



Unione delle Università del Mediterraneo
Mediterranean Universities Union
Union des Universités de la Méditerranée
إتحاد الجامعات المتوسطية



APPRAIS

governAnce, quality, accountability:
a Piloting Reform PRocess
in kurdistAn reglon of Iraq

D8.1 Project Management Handbook

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1. INTRODUCTION

This document is the Deliverable D.8.1 part of WP8 Management of the APPRAIS project, and it is designed as a comprehensive guide for the project participants, describing all relevant aspects of the project's management and coordination activities. It is intended as a useful manual for the Consortium presenting procedures and tools to implement and manage each project phase. Effective project management aims at ensuring that the planned activities will be carried out effectively, pursuing project's objectives according to the time schedule, budget and the expected quality standards.

The Project coordinator, UNIMED - Mediterranean Universities Union, is responsible for all communication and management of all Partners within the project Consortium and also for the communications with EC, covering concertation meetings, cross-project events, etc. This Handbook contains the project management strategy and procedures, integrating the decisions taken at the kick-off meeting and WP dedicated session, and will be used as a reference document by both the project partners, the Quality Committee and the External Quality Expert.

2. PROJECT OVERVIEW

APPRAIS addresses governance, strategic planning and management of higher education institutions, with a particular focus on enhancing the capacities of human resources and proposing a reform for the local Higher Education system through the implementation of Bologna process.

APPRAIS project idea comes from the willingness of the Ministry of Higher Education and Scientific Research (MOHESR KRG) to improve and develop the higher education system in the Kurdistan region of Iraq. The MOHESR KRG has encouraged several Iraqi Universities to adopt the European higher education model, supporting therefore the implementation of the Bologna Process.

Within this context, the overarching goal of APPRAIS is to support, through the cooperation of European institutions, the rebuilding and modernisation of the governance system of higher education institutions (HEIs) in the Kurdistan region of Iraq with a specific focus on strategic planning, quality assurance and Bologna process implementation. 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 by benefiting from the European expertise. To institutionalize good governance practices in Kurdish HEIs, also means enforcing institutional values such as autonomy, accountability, participation, quality assurance, and internationalization, as well as implementing well-structured management systems, and contribute to the development of HEIs in Kurdistan region of Iraq helping them to meet the international standards. The overall aim of the project is to support HEIs in Kurdistan region of Iraq in order to make them capable of establishing a modern governance framework through the adoption and implementation of Bologna process.

General Information

Project Title	APPRAIS, governAnce, quality, accountability: a Piloting Reform PRrocess in kurdistan region of Iraq
EU Programme	Erasmus+ KA2 CBHE
Action	Structural Project
Project Number	618781-EPP-1-2020-1-IT-EPPKA2-CBHE-SP
Start Date	15/01/2021
End Date	14/01/2024
Coordinator	UNIMED, Unione delle Università del Mediterraneo
Total grant requested	999.852, 00 EUR
Partners	<p>UNIVERSITA DI PISA, Italy UNIVERSITETET I OSLO, Norway UNIVERSIDAD DE MURCIA, Spain UNIVERSIDADE DE EVORA, Portugal SALAHADDIN UNIVERSITY – ERBIL, Iraq UNIVERSITY OF SULAIMANI, Iraq UNIVERSITY OF DUHOK, Iraq HALABJA UNIVERSITY, Iraq DUHOK POLYTECHNIC UNIVERSITY, Iraq UNIVERSITY OF GARMIAN, Iraq UNIVERSITY OF ZAKHO, Iraq CHARMO UNIVERSITY, Iraq MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH KRG, Iraq</p>

Internal Communication Tools

Group email	apprais@googlegroups.com
Shared Folder	<p>Drive shared folder (https://drive.google.com/drive/folders/1oW8KFmPp0NxuvLk_bfwD5i3_2N60U25t?usp=sharing)</p>
Project website	

2.1 PRIORITIES ADDRESSED

The project addresses the following National/Regional priorities:

- Quality and relevance of higher education in Partner Countries
- Quality Assurance
- Recognition, transparency, certification

APPRAIS addresses governance, strategic planning and management of higher education institutions, with a particular focus on enhancing the capacities of human resources and proposing a reform for the local Higher Education system through the implementation of Bologna process. The introduction of Bologna process related themes and schemes, is an action based on the vision of the Ministry of Higher Education and Scientific Research (MHESR KRG) for improving and developing education and research in Kurdistan.

Reforming University governance towards an improvement of quality is a clear priority for the regional government of Kurdistan as recognized by the [Kurdistan regional government Agenda](#): “we will enhance higher education and scientific research by developing this sector. [...] enhance the capacity of the universities and institutes of the Kurdistan region in terms of quality, and help expand scientific research and study opportunities” (point 12).

This priority of reforming governance system with particular reference to KRI federal area has been recognized in the past years also by international stakeholders such as UNESCO (<https://en.unesco.org/news/kurdistan-regional-government-kr-g-ministry-higher-education-and-scientific-research-mohesr>). Therefore, APPRAIS project will go hand in hand with these already existing activities promoting a complementary pathway in working for this priority.

APPRAIS is also in line with a recent [study of the European Parliament](#) where it is concluded that “Iraq can only escape from this cycle if short-term solutions aimed at stabilisation are coupled with longer-term solutions that focus on governance”. APPRAIS aims to reform the governance of the HE system in KRI area implementing pilot reform process to be lately transferred to the rest of the country for the benefit of Iraqi higher education system as a whole.

2.2 RELEVANCE OF THE PROJECT. WHY APPRAIS?

The idea to implement the Bologna Process in the region started in 2015, with the very first objective of internationalise the universities in the Kurdistan Region of Iraq, and aiming at changing and developing education curriculum and to bring them up according to the modern and contemporary standards. The reform of local HE system, it has been recognized as a clear need by the local Ministry in consideration of the rapid growth of the tertiary education sector and the consequent needs to harmonize it. In 1991 the Kurdistan region of Iraq had only one university, while nowadays it is possible to count tens of universities, nearly 575 scientific departments, 10.6000 students, and 7.258 lecturers. In the Ministry’s words: “The higher education in this age requires us to do more. We are

obliged to be up to the international standards as well as to create scientific relations with foreign countries, to compare ourselves with the good, the better, and the best, just then we make progress". In order to reach their objectives, the KRG Minister of Higher Education and Scientific Research considered the implementation of Bologna process as a crucial step.

