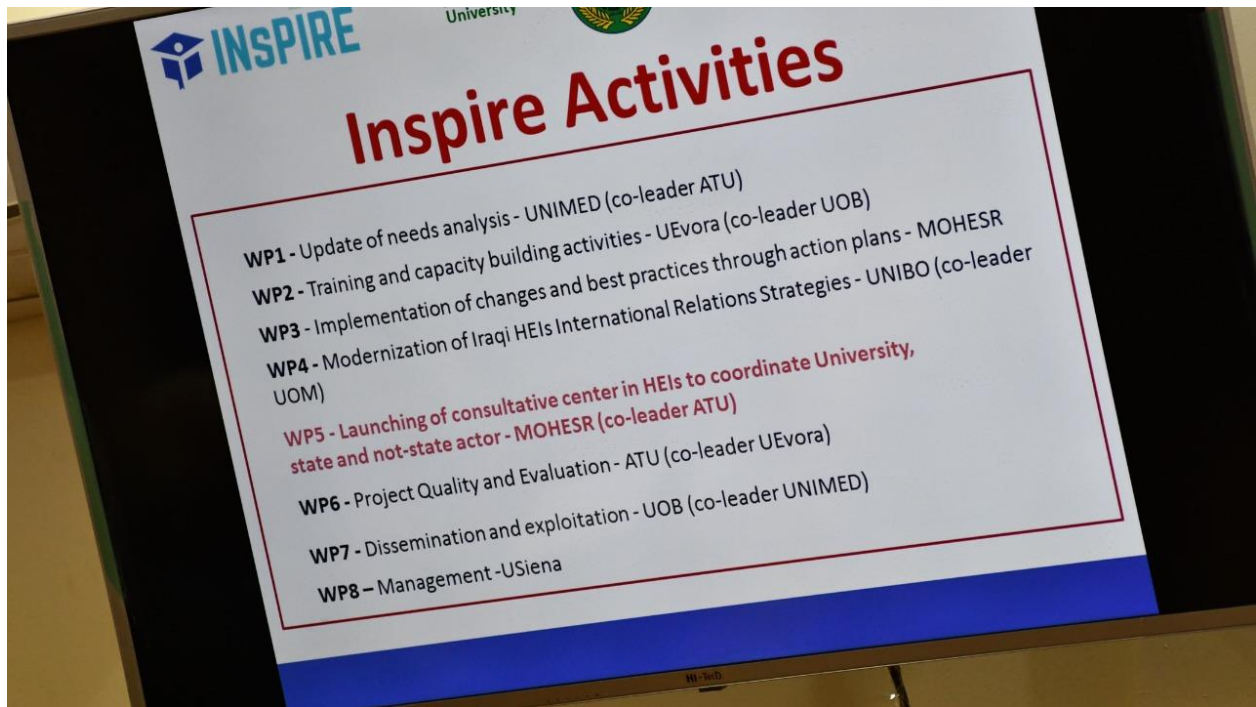
Wasit University

Course content

Leadership, human resources management, quality management, financial management, administration.

Dates

27-28-29-30-31/03/2022

3-4-5/04/2022

Number of **participants**: 145 (on average)
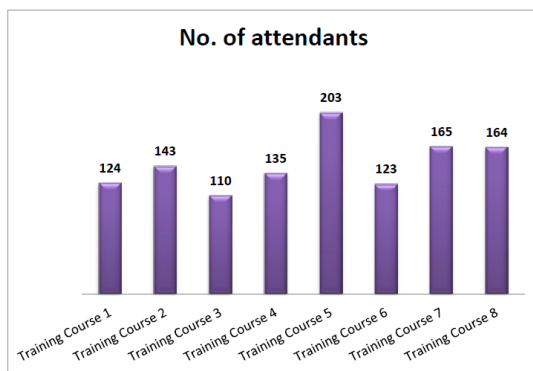
Trainers

Prof. Dr. Ali Nassir Hilo, Prof.Dr. Sabeeh Lafta Farhan, Asst.Prof.Dr.Asad H.Humaish, Asst.Prof Dr.Esraa Saleh Alomari, Asst.Prof.Dr.Hussein Razzaq Sabah, Dr.Aida Al-Obaidi, Dr.Righdan Muhsen Namous, Dr.Karrar Altaie, Asst.Lect.Manar Bashar Mortatha.

تقرير عن الدورات التدريبية في

الإدارة تطبيقات الإدارة المبتكرة المبتكرة لمؤسسات التعليم العالي العراقية

للفترة من ٣-٢٧ إلى ٥-٤ ٢٠٢٢

A report on

Innovative Governance Practice in the Higher Education Institutions in Iraq

27/3-5-4 2022

Prepared by
Wasit University
Local training team

April 2022

INSPIRE

Wasit University
جامعة واسط

Contents	Page

1. Introduction

Wasit University believes that the success is directly related to the knowledge and the relevant skills that the staff have. Thus, the university seriously takes every single opportunity locally or globally to keep developing the staff at various levels (university and faculty level). For this reason, the university leaders and academic staff and management staff appreciate and acknowledge all the supportive efforts provided within INsPIRE project. This report presents the details of the preparation, the implementation, and report preparation stages. The report also contains several useful statistics which reflect the impression of the attendants during the eight training courses.

2. A brief history of Wasit University

Wasit University was established on 13-1-2003. The university started her academic journey with only three faculties (Education, Administration and Economics, and the Science). The academic extension and extending of infrastructure was continuing during the last 19 years and currently, the number of faculties reaches 15. The program of the university was not limited to horizontal development (i.e. adding new buildings) but also supporting the scholarships program by sending tens of academic staff to highly standard universities around the world in cooperation with the Iraqi ministry of higher education and scientific research. For further details on Wasit University please follow https://uowasit.edu.iq/

3. Identification of required management skills

The local training team was selected carefully taking in account the following:

- Variability of disciplines.
- Variability of experience through working previously in different administration positions.

Thus, feasibility of the identification of gaps in the management skills will be clear for the team and therefore the suggested training courses will be selected efficiently.

4. Local training team

The local training team consists of nine members (including the team leader). They all had a postgraduate degree in their disciplines and were working on different positions at the university. The table below lists the names and positions of the team members.

No.	Name	Email
1.	Prof.Dr. Ali Nassir Hilo	dralinasser@uowasit.edu.iq
2.	Prof.Dr.Sabeeh Lafta Farhan	drsabeeh@uowasit.edu.iq
3.	Asst.Prof.Dr.Asad H.Humaish	asadaldefae@uowasit.edu.iq
4.	Asst.Prof Dr.Esraa Saleh Alomari	ealmoari@uowasit.edu.iq
5.	Asst.Prof.Dr.Hussein Razzaq Sabah	hrazzaq@uowasit.edu.iq
6.	Dr.Aida Al-Obaidi	aidah@uowasit.edu.iq
7.	Dr.Righdan Muhsen Namous	raghdan@uowasit.edu.iq
8.	Dr.Karrar Altaie	kaltaie@uowasit.edu.iq
9.	Asst.Lect.Manar Bashar Mortatha	manar@uowasit.edu.iq

5. Gaps in management skill

After a couple of meetings, the local training local team has highlighted several gaps that weaken the university staff capabilities for doing their work efficiently. These gaps can be listed as in below:

- Staff who start working in new positions (e.g. leaders of units and divisions) are in need of being trained and be updated with the recent ministerial and university instructions, workflow and role authorities prior to commencement of the new role.
- Staff needs to be familiarised with the limits of their administrative powers so they will be able to conduct the necessary processes without fears.
- Staffs require knowing and practising the time management principles. This is very important for organising priorities.
- Quality management.
- Financial management.
- Human resource.
- Information system management.
- Missing of a measurable tool for assessment of staff performance in management because attending training courses without any exams may not secure that the attendants have obtained the required level of knowledge.

6. Proposed Training courses

Below listed training courses are proposed to meet the university strategic plan for administrative staff continuous development and to fill the gaps mentioned above.

