



Innovative Governance Practices in  
the Higher Education Institutions in Iraq

DOCUMENT TITLE:

## Consultative centre strategy definition



**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

**European Partners:**

- [Bologna University](#), Italy
- [Evora University](#), Portugal
- [Aydin Istanbul University](#), Turkey
- [UNIMED- Mediterranean Universities Union](#), Italy

**Iraq Partners:**

- [University of Mosul](#)
- [University of Baghdad](#)
- [University of Basrah](#)
- [Al-Furat Al-Awsat Technical University](#)
- [Sumer University](#)
- [Al-Qasim Green University](#)
- [University of Basrah Oil and Gas](#)
- [Al Karkh University for Science](#)
- [Southern Technical University](#)
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- [Ministry of Higher Education and Scientific Research in Iraq](#)

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**Document Information**

<b>Project Title</b>	Innovative Governance Practices in the Higher Education Institutions in Iraq
<b>Project n.</b>	598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP
<b>Deliverable</b>	D5.3 Consultative body created in each HEI
<b>Workpackage</b>	WP5 - Launching of consultative centre in HEIs to coordinate University, state and not-state actor
<b>Date of Delivery</b>	31/12/2022
<b>Abstract (for dissemination)</b>	The Local and International Consultation Units will work in consolidating the consultation and participation process at each university. The current document reports the process of definition of the centers' strategy and the Units goals.

## Background information

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 consider 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.

Stakeholder participation in the decision-making is crucial at this stage of the project following the process of self-evaluation of WP1, the capacity building activities in WP2 aimed at reinforcing competences of university staff in strategic planning and the process of redefinition of institutional action plans (WP3).

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 non-university actors should be taken into 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 of this WP, led by the Ministry of Higher Education and Scientific Research, is to accompanying 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. This consultative body will be a physical center created in each HEIs in Iraq aimed at establishing a participative mechanism of consultation, dialogue and confrontation among University, state and not-state actors that is essential in the university management. At least 2 members staff of this consultative center are the same staff members participating in the training activities of WP2 and WP4.

At the end of the project the consultative center will be launched in each Iraqi university. The consultative center will assure the sustainability of these activities beyond the project lifetime.

## Local and International Consultation Units

Among the main project objectives, INSPIRE wanted to improve the participation in strategic planning and development activities of non-university actors and non-state actors. Participation is one dimension of governance in need of extra attention in the Iraqi Higher Institutions, as also proven by the results of the needs assessment conducted on the higher education system (see Final Report with the updated needs analysis).

For this purpose, the Iraqi partner universities were engaged in the creation of consultation centers, namely Local and International Consultation Units, to work in consolidating the consultation and participation process at each university.

Starting point for each institution was the stakeholders map drafted at the beginning of the project, where target groups for each institution are identified. Partners met in May 2022 for the definition of a strategy for the creation of the consultative centers, and decisions were made on the physical places, human resources as well as objectives of the consultative centers.

Over 2022, based on the letter of the Ministry of Higher Education and Scientific Research / Directorate of Scholarships and Cultural Relations/ Department of International and Arab Organizations No. 16110 on (17/5/2022), universities established the creation of the Local and International Consultation Units, directly linked to the President of the University. The units were created as follows:

- SumerUniversity, June 2022
- Southern Technical University, June 2022
- University of Baghdad, June 2022
- University of Mosul, June 2022
- Al-Furat Al-Awsat Technical University, June 2022
- Al-Qasim Green University, June 2022
- WasitUniversity, June 2022
- University of Basrah, September 2022
- Al-Karkh University of Science, September 2022
- Basrah University for Oil and Gas. September 2022

For each centre, universities have named internal responsible staff members, and external consultants. and set some strategic aspects for the work of the consultation units.

**Sumer University**, following the strategy set by the Ministry of Higher Education and Scientific Research, established that the unit is directly linked to the President of the University, and assigning 4 staff members with the tasks of managing the unit. The 4 members are all professors

at the university, working in different fields which may benefit from the dialogue with external stakeholders (Geophysics, Information Technology, Administrative Law, Food Chemistry).

**Southern Technical University** established a project advisory unit to follow up the implementation of the center, which is managed by two of the senior staff at the University and two of the governorate's notables. Two rooms at the Continuing Education Centre were dedicated to the Local and International Consultation Unit.