The Bologna process implementation in the Kurdistan region started with a bottom-up approach seeking changes in the curricula of all faculties and departments in universities, according to a continuous consultation among stakeholders. The definition of a clear strategy and mechanism represented its first step in 2015, then followed by regular meetings with the universities in order to increase their autonomy and support modernization processes. As a relevant example, we can mention "the reform process for the curriculum of the colleges of law, where the lawyers syndicate, the general attorney, and the courts have been involved in the reform process and consulted as stakeholders. In 2017, an EU-funded project called "TIGRIS (Transfer of Good Practices & Reinforcement of Internationalization Strategies in Kurdistan)" began in collaboration with four European partners, 10 Kurdish universities, and the MHESR-KRG to build capacity in higher education. The TIGRIS project aimed to work at three different levels – institutional, national, and international – to support the modernization, accessibility, and internationalization of higher education in Kurdistan. Subsequently, to enhance capacity building exercise, the MHESR-KRG sent 33 faculty members selected from 17 public and private universities to attend a pedagogical training course in Hamk University of applied sciences, Hemeenlinna, Finland. The Ministry introduced a new pedagogical training program, which began on April 2019, at four training centres in Erbil, Duhok, Garmian, and Sulaymania.

Despite that, it is undeniable that several weaknesses do exist in the HE sector, particularly with regard to the performance of planning functions, institutional autonomy, composition of institutional councils and the distribution of powers between individual actors and collegial bodies, management of scientific research, human resources management, monitoring and quality assurance, as well as accountability mechanisms. Policy, Planning, and Monitoring function appears to be poorly performed and need to be boosted, with the view of instituting a sound functional structure, ensuring greater harmony in the discharging the responsibilities of concerned departments/units. Quality Assurance of HEIs and their programs appears to rely excessively upon external agencies, which may understandably skirt around local conditions and salient national priorities, and hence produce limited impact. In addition, internationalisation of universities needs further attention: difficulties in equalizing certificates, mobility, implementing ECTS system, all contribute to limit the international exposure of HEIs. As a consequence, the quality of education witnessed sharp deterioration and scientific output came to a practical standstill. It maybe remarked that HEIs in the Kurdistan Region, although suffering the effects of past neglect, have also committed to overcome current limitation and skills gaps. At the very moment of the proposal writing (end of 2019, beginning of 2020), the Kurdistan region of Iraq seemed a fertile arena to implement reforms, keeping in mind these could be later transferred and mainstreamed to the widest possible number of institutions in the country.

2.3 MISSION STATEMENT

The overarching goal of APPRAIS is to support, through the cooperation with European institutions, the rebuilding and modernisation of the governance system of higher education institutions (HEIs) in the Kurdistan region of Iraq, with a specific focus on strategic planning, quality assurance and Bologna process implementation. To institutionalize good governance practices in KRI HEIs it is necessary enforcing institutional values such as autonomy, accountability, participation, quality assurance, and internationalization, as well as implementing well-structured management systems. The project will contribute to the development and modernization of the HE sector in the Kurdistan region of Iraq, supporting HEIs in meeting international standards and empowering university staff to effectively manage and implement changes.

2.4 PROJECT SPECIFIC OBJECTIVES

- Enhancing good governance, by strengthening the definition and development of HEIs roadmap.
- Improving HEIs capacities on quality assurance mechanisms, strategic planning, management and accountability practices.
- Supporting the implementation of Bologna Process within HEIs in Kurdistan region of Iraq by improving knowledge on recognition of credits and learning mobility.
- Adopting the university reform on good governance and Bologna process at each HEIs, through the definition and validation of institutional action plans.

2.5 KEY EXPECTED RESULTS

1. State of the art on governance and quality assurance in the universities of Kurdistan region of Iraq.
2. University roadmap for better university governance and implementation of Bologna process in the HEIs of Kurdistan region of Iraq.
3. 56 university leaders (presidents, vice-presidents, heads of IROs and QA responsables) upskilled on strategic planning, quality assurance and credits recognition.
4. 80 administrative staff upskilled on university administrative management, quality assurance and internationalisation strategies.
5. Further 160 university staff (20 people from each HEI) benefit from the institutional ToTs during the harmonisation phase.
6. 8 shared strategic institutional plans validated by the KRI Ministry and adopted by the HEIs in Kurdistan

All these outcomes target mainly the two direct target group of the project, namely, the university leaders and the administrative staff. They will produce an updated needs analysis of their university system thanks to self-evaluation and benchmarking (WP1), that will allow to define functions, tools and strategies of HEIs of Kurdistan region of Iraq, at institutional, national and international (EU) levels and will define their roadmap (WP2) that will lead to the shared strategic institution action plan (WP5). Moreover, the same target groups will be directly involved in the cycle of capacity building activities that will provide them with new tools, methodologies, techniques and learning approaches to better improve their quality assurance system, their university governance and to smoothly then implement the Bologna Process (WP3 and WP4).

The project will also contribute to the cooperation between the EU and Kurdistan region of Iraq by setting up a committed and professional partners team that will engage the university leadership at Partner Countries level and that will work together for three years with a strong sustainable commitment. This will, in turn, promote reciprocal learning and exchange of good models/practices (including voluntary convergence with EU developments in higher education) by increasing the knowledge of HE leaders and university staff in the HE developments in Europe and also having an impact on the intercultural awareness and understanding between the HE communities.

2.6 PROJECT TARGET GROUPS AND BENEFICIARIES

The APPRAIS project main target groups in all the universities from Kurdistan region are divided into direct and indirect groups as follows.

Direct groups

Top managers, university leaders and decision-makers from HEIs in Kurdistan region of Iraq: they need to be upskilled on university management, strategic planning, quality assurance and credits recognition in order to properly manage the governance and strategic planning of each involved University. Skills and knowledge on innovative governance practices and strategic planning topics will be developed in a perspective of durable further improvement. The CBHE action will strengthening of innovative governance practices at the level of the overall institutions, making HEIs in Kurdistan region of Iraq more attractive for international students. The final aim is to improve (in the framework of Bologna process) innovative governance practices (reform of the management structure of the ministry and HEIs) and introduce dynamic, democratic and accountable systems.

University top managers in charge of international relations (deans, heads of IROs, vice-rector in charge of mobility and international cooperation); need to be upskilled on credits recognition, learning and teaching mobility, on the overall management of Bologna process: more than 80% of the training activities will be performed on this topic for them. They need in particular to reinforce their skills and tools to introduce on how to manage internships and on how to prepare the students for their internships, mobility, how to ease bureaucratic procedures, deal with enterprises in order

to find proper internship opportunities for master students. Additionally, the CBHE will allow the increase of relationships with international institutions and a specific training will be dedicated to cope with their lack in the field of international project management, project life cycle, EU funds, etc. APPRAIS will develop specific tools and techniques to improve and strengthen the internationalisation process.