No.	Suggested training course	Suggested trainer	Date
1.	● *Administrative powers at the university and faculty level* This course aims to explore different levels of administrative powers of regular staff, unit leaders, and the faculty and university leaders. This is essential in providing the staff with the required skills and knowledge to respond effectively and smoothly to the demands.	Prof.Dr.Sabeeh L.Farhan Phd in Urban Design University of Technology drsabeeh@uowasit.edu.iq	27-3-2022
2.	● *How to Build the Essential Leadership Qualities* Staff who start working in a new position (e.g., leaders in units or head of department) are in need to develop their leadership skills that help them to succeed and provide them with the ability to lead their team in a professional way. *Course outcome* 1-Inspire and motivate the trainee to see themselves as a leader. 2-Evaluate their current leadership skills and identify their weakness area. 3-Help them to focus and develop their strength area in leadership. 4-It will encourage the trainee to run their role effectively and efficiently. 5-Learn the strategy to develop the essential qualities for leadership	Dr.Aida Al-Obaidi Phd in Tissue engineering and stem cells therapeutics University of Bristol-UK aidah@uowasit.edu.iq	28-3-2022
3.	● *Essential understanding of the HR management in the university*	Asst. Prof. Dr Asad H. Aldefai asadaldefae@uowasit.e	29-3-2022

	This course aims to familiarise the attendants (university staff) with the HR management principles and ministerial guidelines. The training course will also give the trainee more understanding around the main professional skills development and how they could understand the administrative transactions as stated in the legal texts from the higher authorities and finally develop this aspect in their personality.	du.iq Ph.D in Civil Engineering University of Dundee UK	
4.	● *Quality management* This course aims to raise the awareness of the university staff with the outlines of the quality management and how it is applied in Iraq.	Asst.Prof.Dr.Esraa Saleh Alomari Ph.D in Network Security (Cyber Security) elomari@uowasit.edu.iq ResearchGate Link Google Scholar Link LinkedIn Link Publons Link	30-3-2022
5.	● *Simple but effective tools for time management* This training course explores the importance of time management, negative effects of lack of prioritising tasks. Finally, providing simple but effective tools for time management of tasks at the desk	Dr.Raghdan Mohsen Namous raghdan@uowasit.edu.iq	31-3-2022
6.	● *Financial management* Financial management principles are essential for all administrative staff. Thus, this course is designed to give advice on how to maximise your profit or wealth. This is supported by real-world examples such as Airbnb and Uber. These companies are well known to manage their finances in an effective and efficient way. These examples can INsPIRE the audience and give them an incentive to spend their money in an efficient way.	Dr Karrar Altaie kaltaie@uowasit.edu.iq ResearchGate link Google Scholar link	3-4-2022
7.	● *Management information System* This course covers the role of technology in recent management strategy and also	Asst. Lec Manar Bashar Mortatha manar@uowasit.edu.iq	4-4-2022

	shades lights on the importance of computer skills for the university staff.	ResearchGate link Google Scholar link	
8.	● ***Designing of potential administration unit leaders assessment system (A proposed certificate for management performance)*** This course can be aligned with the above course. It aims to ensure that the candidates are able to run certain roles at administrative or academic level. This course includes defining the needs for this assessment, the objectives, the university hierarchy and the expected outputs.	Asst.Prof.Dr.Hussein R. Al-Bugharbee PhD mechanical engineering Strathclyde University hrazzaq@uowasit.edu.iq	5-4-2022

7. Preparation Stage:

A formal letter signed by the Vice chancellor of Wasit University to name the leader and members of the local training team and give the authorization of the start preparation stage. The team held several meetings at the college of engineering to discuss the steps of the announcement of event starting, scheduling training courses, procedure of registration and printing of posters. These meetings had finally agreed to start the event on 27-3-2022 and close on 5-4-2022 covering eight training courses.

Ministry of Higher Education
& Scientific Research
University of Waist
Department Of Scientific Affairs

العدد: ٢٦٤٤
التاريخ: ٢٠٢٢/٢/١٤

جمهورية العراق
وزارة التعليم العالي والبحث العلمي
رئاسة جامعة واسط
قسم الشؤون العلمية

((معا لمساندة القوات المسلحة لدحر الإرهاب))

م/ تشكيل لجنة

استنادا للصلاحيات المخولة لنا نقرر تشكيل لجنة لإعداد و إدارة ندوات و ورش تدريبية لتطوير مهارات الكوادر التدريسية و الادارية ضمن برنامج INSPIRE الدولي برئاسة الاستاذ الدكتور علي ناصر حلو عميد كلية الهندسة و عضوية كل من الذوات المدرجة اسمائهم ادناه:

ا. م. د. حسين رزاق صباح

ا. م. د. اسراء صالح حسون

ا. م. د. اسعد حافظ حميش

م. د. رغدان محسن ناموس

م. د. عايدة حميد حسن

م. د. كرار حميد فرج

م. م. منار بشار مرتضى

ا. د. صبيح لفته فرحان
مساعد رئيس الجامعة للشؤون العلمية

نسخة منه الى:

- مكتب السيد رئيس الجامعة المحترم للتفضل بالاطلاع لطفا. مع التقدير.
- مكتب السيد مساعد رئيس الجامعة للشؤون العلمية المحترم للتفضل بالاطلاع لطفا. مع التقدير.
- مكتب السيد مساعد رئيس الجامعة للشؤون الادارية المحترم للتفضل بالاطلاع لطفا. مع التقدير.
- الكليات كافة للتفضل بالاطلاع لطفا. مع التقدير.
- الصادرة

E-mail: scidept@uowasit.edu.iq

Ministry of Higher Education
& Scientific Research
University of Waist
Department Of Scientific Affairs

العدد: 2644
التاريخ: 14/ 3/ 2022

جمهورية العراق
وزارة التعليم العالي والبحث العلمي
رئاسة جامعة واسط
قسم الشؤون العلمية

((معا لمساندة القوات المسلحة لدحر الإرهاب))

Formation of a committee

Based on the power assigned to us, a scientific committee is to be formed to start training the members of faculty and the university administration staff for professional university management. The training is within international INsPIRE program. The committee shall consist of:

Prof. Ali Nasser Hillo	The head
Prof. Ass. Esraa Saleh Hasoon Alomari	Member
Prof. Ass. Asad Hafudh Humaish	Member
Lecturer Righdan Mohsen Namus	Member
Lecturer Aida Hameed Hassan	Member
Lecturer Karrar Hameed Altaie	Member
Lecturer Ass. Manar Bashar Mortatha	Member

Prof. Sabeeh Lafta Farhan

Vice chancellor

13/ 3

A copy is to send to

- The University president office.
- Vice chancellor office.
- Faculties.

E-mail: scidept@uowasit.edu.iq

8. Starting day

On the early morning of Sunday 27-3-2022, the registration desk starts recording attendants' names and having their signature and provides them with a copy of a questionnaire to fill at the end of the end of the training course. There were two banner carrying the INsPIRe logo and including the announcement of the project.

برعاية السيد رئيس جامعة واسط المحترم
الاستاذ الدكتور مازن الحسني

تقيم جامعة واسط
وضمن برنامج الاتحاد الاوروبي لدعم التعليم (+ERASMUS)
ورش العمل الخاصة بمشروع (INSPIRE)

Innovation Governance Practices
in the Higher Education Institutions in Iraq

على قاعات كلية الهندسة
للفترة من 27-3-2022 الى 5-4-2022
من الساعة 10 صباحا الى الساعة 12 ظهراً.

9. First training course Sunday 27-3-2022

The INsPIRe training program was formally inaugurated on the 27th of March 2022. The session started with the statement of Dr Ali Nasser Hillo, who warmly welcomed the attendees and announced the launch of the program explaining the aims and goals of INsPIRE training program. The first workshop was immediately started after Dr Ali's speech. The workshop was given and managed by Prof. Sabeeh Lafta, the vice-chancellor of Wasit University. The workshop was titled "*Administrative powers at the university and faculty level*" and continued for two hours in an interactive lecture style. In addition, 124 people attended the session. Session feedback was collected and transformed into data with a positive impression about the program and the lecturer.