The **University of Basrah**, the **University of Mosul**, **Al-Qasim Green University**, and **Wasit University**, following the same pattern, created the consultation units and named two internal consultants and two external experts.

The **University of Baghdad** created the administrative unit as part of the organizational structure of the university presidency, modifying the organizational structure for the purpose. The university also outlined the tasks and duties of the Local and International Consultation Unit: 1. Developing a future strategic plan for developing and defining the international relations of our university within a certain period of time. 2. Follow up the implementation of the plan. 3. Evaluate the outputs of the plan after the expiration of the time period specified for its implementation.

The **Basrah University for Oil and Gas** dedicated an hall in the presidency building of the university for the centre, with two senior staff members and two governorate's notables in charge of the unit management.

**Al-Karkh University of Science** named 3 internal staff members to follow on the work of the centre, with an expertise on scientific affairs, including the Director of the Scientific Affairs Department; while **Al-Furat Al-Awsat Technical University** named 4 consultants, the Director of the Department of Quality Assurance and University Performance, and the Responsible for the International Relations Division in the university, working together with the Head of the Alkayal Center for Businessmen and the President of the Najaf Chamber of Commerce as external consultants.

All in all, **40 people** amid internal staff members at the 10 Iraqi institutions and external consultants from the governorates and local organisations are involved in the consultation process and the creation of the 10 centres.



Innovative Governance Practices in the Higher Education Institutions in Iraq

## **INSPIRE Units Order**

Republic of Iraq  
Ministry of Higher Education and Scientific Research,  
University of Sumer  
Bureau of the University President

Ref: 6/4/984

Date:16/6/2022

### University Order

#### Sub/ Local and International Consulting Unit

Based on the letter of the Ministry of Higher Education and Scientific Research/ Directorate of Scholarships and Cultural Relations/ Department of International and Arab Organizations No. 16110 on (17/5/2022), and based on the powers we are vested, it's decided to:

1. The establishment of a local and international consulting unit for the WP5 fifth plan project of the Inspire project in our University and is directly linked to the President of the University.
2. Assigning the persons whose listed below with the tasks of managing the aforementioned unit:

	Candidate name	Degree	speculation	Title	Phone N.	Email
1	Prof.. Dr. Hussein Khalifa Jleeb	PhD	Geology/ Geophysics	Prof.	9647819884000	hkaldobayany@yahoo.com
2	Prof. Dr. Motamed Abd Hajar	PhD	Information Technology	University prof.	9647830911875	Dr.muatamed@gmail.com
3	Asst. Prof.Dr.Haider Abdul Nabi Tuli	PhD	Administrative law	University teacher	9647826346859	hayderabdulnabitooly@gmail.com
4	Asst. Prof.Dr.Hamad Hussein Fadel Khalif	PhD	food chemistry	University teacher	9647801336686	hussainf313@yahoo.com

3. This Order shall be valid as of its date above.

Signed

**Prof. Dr Adel Radhi Jaber Al-Zarkani**

**Acting President of the University**

**June 16, 2022**



**Republic of Iraq**  
**Ministry of Higher Education and Scientific Research**  
**Southern Technical University**

Ref: 7/12/3438

Date: 1/2/2022

**University Order**

**Sub/ Establishment of an advisory unit**

According to the letter of the Ministry of Higher Education and Scientific Research/ Directorate of Scholarships and Cultural Relations/ Department of International and Arab Organizations, N, 16110 dated on 5/17/2022, and for the powers vested to us, its decided to:

1. Creation of a WP5/INSPIRE project advisory unit to follow up the implementation of the fifth action plan.
2. The Unit is directly linked to the university president (currently).
3. The Advisory Unit is managed by two of the senior staff at the University and two of the governorate's notables, as shown in the attached table.
4. Preparation of (2) rooms in the Continuing Education Center (currently).
5. This Order shall be executed from the above date.