Administrative and academic staff from HEIs in Kurdistan region of Iraq: they need to be upskilled on university management, strategic planning, quality assurance. Due to their rare international exposure, study visits in EU will represent an added value for their career and will expose them to different systems. They need a stronger practical training and to develop soft skills like problem solving, entrepreneurship attitude, etc, critical thinking, etc... The culture itself of the teaching body to accompany the students beyond the mere teaching activity, is something to be stressed and developed in general, and in a transversal way, through the project activities.

Administrative and academic staff (in particular QA directorate responsible) from HEIs in Kurdistan region of Iraq need to be trained on quality assurance and administrative management. Due to their rare international exposure, study visits in EU will represent an added value for their career and will expose them to different systems. They need in particular to reinforce their skills and tools to introduce quality management tools, quality indicators, ease bureaucratic procedures. QA directorate responsible needs to adopt and follow the indicators and quality measures that APPRAIS will build up in order to provide a quality assurance coherent system to ensure the quality of administrative and academic performance. In particular APPRAIS will introduce a Teaching Quality Assurance, based on student and staff evaluation; audit mechanisms to ensure quality, equality, accountability and human rights; review the system of research funding and administration; introduce mechanisms of monitoring performance and linking them to pay and promotion).

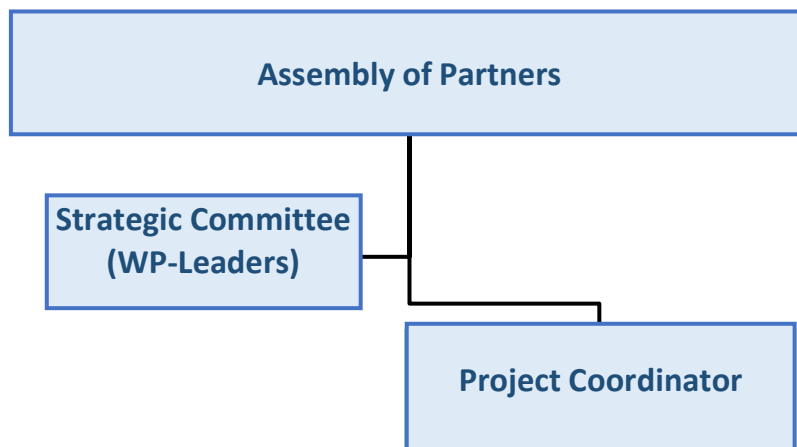
Indirect groups

Society in general (political decision-makers, national and local institutions) are supposed to actively participate in project activities and are expected to fully appropriate the project after its lifecycle to guarantee a long-term impact. Society at large will benefit from more competent and efficient managers, professors, and academic staff, and future graduates will be able to benefit from better training at the qualitative level.

International stakeholders will benefit from the increased governance capacities of the HEIs in Kurdistan region of Iraq by setting up new partnerships and by fostering international cooperation. Students will benefit from the presence of a more reliable governance at institutional level, from new opportunities in terms of mutual recognition of experiences and credits. APPRAIS will impact on their mobility opportunities, scholarships accessibility, E+ Erasmus scheme, new partnerships with international HEIs.

3. MANAGEMENT STRUCTURE

APPRAIS is managed by UNIMED, as project coordinator. The management structure is conceived as functional to ensure a smooth project implementation. The project management structure is therefore organised in 3 main bodies, corresponding to different decision-making levels: a) Project Manager (PM); b) Assembly of Partners (AoP); c) Steering Committee (SC).



Project Manager (PM)

Main Mission: Day-to-day management and overall supervision of activities.

The project coordinator ensures quality project execution by providing the needed skills to manage international initiatives linked to cutting-edge education, research and technologies.

The PM for the APPRAIS project is Silvia Marchionne
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The Project Manager:

- is ultimately responsible for the direction of all aspects, including technical work, administration, control, planning, progress, revision, reporting and reviews;
- is responsible to ensure that project progress is constantly monitored, assessed and maintained at high quality standards through intermediate checks and via an intra-consortium peer review system of all deliverables;
- acts as the main interface between the Consortium and the EC;
- interacts on a regular basis with WPs and tasks leaders to make sure that technical work is carried out according to the provisions set in the proposal and within the work-plan scheduled deadlines.

Steering Committee (SC)

It is in charge of strategic input to the project.

Main Mission: Maintain a coherent and constant strategic guidance to the project.

This does not entail direct action or modifications to the work-plan (which are under responsibility of the PM) but relates to relations with stakeholders, input to the dissemination, communication and exploitation strategies and to the post-project developments within a sustainable perspective.

Decisions proposed by the WP Leaders are to be taken as project recommendations and have to be proposed by the PM and discussed within the AoP for possible implementation within the project. Therefore, the WP Leader will define, in agreement with the other partners, tasks and responsibilities for the implementation of the project, in compliance with the expected results.

Composition: WP leaders. The APPRAIS Steering Committee members' list is available in Annex I.

WP Leaders are responsible for the strategic input to the project, they guide the tasks planned within the WP, in compliance with the scheduled workplan, and they are in charge for the delivery of a set number of outputs (Deliverables). They report directly to the Project Manager.

WP Leader(s):

- Coordinates the assigned WP
- Defines WP strategies and working methods
- Draws up the templates to collect WP homogeneous data from partners
- Assures the exchange of information among partners on the activities performed
- Remind Deadlines
- Elaborates the first draft and the final version of the documents/outputs
- Draws up the WP reports and the report about mid-term results

Assembly of Partners (AoP)

It is the Forum where the positions of individual Partners are represented.

Main Mission: It is summoned when decisions pertaining to issues of relevance to all Partners need to be addressed, e.g. proposals on strategic issues, proposals from the PM or the WP Leaders, emerging issues on project implementation, such as amendments of the Grant Agreement, admission of new participants; changes in budget allocation among project partners; any other corrective measures.

The APPRAIS Assembly of Partners members' list is available in Annex II.

3.1 DECISION MAKING PROCESS

Decisions are normally taken by consensus.

In the unlikely case that voting becomes necessary, the majority of votes of the Assembly of Partners decides. The vote of the PM, being ex-officio member, is only counted in case of an equal number of pro and contra votes. Decisions will be collected in the AoP minutes and distributed to all partners with minimum delay and no later than 5 working days after the AoP's meeting.

3.2 COMMUNICATION FLOW AND TOOLS

Communication flow among all entities interested in the project, proceeds according to the following pattern:



Concerning the communication among project partners will use a mailing list - apprais@googlegroups.com - and a shared Drive folder – APPRAIS_shared.

For the virtual meetings, whether bilateral or the partnership will use Skype or Zoom.