مستوى الصلاحيات الادارية في الجامعة و الكليات و الاقسام

الفئة المستهدفة
الكادر الاداري

تهدف الورشة الى استكشاف مستويات مختلفة من السلطات الادارية للموظفين و اعضاء هيئة التدريس و الكادر الاداري في الجامعة

يلقيها
ا.د صبيح لفتة فرحان

27 اذار
10:00 صباحاً-12:00 ظهراً
قاعة كلية الهندسة/ جامعة واسط
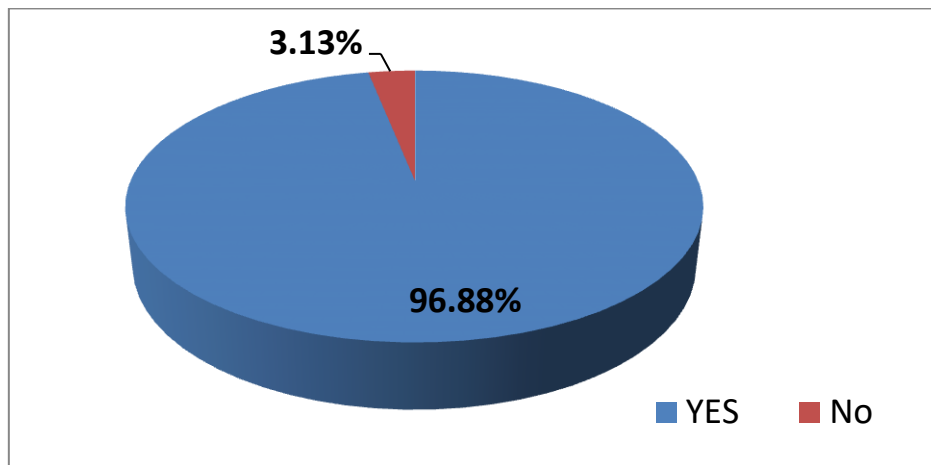
INSPIRE

A. Overall suitability of the training course materials
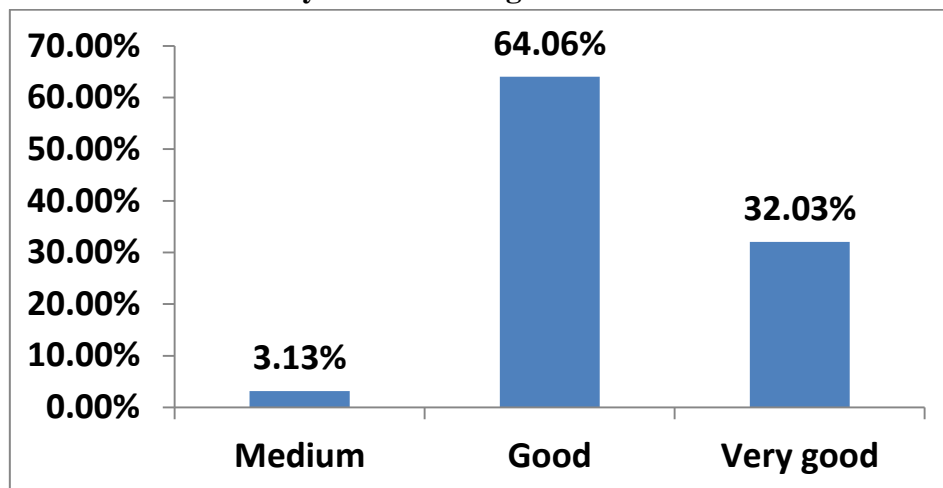

B. Clarity of the contents and its relevance to the training course goal

C. Performance of the presenter

Questionnaire outputs

12-29
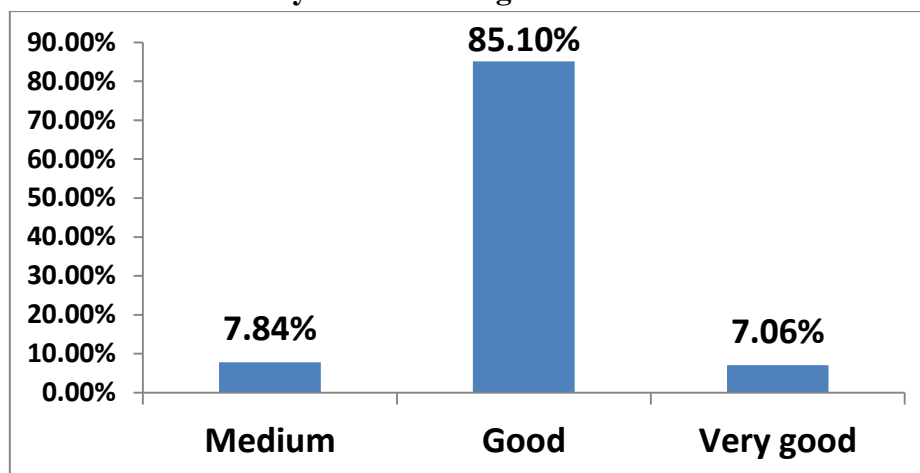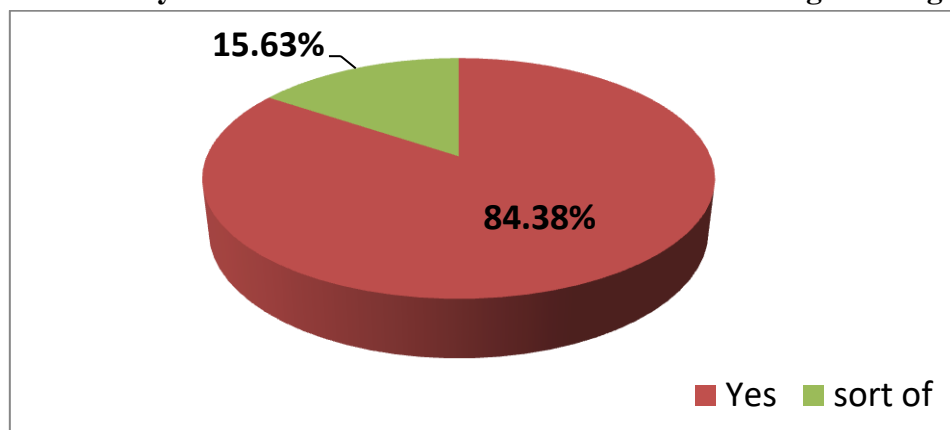
10. Second training course Monday 28-3-2022

The INsPIRe training program continued in providing high training professional workshops for Wasit University's staff. The second session started on the 28th of March at 10 am for two hours. The workshop was about *"Towards familiarisation with the ministry and university legislations and instructions & building of leadership skills"* leadership and was given by Dr Aida Hameed, who gave a general overview of successful leadership and the difference between the manager and the leader. The training material was delivered in an interaction style. The analysis of the collected feedback showed a very positive impression about the program in general and the lecturer in particular. One hundred forty-three people attended the session.

بناء و تطوير مهارات القيادة و ادارة الفريق

الفئة المستهدفة
الكادر الاداري و الراغبين بتطوير مهارات القيادة و إدارة الفريق

تهدف الورشة الى تشجيع الافراد لاخذ دورهم الصحيح في القيادة وإعطاء ستراتيجيات لتحقيق المهارات الأساسية لقائد الفريق الناجح

تلقيها
م.د. عايدة حميد حسن

28 اذار
من 10:00 صباحاً-12:00 ظهراً
قاعة كلية الهندسة/ جامعة واسط
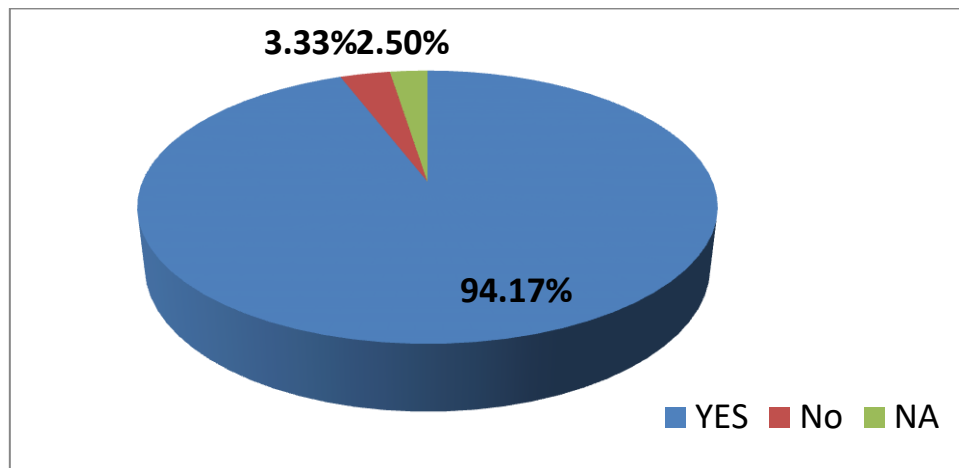
3.33% 2.50%