Attachments: A schedule

signed

**Prof. Dr. Rabih Hashim Tajil Al-Abbasi,**

**President of the University**

**June 2, 2022**

**Ministry of Higher Education and Scientific Research**

**Presidency of Basra University**

**Department of Studies and Planning**

**Organizational Structures Unit**

Ref: 3517/21981

Date: 28/9/2022

**University Order**

**Sub/Creation of a unit**

According to the powers vested in us and referring to the letter of the Ministry of Higher Education and Scientific Research/ Directorate of Scholarships and Cultural Relations/ Department of International and Arab Organizations No.16110 on 17/5/2022 its decided to create INSPIRE Unit that is linked to the University president. Those who are listed below shall carry out the tasks of the Unit.

	<b>University Faculty</b>	<b>Governorate's notables</b>
1	Asst.. prof Dr. Salma Abdel-Baqi Mahmoud	Dr. Zaki Abdullah Ahmed
2	Dr. Ali Ahmed Abid	Consultant physician Dr. Akram Abdel Hass Hamoudi

**Signed**

**Prof. Dr. Saad Shaheen Hammadi**

**Acting President of the University**

**Copy to:**

- Office of the President of the University / For your kind information.. With appreciation.
- The Office of the Assistant President of the University for Administrative Affairs/ for your kind information..With appreciation.
- Office of the Assistant President of the University for Academic Affairs/ for your information.
- All colleges/ Dean's Office/ for your Kind information.. with appreciation..
- All centers, directorates and departments of the university/ for your kind information..with appreciation.
- Department of Studies and Planning / Organizational Structures Unit.

**Ministry of Higher Education and Scientific Research**

**Al-Karkh University of Science**

**Vice-Chancellor's Office**

**For Scientific Affairs**

**Scholarships and Cultural Relations**

**Department**

Ref: 300

Date: 26/9/2022

**University Order**

**Sub/ Formation of an administrative advisory unit for the Inspire project**

Referring to the letter of the Ministry of Higher Education and Scientific Research, the Directorate of Scholarships and Cultural Relations, Department of International and Arab Organizations, No. 20858 dated 21/6/2022, which is attached to their letter No 1611 dated 17/5/2022, which includes the creation of special advisory units. With the fifth work plan WP5 of the Inspire project, and based on the powers vested in us, it was decided to form an administrative advisory unit for the aforementioned project, headed by and with membership of the persons listed below:

Name and Scientific title	position	Workplace
Prof. Dr. Ahmad Askar Najaf	Head of the Unit	College Remote Sensing and geophysics
Asst. Prof. Dr. Muhammad Dhari Youssef	A member	Director of the Scientific Affairs Department
Dr. Ali Abdul Karim Ali,	A member	College of Science

This order is effective as of the above date.

**signed**

**Prof. Dr. Thamer Abdul-Amir Hassan**

**Chancellor of Al-Karkh University of Science**

**26/9/2022**

**Republic of Iraq**  
**Republic of Iraq Ministry of Higher Education & Scientific Research**  
**University of Baghdad**  
**Studies & Planning Dept.**

Ref: 4540

Date: 2/7/2022

**University order**

Referring to the letter of the Ministry of Higher Education and Scientific Research/ Directorate of Scholarships and Cultural Relations/ Department of International and Arab Organizations no. 16110 dated 05/17/2022 and to the Ministerial Order no.(2463) dated 06/14/2018 and based on the law of creating and merging administrative formations and amending their association No. 12 of 2011 and the powers vested in us, we decided

First: Creating an administrative unit called (the International and Local Consultations Unit) within the organizational structure of (the university president), and the unit is linked to (the university president).

Second: modifying the organizational structure of the (university president) in the presidency of the University of Baghdad according to what was stated in Paragraph (First)

Third: The tasks and duties of (the International and Local Consulting Unit) are:

1. Developing a future strategic plan for developing and defining the international relations of our university within a certain period of time.
2. Follow up the implementation of the plan.
3. Evaluate the outputs of the plan after the expiration of the time period specified for its implementation

**This Order is effective as of the above date.**

**Signed**

**Mr. Dr. Mounir Hamid Al-Saadi,**  
**President of the University of Baghdad,**

**06/13/2022**

**Ministry of Higher Education and Scientific Research**

**Basrah University for Oil and Gas**

**Vice Chancellor Office for Scientific affairs**

No: 320

Date: 26/9/2022

**University Order**

**Sub/ Establishment of an international and local advisory unit**

According to the powers vested in us:

And referring to the letter of the Ministry of Higher Education and Scientific Research/ Directorate of Scholarships and Cultural Relations/ Department of International and Arab Organizations No.16110 on 17/5/2022, it was decided to establish an international and local consulting unit for following up the implementation of the fifth work plan (WP5) for the Inspire project. The Unit is exclusively linked to the university president. The above unit is managed by two of the university's senior staff and two of the governorate's notables, as shown in the attached table, provided that a hall in the university presidency site (currently) is allocated to the above Unit.