3.3 MANAGEMENT PRINCIPLES

In order to guarantee an efficient and effective running on the project, Partners share some key principles:

- Clear role for each Partners and clear distribution of responsibilities
- Strong leadership components
- Working teams working efficiently
- Periodical virtual meetings
- Shared Documents: the work of the partners will be visible to all and shared
- Full availability
- Simple PM tools to keep track of project progress: project log & Gantt chart

4. WORK BREAKDOWN STRUCTURE

4.1 WORK PACKAGES OVERVIEW

APPRAIS is structured in 8 Work Packages, with 5 WPs dealing with technical and scientific aspects of the project, while 3 dealing with transversal activities, Management, Quality Assurance, Dissemination and Exploitation. The table below presents a full list of WPs, deliverables, WP Leaders and co-Leaders as well as the due date for project results.

A complete list of APPRAIS deliverables with planned delivery dates is presented in the table below.

Table 3: list of the project deliverables			
WP	WP leader & co-leader	Deliverables	Due date
WP1	P8 University of Duhok co-leader P1 UNIMED	D1.1 Report stock taking of governance framework including glossary	31/05/2020
		D2.2 Report on the field visits in KRI provinces (Erbil, Sulaymaniyah & Duhok)	31/07/2020
		D3.3 Final report of the update needs analysis (included desk research, self-evaluation and field visits reports)	30/09/2020
WP2	P5 University of Evora	D2.1 Designing of roadmap: aims, mission, workplan	30/11/2021

	co-leader P13 Charmo University		
		D2.2 Consultative workshop report	31/03/2022
WP3	P2 University of Pisa co-leader P7 Sulaymania University	D3.1 Report on the training week in Oslo	31/05/2022
		D3.2 Report on the three local training workshops in KRI and on restitution workshop performed	31/08/2022
		D3.3 Report on study visit in Pisa and Evora performed	30/11/2022
WP4	P4 Murcia University co-leader P12 Zakho University	D4.1 Report on the study visits performed in Italy and Spain	31/12/2022
		D4.2 Online training platform & handbook	28/02/2023
WP5	P14 Ministry of HE co-leader P1, Garmian University	D5.1 Report on the restitution event	31/05/2023
		D5.2 Report on ToT activities performed at institutional and national level	31/08/2023
		D5.3 Strategic Plan approved by the Ministry and adopted by the HEIs	31/12/2023
WP6	P6 Salaheddine University co-leader P9 Halabja University	D6.1 Quality and Evaluation Plan	31/03/2021
		D6.2 Mid-Term evaluation report	30/06/2022
		D6.3 Final evaluation report	14/01/2024
WP7	P10 Duhok Polytechnic University co-lead P1 UNIMED	D7.1 Dissemination and exploitation plan	15/02/2021
		D7.2 Project website	31/03/2021
		D7.3 Dissemination and branding materials	31/03/2021 31/08/2023

		D7.4 Final project conference	14/01/2024
WP8	P1, UNIMED (Italy)	D8.1 Project Management Handbook	28/02/2021
		D8.2 Reports on plenary meetings (KOM, mid-term meeting and final meeting)	Multiple dates 14/01/2024
		D8.3 Virtual Meetings	14/01/2024

WP1 Update Needs assessment

TASKS DESCRIPTION

T1.1 Preliminary desk research, collection of relevant data and definition of glossary

T1.2 Identification of existing governance frameworks and best practices through HEIs self-evaluation

T1.3 Field visits in KRI provinces for the final assessment

WP TIMETABLE

January 2021 – September 2021

ROLES AND TASKS IN THE WORKPACKAGE

P8 University of Duhok, co-leader P1 UNIMED

WP2 Definition of a roadmap for a better university governance and implementation of bologna process at KRI HEIs

TASKS DESCRIPTION

T2.1 Designing of roadmap: aims, mission, workplan

T2.2 Consultative workshop

WP TIMETABLE

October 2021 –March 2022

ROLES AND TASKS IN THE WORKPACKAGE

P5 University of Evora, co-leader P13 Charmo University

WP3 Strategic Planning, Management and Quality Assurance: Capacity Building action

TASKS DESCRIPTION

T3.1 Training week for university leaders in Oslo on strategic planning, QA management + recognition

T3.2 Three Training workshop in KRI and Harmonization training in Sulaymania

T.3.3 Two Study visits, one in Pisa (Italy) and one in Evora (Portugal)

WP TIMETABLE

March 2022 – December 2022

ROLES AND TASKS IN THE WORKPACKAGE

P2 University of Pisa, co-leader P7 Sulaymania University

WP4 Bologna process implementation at KRI Universities: Recognition of credits and learning mobility

TASKS DESCRIPTION

T4.1 Circular field visit: Rome (UNIMED) + Murcia (Spain)

T4.2 Online training platform & handbook

WP TIMETABLE

October 2022 – February 2023

ROLES AND TASKS IN THE WORKPACKAGE

P4 Murcia University, co-leader P12 Zakho University

WP5 Restitution and harmonization phase towards a Shared Strategic Plan for University Reform

TASKS DESCRIPTION

T5.1 Restitution event preparation at the Ministry in Kurdistan (Erbil)

T5.2 ToT at institutional and national level at each HEIs in Kurdistan

T5.3 Definition and Validation of Institutional Strategic Plan for University reform

WP TIMETABLE

March 2023 – January 2024

ROLES AND TASKS IN THE WORKPACKAGE

P14 Ministry of HE, co-leader P1 Garmian University

WP6 Project Quality and Evaluation

TASKS DESCRIPTION

T6.1 Creation of Quality and Evaluation Working Team and nomination of the External Evaluator

T6.2 Drawing up of Quality and Evaluation Plan (product & process evaluation)

T6.3 Regular Monitoring and feedback collection by Partners

T6.4 Drawing up of evaluation reports (Mid-term and Final)

WP TIMETABLE

January 2021 – January 2024

ROLES AND TASKS IN THE WORKPACKAGE

P6 Salaheddine University, co-leader P9 Halabja University

WP7 Dissemination and Exploitation

TASKS DESCRIPTION

T7.1 Design of the dissemination and exploitation plan

T7.2 Creation and management of the Project website

T7.3 Preparation of dissemination Materials

T7.4 Organisation of the final Conference

WP TIMETABLE

January 2021 – January 2024

ROLES AND TASKS IN THE WORKPACKAGE

P10 Duhok Polytechnic University, co-lead P1 UNIMED

WP8 Management

TASKS DESCRIPTION

T8.1 Operative and financial management

T8.2 Performing of plenary and virtual meetings

WP TIMETABLE

January 2021 – January 2024

ROLES AND TASKS IN THE WORKPACKAGE

P1 UNIMED

5. ORGANIZATION OF MEETINGS

Partnership meetings: The Coordinator shall convene ordinary meetings of the AoP planned on the original proposal and shall also convene extraordinary meetings at any time upon written request of any Partner. All meetings were planned in presence, but due to the limitation related to the COVID-19 pandemic, already the Kick-off meeting (February 2021), the 3-days meetings focused on WPs (March 2021) and the financial webinar (May 2021) have been held online. A general consortium meeting to update all the partners on the WP1 activity and the transversal WPs, has been held online too in July 2021.