94.17%

YES ■ No ■ NA

A. Overall suitability of the training course materials

85.10%

6.27%

7.06%

Medium   Good   v good

B. Clarity of the contents and its relevance to the training course goal

8.33%

91.67%

■ Yes ■ sort of
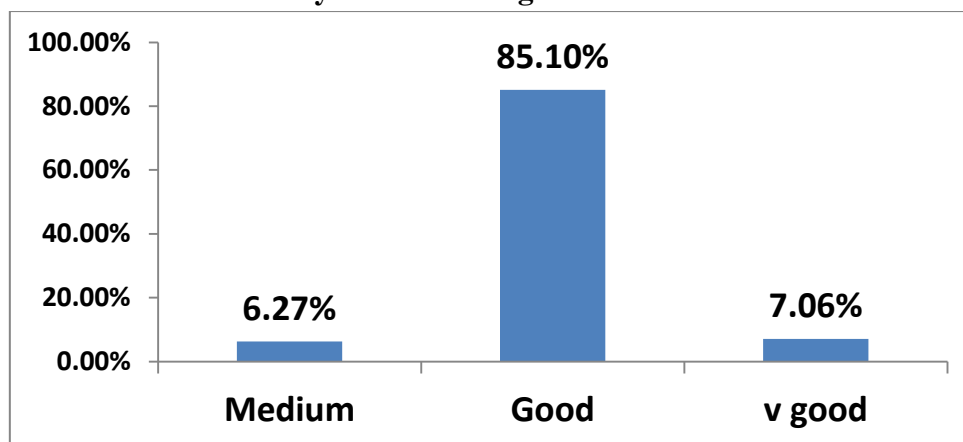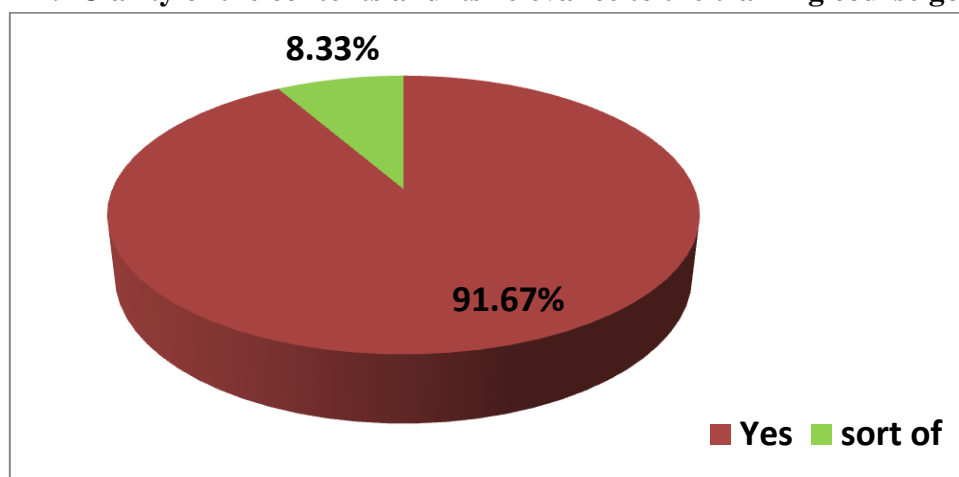
C. Performance of the presenter
Questionnaire outputs

11. Third training course Tuesday 29-3-2022

For the third day, INsPIRE training program continued with great success. The third workshop was titled "*Essential understanding of the HR management in the university* " and was given by Dr Asad H. Humaish for two hours in interaction style. The workshop focused on the main features of human resource management and the most common problems and challenges it faces. One hundred thirty-five participants attended the workshop. The collected feedback showed a positive impression about the program in general and the lecturer in particular.

ادارة الموارد البشرية
مفاهيم اساسية

الفئة المستهدفة
الكادر الاداري

تهدف هذه الدورة إلى تطوير مهارات الموظفين المهنية التي تساعدهم على فهم القوانين الإدارية للجامعات وتزويدهم بالقدرة على قيادة فريقهم بطريقة احترافية

يلقيها
أ.م.د. اسعد حافظ حميش

29 اذار
10:00 صباحاً-12:00 ظهراً
قاعة كلية الهندسة/ جامعة واسط
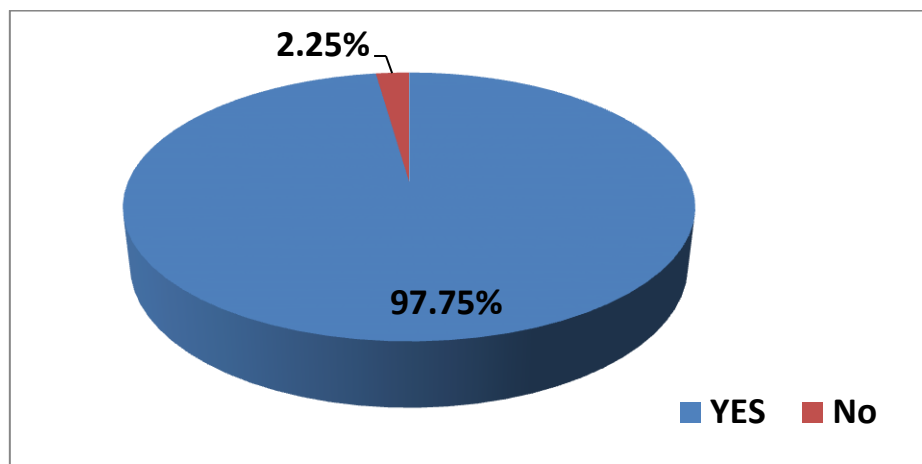
INsPIRE