**To be executed from the date above.**

signed

**Prof. Dr. Muhammad Halil Hafez Al-Kaabi,**

**President of the University**

**26/9/2022**

**Ministry of Higher Education and Scientific Research**

**University of Mosul**

**Administrative and Financial Affairs Dep.**

ref: 2/8/13393

Date: 13/6/2022

**University Order**

Referring to the letter of the Ministry of Higher Education and Scientific Research/ Directorate of Scholarships and Cultural Relations, Department of International and Arab Organizations, No. 1611 on 17/5/2022, and based on the powers vested in us, it was decided:

The establishment of the International and Local advisory Unit, and it is connected to the President of the University.

signed

**Prof. Dr. Qusai Kamal Al-Din Al-Ahmadi,**

**Acting President of the University of Mosul**

**June 12, 2022**

**Republic of Iraq**  
**Ministry of Higher Education & Scientific Research**  
**Al-Furat Al-Awsat Technical University**  
**University President's Office**

Ref: M. R. J/72

Date: 26/6/2022

**University Order**

Referring to the letter of the Directorate of Scholarships and Cultural Relations/ Department of International and Arab Organizations No.16110 on 17/5/2022 and according to the powers vested in us it is decided:

The creation of the International Advisory Unit (INSPIRE Unit), and it is managed by the persons whose names are listed below, and it is linked to the President of the University:

	Name	position
1	Asst. Prof.Dr. Ali Najah Kazem	Director of the Department of Quality Assurance and University Performance
2	Mustafa Dakhil Faisal	Responsible for the International Relations Division,
3	Mr. Abdul-Mahdi Saleh Al-Muzaffar	Head of the Alkayal Center for Businessmen
4	Engineer Haider Hamoudi Al-Adhari	President of the Najaf Chamber of Commerce

signed

**Prof. Dr. Muzaffar Sadiq Al-Zuhairi**

**President of the University**

**26/6/2022**

**Republic of Iraq**  
**Ministry of Higher Education and Scientific Research**  
**Al-Qasim Green University**  
**Department of Studies and Planning**

No: 3150

Date: 22/6/2022

**University Order**

Based on what was stated in the letter of the Ministry of Higher Education and Scientific Research/ Directorate of Scholarships and Cultural Relations, Department of International and Arab Organizations, no. (16110) on the date of 17/5/2022, and based on the powers vested in us, it was decided:

Creation of an advisory unit for the implementation of the fifth work plan wp5 project Inspire

The persons whose names are listed below are assigned to manage this Unit:

- Prof. Dr. Ali Hadi Shakrawi
- Dr. Khudair Abdul Hussein Al-Khalidi
- Dr. Haider Karim Fahad Al Suwaidi
- Dr. Haider Abd Hassan Alwan Al-Jubouri

**This order is effective from its date above**

signed

**Prof. Dr. Hassan Katea Al-Awadi**  
**Acting President of the University**

**22/6/2022**



**Ministry of higher Education and Scientific Research**

**Presidency of Wasit University**

**Ref: 5678**

**Date: 14/6/2022**

**University Order**

Based on the letter of the University Council Secretariat No. (1314 S on 9/6/2022), which includes the minutes of the twenty-third regular open session for the academic year 2021/2022, the third part, held on 6/8/2022 and the powers vested in us according to the Ministerial Order issued by the Ministry of Higher Education and Scientific Research/ Legal and Administrative Directorate No. (29200 on 14/10/2010) it was decided

- Creation of a unit (international and local consultations), provided that it is linked the office of Mr. President of the University

signature

**Prof. Dr Mazen Hassan Jassim alhassany,**

**President of WASit University**

**14/6/32022**



Innovative Governance Practices in the Higher Education Institutions in Iraq

## **INSPIRE Units Consultants**

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