Notice of a meeting: The Coordinator shall give notice in writing of a meeting to all Partners through the project mailing list, as soon as possible, to allow good forward planning for all partners and to reduce travel costs by early booking. The same applies when the coordinator calls for an online meeting: a sufficient notice shall be provided to Partners to maximize participation in a time of frequent online meetings and events.

Sending the agenda: The Coordinator, in collaboration with the hosting and/or responsible Partner, shall send to Partners the original agenda within at least 3 calendar days preceding the meeting. Each meeting will have a dedicated session on the current situation, with respect to the project’s achieved results and future timescales.

Adding agenda items: Any agenda item requiring a decision by the Partners must be identified as such on the agenda. Any Partner may add an item to the original agenda by written notification to all of the other members. During a meeting, Partners can unanimously agree to add a new item to the original agenda. Any decision may also be taken without a meeting by circulating to all members written documents.

Minutes of meetings: The Coordinator shall produce written minutes of each meeting which shall be the formal record of all decisions taken. When appropriate, an action-list will be shared with Partners with the Minutes.

Planned Plenary Meetings	When
Kick off meeting (online)	2-3 February 2021
WPs sessions (online)	8-9-10 March 2021
1st interim meeting (Duhok, Iraq)	September 2021
2nd interim meeting (Pisa, Italy)	February 2022
3rd interim meeting (Murcia, Spain)	October 2022
4th interim meeting (Erbil, Iraq)	May 2023
Final meeting (Rome, Italy)	December 2023

6. WORKPLAN

In this paragraph, there is an overview of the working days distribution among the partners, and a graphic representation of the workload for each WP. In addition, there is a short presentation of tasks for each Partner, so to ease the understanding of everyone’s contribution to the project.

6.1 WORKING DAYS DISTRIBUTION

According to the project approved and revised budget, each partner has a certain number of working days divided into work packages. The following table report the working days distribution among the partners, on each WP and for each figure on the project.

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
PREPARATION WP1	P1	UNIMED	IT	0	30	0	20	50
	P2	UNIFI	IT	0	3	0	0	3
	P3	UIO	NO	0	3	0	0	3
	P4	UM	ES	0	3	0	0	3
	P5	UEVORA	PT	0	3	0	0	3
	P6	SU	IQ	0	10	0	0	10
	P7	UoS	IQ	0	10	0	0	10
	P8	UoD	IQ	15	45	5	15	80
	P9	UoH	IQ	0	10	0	0	10
	P10	DPU	IQ	0	10	0	0	10
	P11	UoG	IQ	0	10	0	0	10
	P12	ZU	IQ	0	10	0	0	10
	P13	CHU	IQ	0	10	0	0	10
	P14	MHESR KRG	IQ	0	10	0	0	10
SUBTOTAL				15	167	5	35	222

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
DEVELOPMENT WP2	P1	UNIMED	IT	3	10	0	0	13
	P2	UNIFI	IT	3	15	0	0	18
	P3	UIO	NO	3	15	0	0	18
	P4	UM	ES	3	15	0	0	18
	P5	UEVORA	PT	15	50	0	0	65
	P6	SU	IQ	3	15	0	0	18
	P7	UoS	IQ	3	15	0	0	18
	P8	UoD	IQ	3	15	0	0	18
	P9	UoH	IQ	3	15	0	0	18
	P10	DPU	IQ	3	15	0	0	18
	P11	UoG	IQ	3	15	0	0	18
	P12	ZU	IQ	3	15	0	0	18
	P13	CHU	IQ	3	25	0	0	28
	P14	MHESR KRG	IQ	3	10	0	0	13
SUBTOTAL				54	245	0	0	299

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
DEVELOPMENT WP3	P1	UNIMED	IT	5	10	5	40	60
	P2	UNIFI	IT	5	52	10	5	72
	P3	UiO	NO	0	38	5	5	48
	P4	UM	ES	0	40	5	0	45
	P5	UEVORA	PT	0	40	5	5	50
	P6	SU	IQ	10	40	5	3	58
	P7	UoS	IQ	10	65	15	8	98
	P8	UoD	IQ	15	45	5	3	68
	P9	UoH	IQ	3	30	5	0	38
	P10	DPU	IQ	3	30	5	0	38
	P11	UoG	IQ	3	30	5	0	38
	P12	ZU	IQ	3	30	5	0	38
	P13	CHU	IQ	3	30	5	0	38
	P14	MHESR KRG	IQ	3	15	5	0	23
SUBTOTAL				63	495	85	69	712

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
DEVELOPMENT WP4	P1	UNIMED	IT	0	20	0	10	30
	P2	UNIFI	IT	0	10	5	0	15
	P3	UiO	NO	0	25	5	0	30
	P4	UM	ES	0	60	5	10	75
	P5	UEVORA	PT	0	10	5	0	15
	P6	SU	IQ	5	25	0	0	30
	P7	UoS	IQ	5	25	0	0	30
	P8	UoD	IQ	8	25	0	0	33
	P9	UoH	IQ	3	25	0	0	28
	P10	DPU	IQ	3	25	0	0	28
	P11	UoG	IQ	3	25	0	0	28
	P12	ZU	IQ	3	30	0	0	33
	P13	CHU	IQ	3	25	0	0	28
	P14	MHESR KRG	IQ	5	20	0	0	25
SUBTOTAL				38	350	20	20	428

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
DEVELOPMENT WP5	P1	UNIMED	IT	0	10	0	0	10
	P2	UNIFI	IT	0	5	0	0	5
	P3	UiO	NO	0	5	0	0	5
	P4	UM	ES	0	5	0	0	5
	P5	UEVORA	PT	0	5	0	0	5
	P6	SU	IQ	2	20	0	0	22
	P7	UoS	IQ	2	20	0	0	22
	P8	UoD	IQ	5	25	0	0	30
	P9	UoH	IQ	2	20	0	0	22
	P10	DPU	IQ	2	20	0	0	22
	P11	UoG	IQ	2	40	0	0	42
	P12	ZU	IQ	2	30	0	0	32
	P13	CHU	IQ	2	30	0	0	32
	P14	MHESR KRG	IQ	2	30	0	0	32
SUBTOTAL				21	265	0	0	286