A. Overall suitability of the training course materials
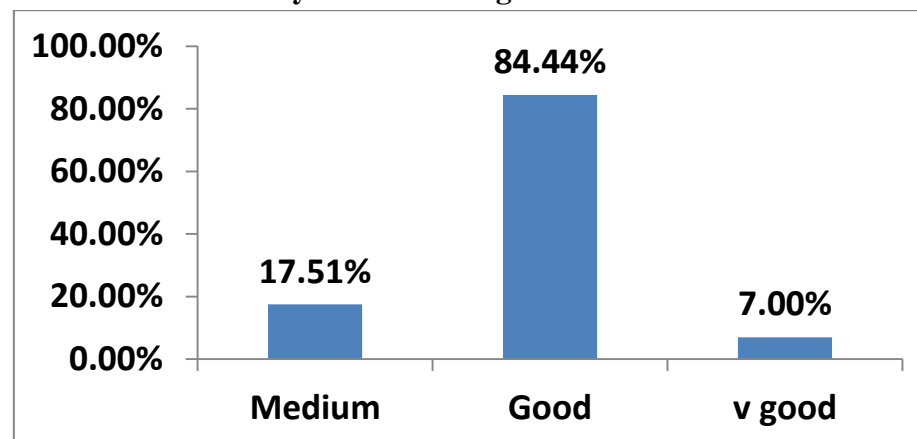
B. Clarity of the contents and its relevance to the training course goal
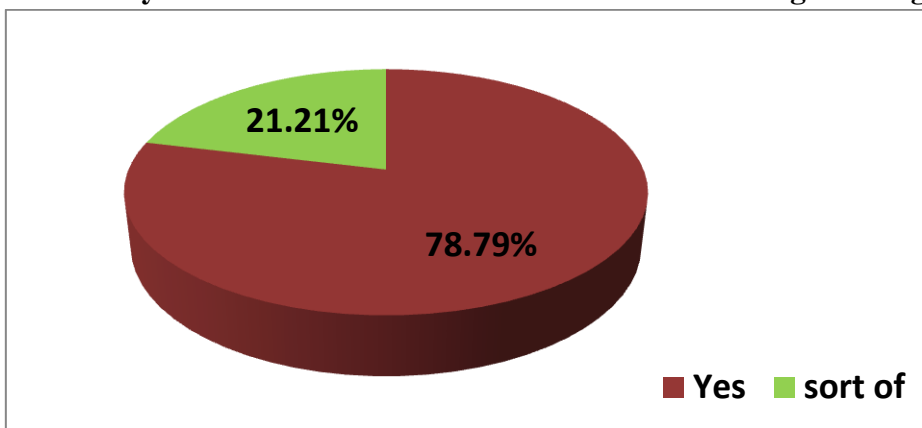
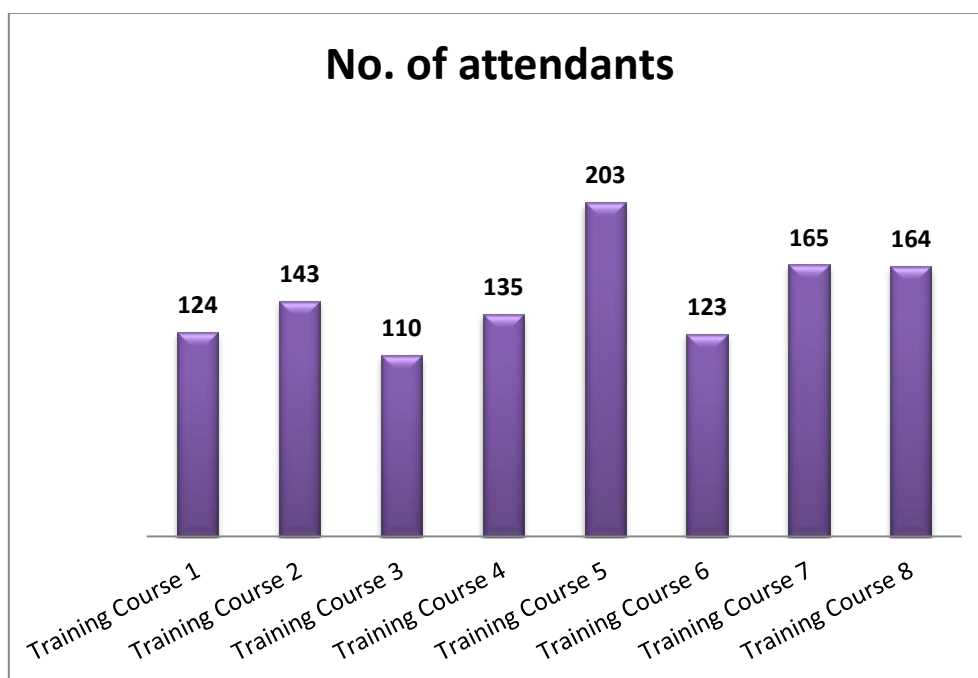**C. Performance of the presenter**

Questionnaire outputs

12. Fourth training course Wednesday 30-3-2022

On the 30th of March, the fourth workshop of INsPIRE training program was held. The workshop was titled "*Quality management*", given by Dr. Esraa Saleh Alomari. Even Though the concept of quality management in Iraq was found in 2008, still the institutions of higher education need an awareness. For that, the workshop went through the essential quality management features. The lecture also touched on who is the founder of quality in the world? and what is Total Quality Management (TQM) , as well as how the concepts of quality were applied from the point of view of the Iraqi Ministry of Higher Education and Scientific

Research. One hundred ten people attended the workshop and showed their satisfaction with the material that had been delivered to the workshop. The Workshop Recommends that we need to hold more workshops of awareness in Quality Management such as (Quality Management System, Total Quality Management, Define all the ISO certificates and the importance of them and how to get certified.
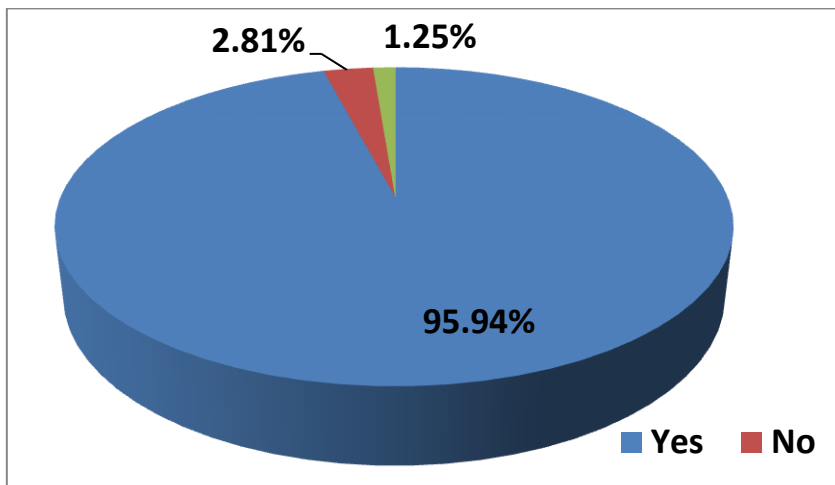
A. **Overall suitability of the training course materials**
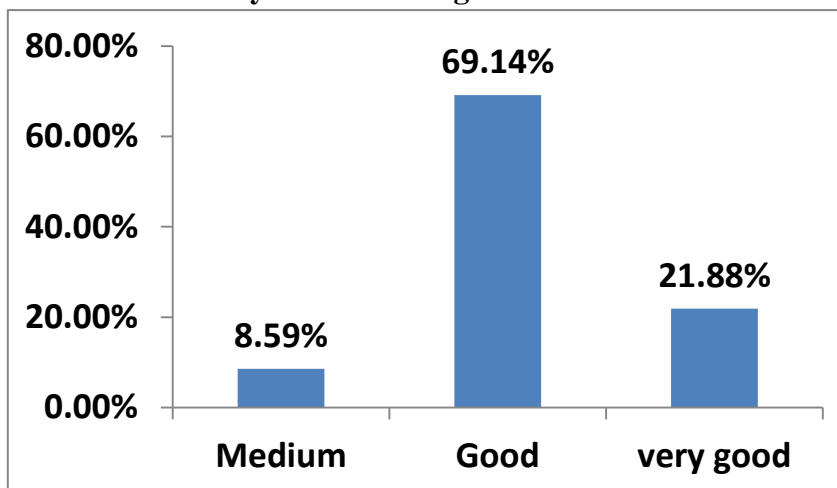
B. **Clarity of the contents and its relevance to the training course goal**
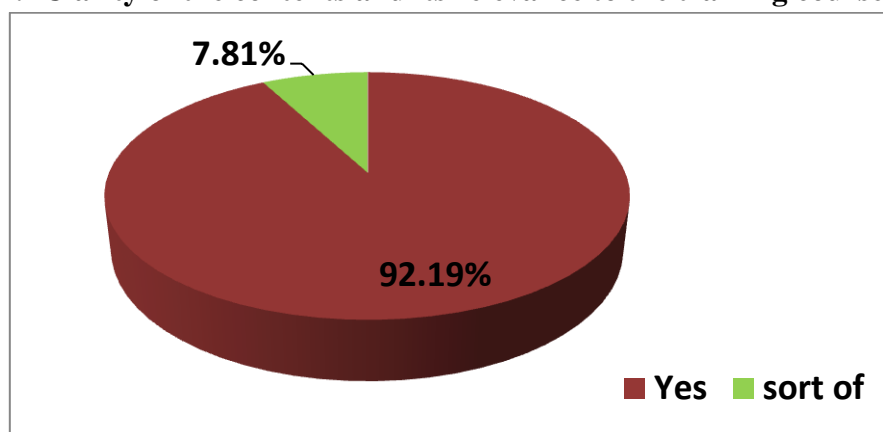
C. **Performance of the presenter**

Questionnaire outputs

13.Fifth training course Thursday 31-3-2022

The fifth day of INsPIRE training program was on the 31st of March. The fifth workshop was titled "*Simple but effective tools for time management*" and was delivered by Dr Righdan Mohsen Namus. The workshop covered some simple yet important concepts and theories about time management going through Eisenhower's urgent/important principles, priority matrix, efficient using of To-Do list, scheduling your day, goals setting and interruption management. The workshop also included a case study which discussed in an interactive style.

The session feedback showed high satisfaction with the provided material. Two hundred three people attended the workshop.