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
QUALITY PLAN WP6	P1	UNIMED	IT	3	20	0	0	23
	P2	UNIPI	IT	3	20	0	0	23
	P3	UiO	NO	3	20	0	0	23
	P4	UM	ES	3	20	0	0	23
	P5	UEVORA	PT	3	20	0	0	23
	P6	SU	IQ	3	50	0	0	53
	P7	UoS	IQ	3	20	0	0	23
	P8	UoD	IQ	3	20	0	0	23
	P9	UoH	IQ	3	25	0	0	28
	P10	DPU	IQ	3	20	0	0	23
	P11	UoG	IQ	3	20	0	0	23
	P12	ZU	IQ	3	20	0	0	23
	P13	CHU	IQ	3	20	0	0	23
	P14	MHESR KRG	IQ	3	20	0	0	23
SUBTOTAL				42	315	0	0	357

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
DISSEMINATION & EXPLOITATION WP7	P1	UNIMED	IT	5	40	10	0	55
	P2	UNIPI	IT	0	20	5	0	25
	P3	UiO	NO	0	20	5	0	25
	P4	UM	ES	0	20	5	0	25
	P5	UEVORA	PT	0	20	5	0	25
	P6	SU	IQ	3	30	5	0	38
	P7	UoS	IQ	3	30	5	0	38
	P8	UoD	IQ	6	40	5	0	51
	P9	UoH	IQ	3	30	5	0	38
	P10	DPU	IQ	10	50	20	0	80
	P11	UoG	IQ	3	30	5	0	38
	P12	ZU	IQ	3	30	5	0	38
	P13	CHU	IQ	3	30	5	0	38
	P14	MHESR KRG	IQ	3	30	5	0	38
SUBTOTAL				42	420	90	0	552

Work Package	Partner	Partner acronym	Country	Number of staff days				Total
Ref.nr	nr			Category	Category	Category	Category	
				Manager	Researcher, Teacher, Trainer	Technical	Administrative	
MANAGEMENT WP8	P1	UNIMED	IT	60	20	0	30	110
	P2	UNIPI	IT	40	10	0	15	65
	P3	UiO	NO	40	10	0	15	65
	P4	UM	ES	40	10	0	15	65
	P5	UEVORA	PT	40	10	0	15	65
	P6	SU	IQ	45	10	0	15	70
	P7	UoS	IQ	45	10	0	15	70
	P8	UoD	IQ	60	10	0	15	85
	P9	UoH	IQ	45	10	0	15	70
	P10	DPU	IQ	45	10	0	15	70
	P11	UoG	IQ	40	10	0	15	65
	P12	ZU	IQ	40	10	0	15	65
	P13	CHU	IQ	40	10	0	15	65
	P14	MHESR KRG	IQ	40	10	0	15	65
SUBTOTAL				620	150	0	225	995

6.2 ROLE AND TASKS PER PARTNERS

P1. UNIMED

UNIMED is the coordinator of the project and will therefore coordinate WP8 (Management). UNIMED will support the deployment of all project activities, by providing support in the framework of training and by centralizing Travel and Cost of Stay in order to ensure a proper value-for-money management. UNIMED will also support UoD in WP1 and DPU in WP7. UNIMED will host the Kick off meeting and the final meeting.

P.2 University of Pisa

UNIFI will coordinate the WP3 Strategic Planning, Management, Quality Assurance and recognition: Capacity Building action, will provide expertise for the training in KRI and will host a study visit for RAQ (QA responsible staff + administrative staff). UNIFI will promptly support Dissemination activities and all management related activities.

P3. University of Oslo

UiO will contribute to WPs connected to 1) Quality assurance and 2) Recognition – presentations and workshops connected to these themes, as well as contributing on overarching WPs on quality and control within the project, and the dissemination and sustainability of the project. UiO will host a training week for university leaders in Oslo and will provide expertise for training in KRI focusing on Quality assurance: Comparative analysis of the quality systems of European partners, Kurdish Universities and the Norwegian QA-system. Presentations, discussions, workshops and other training activities and recognition and credits transfer: Insight into the importance of QA for the recognition and credit transfer in Norwegian universities. The roles of autonomous universities and ministries/government bodies in Norway. Practical and theoretical implementation of procedures. Presentations, discussions, workshops and other training activities.

P.4 University of Murcia

UMU will be involved in different WPs of the APPRAIS project will participate in the Capacity building and will be responsible of the one modular training. Murcia University will be the leader of the WP4 entitled “Bologna process implementation at KRI Universities: Recognition of credits and learning mobility”. The responsibilities and duties of this WP will be shared with Zakho University. This WP4 will be dedicated to provide the support to the Kurdish institutions with the aim to develop useful tools and techniques to strength the internationalization process of their institutions, through fostering academic and research collaboration, strengthening strategic cooperation, partnerships and networking. Murcia University is an institution with great experience in the field of the recognition.

P5. University of Evora

UEVORA will be involved in different WPs of the APPRAIS project will participate in the Capacity building and will be responsible of the one modular training. UEVORA will be the leader of the WP2 Definition of a roadmap for a better university governance and implementation of bologna process at KRI HEIs. The responsibilities and duties of this WP will be shared with CHU. UEVORA will also be

involved as partner of the project in the WP3, WP4 and WP5 collaborating in the activities of this WP as well as in all other transversal WPs.

P6. Salahaddin University-Erbil

Salahaddin University-Erbil (SU) is the leader of the WP6 Quality and Evaluation. SU will also be responsible for collecting data needed, organizing and participated actively in workshops. Its role goes also to be engaged in the writing reports, analysis, visits and surveys. SU will participate in all the activities and training foreseen in the project.

P7. University of Sulaymania

UoS will co-lead the WP3 Strategic Planning, Management, Quality Assurance and recognition: University of Sulaymania will be actively involved in collecting data needed, organizing and participating actively in training courses and workshops, as well as any other activities within the framework of the project. UoS will also be engaged in the writing reports, analysis, field visits and surveys when necessary.

P8. University of Duhok

The University of Duhok will lead the WP1 Needs Assessment activities by coordinating all the Kurdish universities to collect data for the state of the art. UoD will select potential participants to be trained at the European university within this program. University of Duhok will be actively involved in collecting data needed, organizing and participating actively in training courses and workshops, as well as any other activities within the framework of the project. UoD will also be engaged in the writing reports, analysis, field visits and surveys when necessary. The University of Duhok will disseminate all the activities of the project and its outcomes within the university and beyond during all the period of the project.

P9. University of Halabja

The University of Halabja is the co-Leader of WP6 Quality and Evaluation. The role of University of Halabja as a partner of this project will be using its full capacity to implement the project and cooperate with the national and international partners. University of Halabja will be actively involved in collecting data needed, organizing and participating actively in training courses and workshops, as well as any other activities within the framework of the project. UoH will also be engaged in the writing reports, analysis, field visits and surveys when necessary. The University of Halabja will disseminate all the activities of the project and its outcomes within the university and beyond during all the period of the project.