ادارة الوقت باساليب بسيطة وفعالة

الفئة المستهدفة
الكادر الاداري

نستكشف في هذه الورشة التدريبية أهمية إدارة الوقت والآثار السلبية لعدم تحديد أولويات المهام. ايضا، سنتعلم أدوات بسيطة ولكنها فعالة لإدارة وقت المهام اثناء العمل

يلقيها
م.د. رغدان محسن ناموس

31 اذار
10:00 صباحاً-12:00 ظهراً
قاعة كلية الهندسة/ جامعة واسط
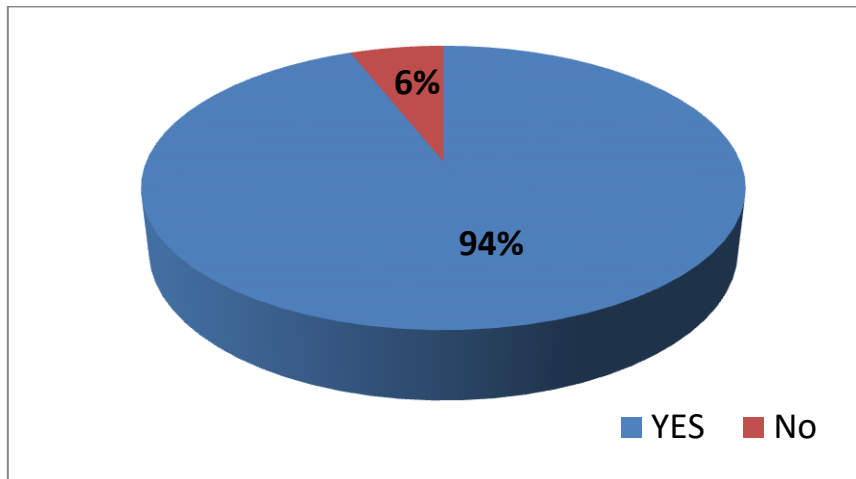
A. Overall suitability of the training course materials
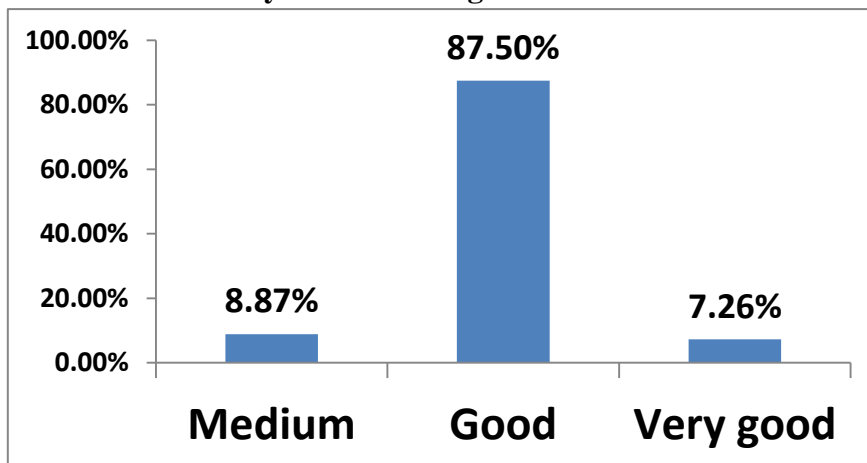
B. Clarity of the contents and its relevance to the training course goal
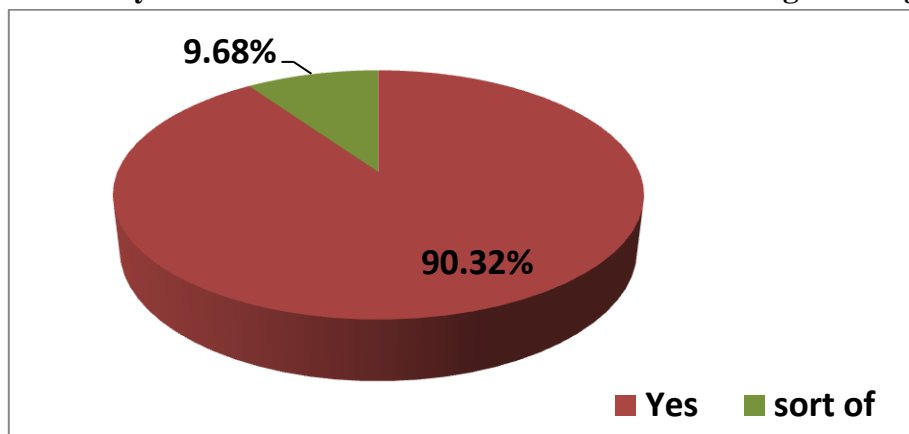
C. Performance of the presenter
Questionnaire outputs

14. Sixth training course Sunday 3-4-2022

Financial management was the title of the sixth workshop of INsPIRE training program. The workshop was given by Dr Karar Altaie. Financial management principles were quickly reviewed, showing the importance of effective management of the capital even if it is little. One hundred twenty-three people attended the session and showed positive feedback about the material that had been given and the INsPIRE training program in general.

الادارة المالية الناجحة

الفئة المستهدفة
الكادر الاداري

مبادئ الإدارة المالية ضرورية لجميع الموظفين وبالتالي تم تصميم هذه الدورة لإعطاء لمحة عامة عن النظام المالي والأساليب والأدوات الحديثة التي تساعد في هذا السياق

يلقيها
م.د.كرار حميد فرج

3 نيسان
10:00 صباحاً-12:00 ظهراً
قاعة كلية الهندسة/ جامعة واسط
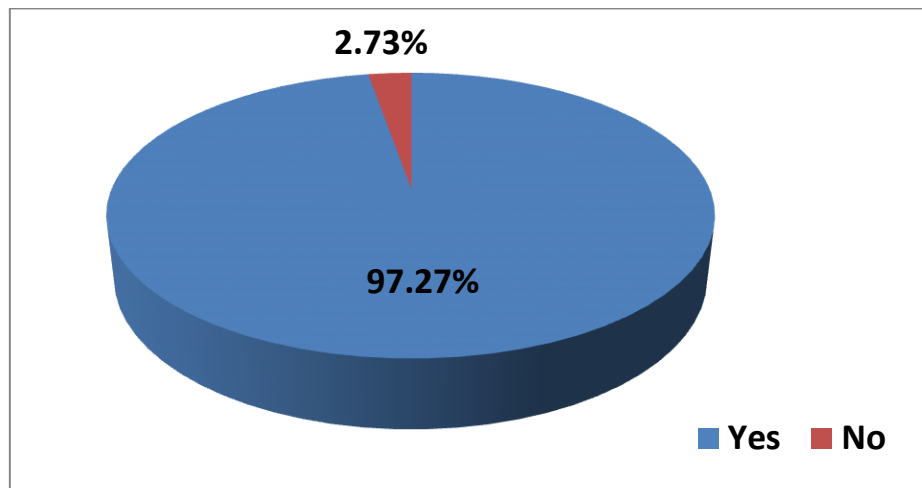
A. Overall suitability of the training course materials
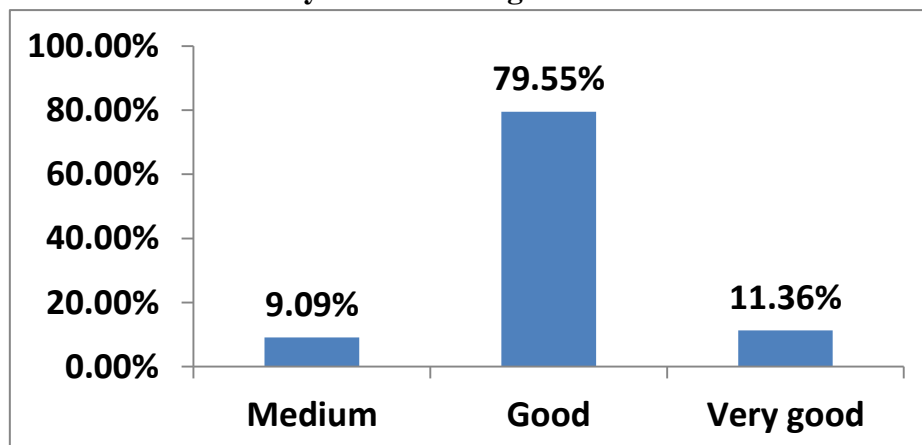
B. Clarity of the contents and its relevance to the training course goal
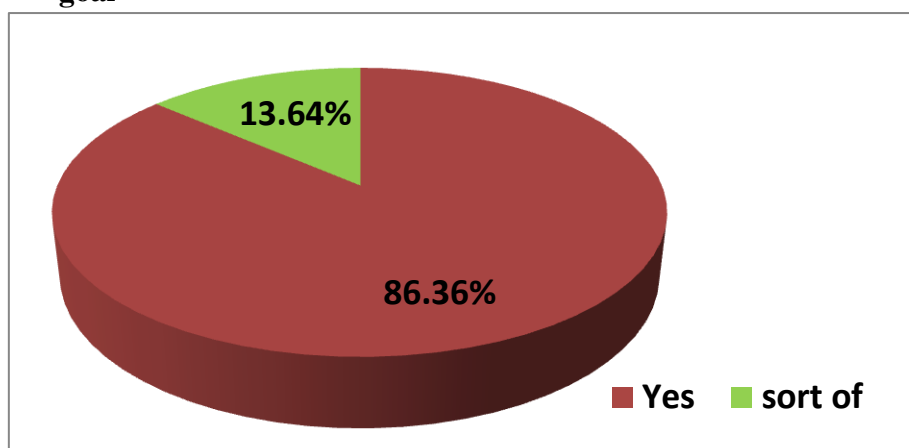
C. Performance of the presenter

Questionnaire outputs

15.Seventh training course Monday 3-4-2022

Under "*Management of information System*", the seventh workshop was held. The workshop went through the essential computer skills that almost everyone needs. The workshop also covered criteria for ranking university websites and some advanced tools for large data management. The lecture was delivered by Ass. Lecturer Manar Bashar Mortatha who demonstrated the learning material effectively and efficiently. One hundred sixty-five people attended the session and showed a positive impression of the session.
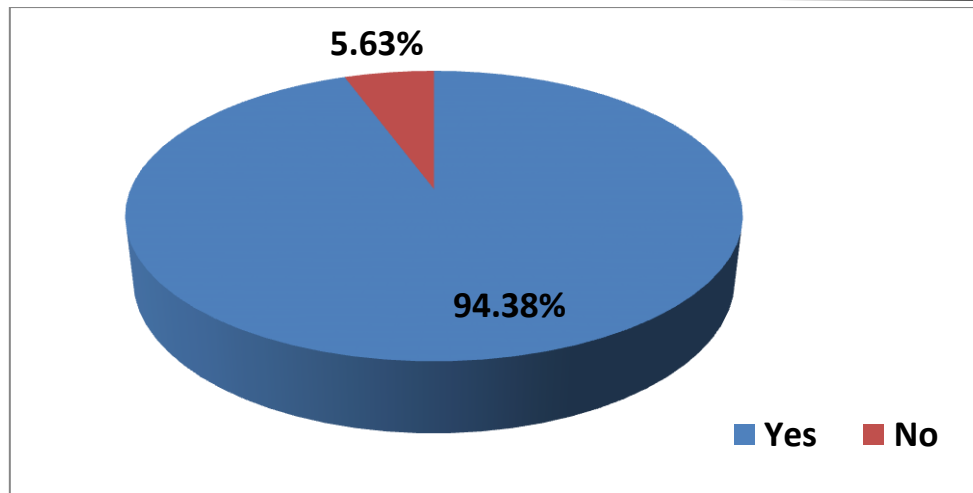
A. Overall suitability of the training course materials

B. Clarity of the contents and its relevance to the training course goal
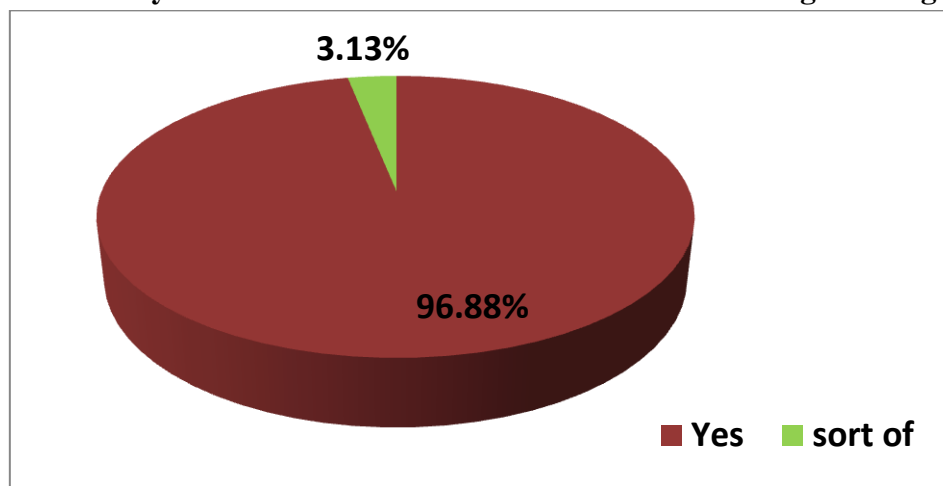
C. Performance of the presenter

Questionnaire outputs

16. Eighth training course Tuesday 5-4-2022

The eighth session was about *"Designing of potential administration unit leaders assessment system (A proposed certificate of management performance)* which suggested an administrative system that enables the administrative staff to do their job efficiently. The system presented a set of certificates that the employee should have before locating a managerial position. The workshop was delivered by Dr Hussein Razaq. The session feedback showed an excellent impression of the suggested project. At the end of the session, there was a test sample for the attendance regarding the ministerial regulations.

مقترح شهادة كفاءة الاداء الاداري

الفئة المستهدفة
موظفي الوحدات و الشعب الادارية على مستوى الجامعة و الكليات و بقية من سيتم ترشيحه للعمل مستقبلا فيها

بناء أداة تقييم تسهل باستمرار اختيار الموظفين المؤهلين للمناصب الإدارية المحتملة في المستقبل

يلقيها
أ.م.د. حسين رزاق صباح

5 نيسان
10:00 صباحاً-12:00 ظهراً
قاعة كلية الهندسة/ جامعة واسط
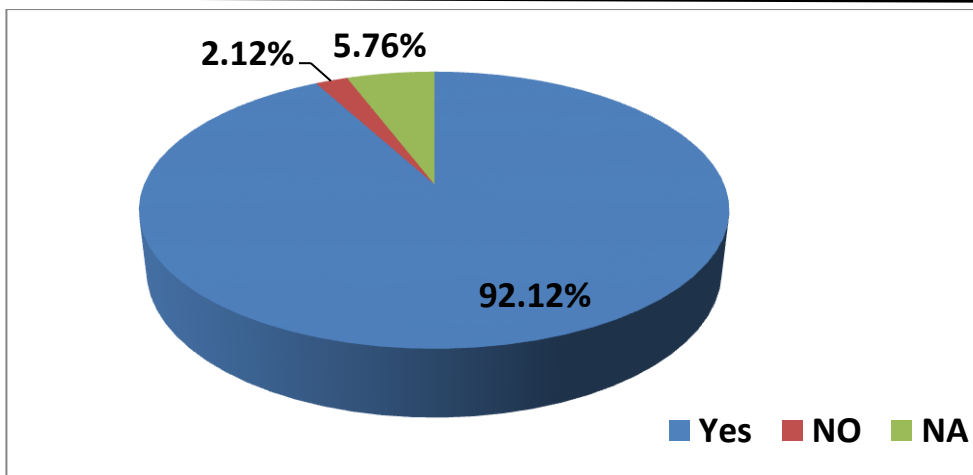
INSPIRE