P10. Duhok Polytechnic University

DPU will lead WP7 about Dissemination and exploitation. DPU will be actively involved in collecting data needed, organizing and participating actively in training courses and workshops, as well as any other activities within the framework of the project. They will also be engaged in the writing reports, analysis, field visits and surveys when necessary. DPU since is the leader of WP7, will disseminate all

the activities of the project and its outcomes within the university and beyond during all the period of the project.

P11. University of Garmian

University of Garmian is going to be effectively involved in the APPRAIS – by co-leading WP5 and through the following activities: Engaging in the process of quality assurance improvement and recognition of credits mobility through the implementation of the Bologna Process. The university of Garmian will be actively involved in collecting data needed, organizing and participating actively in training courses and workshops, as well as any other activities within the framework of the project. It will also be engaged in the writing reports, analysis, field visits and surveys when necessary. The University of Garmian will disseminate all the activities of the project and its outcomes within the university and beyond during all the period of the project.

P12. University of Zakho

UoZ will co-lead WP4 with UMU and will be involved in all the project WPs as well as will be involved with other partners in its role including collecting data needed, organizing and participated actively in workshops, and giving presentations in meetings that have its effect within the framework of the project. Additionally, the University of Zakho will actively participate in all training and other activities. The University of Zakho will disseminate all the activities of the project and its outcomes within the university and beyond during all the period of the project.

P13. Charmo University

ChU will co-lead WP2 and will be involved with other partners in its role including collecting data needed, organizing and participated actively in workshops, and giving presentations in meetings that have its effect within the framework of the project. Charmo University will actively participate in all transversal WPs. The University of Charmo will disseminate all the activities of the project and its outcomes within the university and beyond during all the period of the project.

P14. Ministry of Higher Education and Scientific Research KRG (MHESR-KRG)

The Ministry of Higher Education and Scientific Research participation in this project will add many positive aspects to the project and the other participating organisations and will lead WP5 Restitution and Harmonization phase towards a Shared Strategic Plan for University Reform in cooperation with Garmian University. The participation of the Ministry will lead to a better understanding of the policy at ministerial level, making the project much easier and applicable. The Ministry will activate all of its power in favour of facilitating the achieving of the different phases and stages of the project. The Ministry of Higher Education and Scientific Research KRG (MHESR-KRG) will actively support all the project WPs.

7. PROJECT REPORTING AND MONITORING

Reporting on the project's progress and achievements is both a crucial and beneficial part of the project management process. The reports can be means of communication about the project. On the other hand, the submissions of a *Progress Report* and a *Final Report* are contractual obligation. Above from the information in this document, the coordinator will inform the Consortium on time about necessary steps for the completion of the reports as well as the deliverables.

The Project Coordinator must submit to the EACEA during the course of the project a **Progress Report and Final Report**.

Progress Report - It is intended to provide the Agency with a mid-term update on how the project is advancing against original plans and budgets. The Progress Report is due at the mid-term point of a project. In order to allow enough time for preparation, the reporting period for the Progress Report runs from the start date of the project until two months prior to the submission date of the report, meaning WP Reports and other documentation must be sent and shared two months before the deadline for the Report. Approval of the Progress Report leads to the launch of the second pre-financing payment as foreseen by the grant agreement.

Final Report - For the Final Report, the reporting period covers the entire project duration and the submission date falls two months after the end of the project, i.e. 15.03.2023. Approval of the Final Report leads to the final payment on behalf of EACEA.

8. RISK MANAGEMENT

Risk management is a project management tool to assess and mitigate events that might adversely impact the project. This section presents the process for implementing proactive risk management. The goal of the risk management activity is to prepare the Consortium for identifying and managing actual and potential risks that may occur during the project lifetime, such we have foreseen with the adaptations needed to cope with the COVID-19 pandemic.

Risk is defined as an unforeseen event or activity that can impact the project's progress, result or outcome in a positive or negative way. Risk management consists of three main tasks: identifying potential risks, assessing the likelihood and seriousness of risks, and developing strategies to manage and mitigate risks (Contingency Plan). The coordinator is the overall Risk Manager and responsible for tracking efforts to reduce risks. The Assembly of Partners is engaged in the assessment of risks and developing mitigation strategies.

Risk Monitoring - Risk monitoring systematically tracks and evaluates the performance of risk-handling actions. It is part of the Project Coordinators and the Work Package Leaders' function. The main task is to compare expected and predicted results with the results actually achieved to determine the status and the need for any change in risk-handling actions.

8.1 RISK MANAGEMENT STRATEGY




While writing the project proposal, a risk assessment exercise has been thoroughly carried out in the preparatory phase and a detailed risks analysis was performed at the inception phase of the action to evaluate immediately potential contextual risks. The project structure and Consortium have been conceived with the idea of minimizing risks as much as possible and make sure that even negative occurrences can be remedied without incurring in major deviations from the objectives pursued and from the work and resources to be deployed.

The idea is that an accurate assessment (first in the proposal preparatory phase and then during the implementation of the project) of potential risks should lead first to create conditions in which the likelihood of their occurrence is considerably reduced and then to devise effective countermeasures likely to bring the project back on track with its objectives, expected results and activities.

Type of risk

S= Scope | C= Cost | T= Time | Q= Quality

Assessment risk Legend

	Everything is fine, on track and in control.
	Need Attention. The project is not totally on track and in control, but it is not in the ditch yet.
	The project is in the ditch. It will not meet its commitments for cost, schedule or scope. It will need actions (reallocation of budget or schedule increased or its scope of work increased) to get back on track.

9. MANAGEMENT MONITORING TOOLS

The following monitoring tools have been designed by the coordinator with the purpose to collect the necessary information to draw up the official interim and final reports to the European Commission, and monitor the progressing of activities against the workplan.

Project Log

The Project Log is the project 'diary' reporting on all the activities in place. The Log is organized following the calendar, month by month reporting what happens in the project. It helps keeping track of who, what and when along with tasks advancements.

Change Log

The Change Log is a tool for monitoring the coherence of the current activities and outputs with the workplan, with comments on main deviations and modification. It synthesizes the main changes which have occurred from the beginning of the project in respect to the original proposal, especially when risks are handled with modifications and recommendations are implemented to improve project progressing.

WP result reports template

In line with the requirement of reporting to the EACEA, each WP leader is required to fill out a report at the end of their WP, to be ready for the Mid-Term and Final Report. The WP result report template is available on the shared folder.