A. Overall suitability of the training course materials
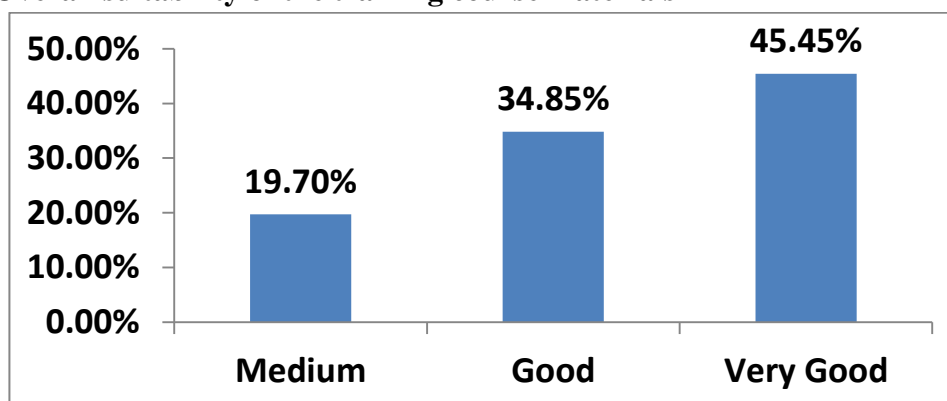
B. Clarity of the contents and its relevance to the training course goal
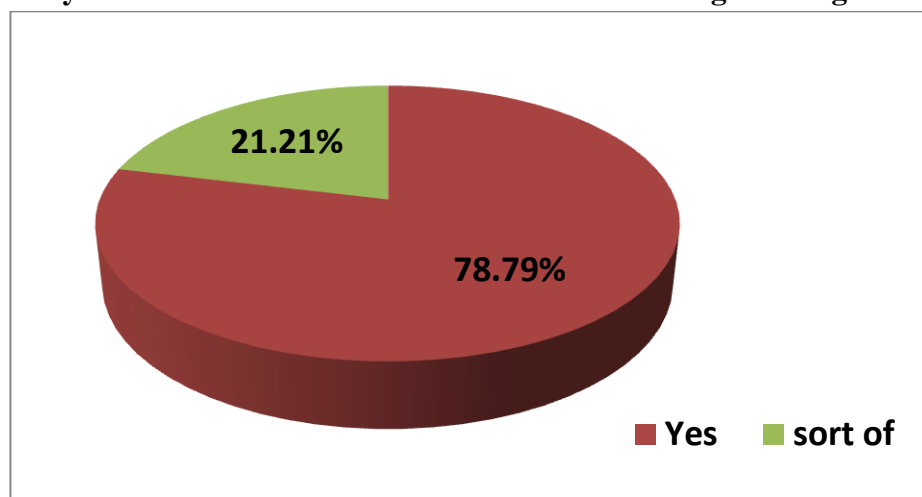
C. Performance of the presenter

Questionnaire outputs

17. Closure of the event

INsPIRE training program closure was held immediately after the last training session. The president of Wasit University, Prof. Mazin Al Husseini, the Vice-Chancellor, Prof. Sabeeh Lafta and many faculties deans attended the closure session. The president showed his interest and support for such cooperation. All the attendants showed very good impressions towards this program and wished to start a new phase of the program.

18. Indicators extracted from the questionnaire

No. of attendants

Training Course	No. of attendants
Training Course 1	124
Training Course 2	143
Training Course 3	110
Training Course 4	135
Training Course 5	203
Training Course 6	123
Training Course 7	165
Training Course 8	164

19. Recommendations

1. Hold future sessions in leadership skills for all the staff who work in the university management.
2. Holding more training courses on the Iraqi ministry of education regulations to raise the awareness among the academic and administration staff.
3. Building more computer tests on the light of the information given in the training course which can be used later for assessment of administrative staff members.

Al-Kark University of Science

Name of the course: Human Resources Management

Dates: 2 days, 23-24-25/04/2022 (online)

Number of **participants**: 42 attendees

Trainers: Asst.Prof.Dr. Rafa Abbas Hassan, Dr. Mustafa A. AbdAlameer

Report of

Online Training course

Human Resources Management

Alkarkh Univ. of Science

23-25 /4/2022

Prepared and presented by

Asst.Prof.Dr. Rafa Abbas Hassan

Assisted by

Dr. Mustafa A. AbdAlameer

INSPIRE

Co-funded by the
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of the European Union

■ Objective:

The main objective of the training course to develop the skills of mid-leadership in the university in the different aspects of administrative and planning skills. The program designed according to real needs of the university academic and administrative staffs.

■ Target group :

Middle management (Deputy deans, Head of scientific and administrative Dept. Head of administrative units and interested lecturers in the university, interested official people from different ministries in Iraq).

■ Training Platform:

meet.google.com/cja-jayj-qyq

■ Training Program Content:

Day1: Management Process Re-engineering

(23 April ,2022) (9-10:30) PM

Day2: Delegation of Authority

(24 April ,2022) (9-10:30) PM

Day3: Effective leadership skills

(25 April ,2022) (9-10:30) PM

Day1 Hw#:

Name the operations and the period needed to implement them to provide a specific service within the scope of your responsibilities or your work environment? What are the steps that you suggest to provide the same service under the concept of re-engineering for your work.

Day2: Hw#

A**：** Write a list of the responsibilities assigned to you that in your absence will stop the work from getting done.

B**：** Look at the list, select the actions that you can delegate to others in your presence and in your absence,

C**：** Who is the person to whom you gave the authorization? And why?

Day3: Hw#

Define the goals of the organization based on the five approved goals to determine any goal.
- Where are we now
- what do we want
- why do we want
- when do we want
- How do we achieve what we want?

Attendance sheet

No.	Name	Position	Faculty	E.mail
1	Asst. Prof. Dr. Ali Jasim Mohammed	Lecturer	Alkarkh Univ.of Science	spiritjabir63@yahoo.com
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31	Ahmed younies ahmed			Au411588@gmail.com
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of the European Union

Online Training course
Human Resources Management

Day 3 : Effective leadership skills

Present by:
Asst. Prof. Dr. Rafa Abbas Hassan
(M.Sc. , Ph.D, Mech.Eng. UK)

meet.google.com/cja-jayj-qyq

2022/ 4 /25
10:30 – 9:00 PM

cja-jayj-qyq

لا يريد الناس أن يُداروا. . . إنهم يريدون أن يُقادوا.

المدير — يسأل المدير عن شيء ..... تكون الأجابة كما يحب أن يسمع
أنا طلب بعض الأرقام ..... يعطونه ما يرغب في رؤيته فقط — الخوف

فقد التقييم والتقويم

القائد — يسأل القائد عن شيء ..... تكون الأجابة وفقا للواقع
أنا طلب بعض الأرقام ..... يعرضون أمامه الحقائق — الثقة

Dean is presenting

Dean

حيدر

You

32 others

Annex I

Local Trainings Plan

INsPIRE

Innovative Governance Practices in
the Higher Education Institutions in Iraq

Working package 2

Local Training - ToT

www.projectinspire.eu

Author:

Paulo Resende da Silva and Maria Eduarda Miranda

University of Évora

Working package 2 – activity:
Local training - ToT

Presential synchronous training:
Local logistics support

Support asynchronous:
Whatsapp, email, and zoom platform

Purpose of this training plan:

Developing a more qualified Iraqi University staff.

Aims of the virtual training on this project:

Develop knowledge, capacities, and skills for the management in the universities. The focus will be the university management system, the university process management, competence organizational structure, and leadership.

Target group:

Middle Management (service directors and others administrative staff that works at the University level – rectorate staff and other positions in the general management of the University), the administrative staff at Faculty level; and leaders of special areas (could be academic staff or administrative staff).

Pedagogical orientation:

In which local program training we need define the contents in a minimum of 15 hours and a maximum of 20 hours.

Case study based-learning.

The trainers need be choose according with the following requisites:

- Participate in previews working package 2 activities
- Good communication skills
- Some experiences in university activities, procedures, and management

Schedule (proposal):

Task	Date (finish until)	Responsible	Tools	Preparation
Select the local trainers (can be more than 1 in each University)	15 of February	Local coordinator	Application form	
Preparation of local contents	22 of February	Local trainers and University of Évora	Syllabus	Individual meeting between 16 to 22 February
Preparation of the trainers	1 of March	University of Évora	Zoom sessions (individuals and all trainers)	Meetings Materials
Select the participants	25 of February	Local coordinator	Application form	
Logistics	1 of March	Local coordinator	Document orientation	Document elaborated between us for each university after the individual meetings
Select the training sessions calendar	21 of March	Local coordinator	Scheduling	Map report
Quality evaluation	23 of March	WP#6 and UÉ and Local coordinator	Application form for participants, trainers, and local coordinators	Reports

Plan of the course:

1. University management
2. Process management
3. Organisational competence structure
4. Leadership