Meeting minute template

After each meeting, minutes are prepared, including a brief description of the attendees' speech, upcoming deadlines, future activities and results. This template is available on the shared folder.

Attendance Sheet template

At each meeting or event, signatures of participants are recorded. This template is available on the shared folder.



ANNEX I – STEERING COMMITTEE COMPOSITION



APPRAISE Steering Committee

Steering Committee: in charge of the strategic input to the project and scientific developments. It is responsible for dissemination, relations with stakeholders, and project sustainability. Composition: WP leaders.

Partner Number	Acronym	Institution	Contact name	WP Leader / WP Co-Leader	Email
P1	UNIMED	Mediterranean Universities Union	Marco Di Donato	Leader WP8, Co-Leader WP1 and WP7	m.didonato@uni-med.net
P1	UNIMED	Mediterranean Universities Union	Martina Zipoli	Leader WP8, Co-Leader WP1 and WP7	m.zipoli@uni-med.net
P1	UNIMED	Mediterranean Universities Union	Marius Orlando Luca	Leader WP8, Co-Leader WP1 and WP7	o.luca@uni-med.net
P1	UNIMED	Mediterranean Universities Union	Silvia Marchionne	Leader WP8, Co-Leader WP1 and WP7	s.marchionne@uni-med.net
P2	UNIFI	Università di Pisa	Francesco Marcelloni	Leader WP3	francesco.marcelloni@unifi.it ; programmi.internazionali@unifi.it
P2	UNIFI	Università di Pisa	Marco Abate	Leader WP3	marco.abate@unifi.it ; programmi.internazionali@unifi.it
P2	UNIFI	Università di Pisa	Tommaso Salamone	Leader WP3	tommaso.salamone@unifi.it
P4	UMU	University of Murcia	Maria Jesus Periago	Leader WP4	cmn.cyt@um.es
P4	UMU	University of Murcia	Constanza Saavedra	Leader WP4	csaave@um.es
P5	UEVORA	University of Evora	Carlos Godinho	Leader WP2	cagp@uevora.pt
P5	UEVORA	University of Evora	Isália Morais	Leader WP2	isalia@uevora.pt
P6	SU	Salahaddin University	Mohammed Saeed	Leader WP6	mohammed.aziz@su.edu.krd
P6	SU	Salahaddin University	Jawhar Fattah Saeed	Leader WP6	jawhar.saeed@su.edu.krd
P7	UoS	University of Sulaimani	Ridha Hasan Hussein	Co-Leader WP3	ridha.hussein@univsul.edu.iq
P7	UoS	University of Sulaimani	Karzan Khidhir	Co-Leader WP3	karzan.khidhir@univsul.edu.iq
P8	UoD	University of Duhok	Lokman Hadi	Leader WP1	lokman.hadi@uod.ac
P8	UoD	University of Duhok	Rund A. Hammoudi	Leader WP1	rund.hammoudi@uod.ac
P9	UoH	University of Halabja	Barzan Hama Karim	Co-Leader WP6	barzan.hamakareem@uoh.edu.iq
P9	UoH	University of Halabja	Arieann Hamid	Co-Leader WP6	Arianali8816@yahoo.com
P10	DPU	Duhok Polytechnic University	Zeerak Ahmed	Leader WP7	zeerak.ahmed@dpu.edu.krd
P10	DPU	Duhok Polytechnic University	Muhammad Ahmad	Leader WP7	muhammad.abdulqadir@dpu.edu.krd
P11	UoG	Garmian University	Ahmed Tarkhany	Co-Leader WP5	ahmed.rashid@garmian.edu.krd
P11	UoG	Garmian University	Ahmed Mohammed Omer-Bali	Co-Leader WP5	Ahmed.mohammed@garmian.edu.krd
P12	UoZ	University of Zakho	Yaseen T. Mustafa	Co-Leader WP4	yaseen.mustafa@uoz.edu.krd
P12	UoZ	University of Zakho	Dler A. Jameel	Co-Leader WP4	dler.jameel@uoz.edu.krd
P13	CHU	Charmo University	Salah Saeed	Co-Leader WP2	salah.saeed@charmouniversity.org
P13	CHU	Charmo University	Pshtiwan Mohammed	Co-Leader WP2	pshtiwan.faraj@charmouniversity.org
P14	MHESR KRG	Ministry of Higher Education and Scientific Research KRG	Dr. Mohammed Ahmed	Leader WP5	mohammed.ahmed@mhe-krg.org
P14	MHESR KRG	Ministry of Higher Education and Scientific Research KRG	Hawkar Arab	Leader WP5	Hawkar.rashid@mhe-krg.org

ANNEX II: ASSEMBLY OF PARTNERS COMPOSITION



APPRAISE Assembly of Partners

Assembly of Partners: is the forum where all partners are represented, is consulted and regularly informed on the project development. It is involved for decisions on issues of relevance to all partners such as: amendments of the Grant Agreement, changes in budget allocation and on corrective measure.

Composition: 1 representative (i.e. 1 vote) per partner.

Partner Number	Acronym	Institution	Contact name	Email
P1	UNIMED	Mediterranean Universities Union	Marcello Scalisi	m.scalisi@uni-med.net
P2	UNIFI	Università di Pisa	Francesco Marcelloni / Marco Abate	francesco.marcelloni@unipi.it ; programmi.internazionali@unipi.it ; marco.abate@unipi.it ;
P3	UiO	University of Oslo	Bjarne Skov	bjarne.skov@hf.uio.no
P4	UMU	University of Murcia	Maria Jesus Periago	cmn.cyt@um.es
P5	UEVORA	University of Evora	Carlos Godinho	capg@uevora.pt
P6	SU	Salahaddin University	Jawhar Fattah Saeed	jawhar.saeed@su.edu.krd
P7	UoS	University of Sulaimani	Ridha Hasan Hussein	ridha.hussein@univsul.edu.iq
P8	UoD	University of Duhok	Rund A. Hammoudi	rund.hammoudi@uod.ac
P9	UoH	University of Halabja	Barzan Hama Karim	barzan.hamakareem@uoh.edu.iq
P10	DPU	Duhok Polytechnic University	Zeerak Ahmed	zeerak.ahmed@dpu.edu.krd
P11	UoG	Garmian University	Ahmed Tarkhany	ahmed.rashid@garmian.edu.krd
P12	UoZ	University of Zakho	Yaseen T. Mustafa,	yaseen.mustafa@uoz.edu.krd
P13	CHU	Charmo University	Pshtiwan Mohammed	pshtiwan.farai@charmouniversity.org
P14	MHESR KRG	Ministry of Higher Education and Scientific Research KRG	Mohammed Ahmed	mohammed.ahmed@mhe-kr.org