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Transfer of Good Practices
& Reinforcement of
Internationalisation Strategies
in Kurdistan

Erasmus+ - Key Action 2
Capacity Building within the Field of Higher Education

TIGRIS Project

Roles and Responsibilities

The TIGRIS Project Consortium comprises a diverse range of partners in order to ensure that all involved can benefit from the different experiences, profiles, and specific expertise of the corresponding institutions in order to ultimately produce relevant and high quality project results.

An equitable and active involvement of the different partners, based on a suitable distribution of tasks, has already been determined from the outset in the project proposal, and will continue to be adopted during the implementation of the project. It is recognised that through collaborative action, rather than sole individual participation, and a mutual commitment to the project objectives, the success of the project will be ensured.

Nonetheless, each individual beneficiary also bears an individual responsibility for the success of the project and its activities. To this end, for clarity and transparency, the individual roles and responsibilities of the different actors involved in the TIGRIS Project are outlined as below, and this document will henceforth act as a reference point in the implementation of the project and its activities.

All Partners/Beneficiaries

All participating organisations from both programme and partner countries are expected to contribute actively to the achievement of the project's objectives. In addition, all beneficiaries are jointly responsible for carrying out the activities attributed to them, and shall conduct these activities in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles. To this end, each project beneficiary shall provide staff, facilities, equipment, and material to the extent needed for executing the activities as specified in the work programme, and shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

All project beneficiaries are also obligated to comply with all the provisions of the Grant Agreement, Partnership Agreement, and corresponding annexes, as well as with EU and national legislation. Each full partner must sign a mandate to confer to the coordinating institution the responsibility of acting as the main beneficiary and act in their name during the implementation of the project.

In summary, all beneficiaries are equally responsible for, and charged with:

- Fulfilling the project objectives and implementing project activities collectively, and individually, where so assigned;
- Maintaining an overview of the project's progress, deadlines, etc.;
- Supporting the Coordinator as and where necessary in fulfilling its tasks according to the Grant Agreement;
- Ensuring adequate communication with the Coordinator and with the other beneficiaries;
- Providing information and supporting documents in a timely fashion for reporting purposes;
- Submitting, in due time, all relevant data and necessary documents in the event of an audit, check, evaluation, report or other;
- Providing the Coordinator with any other information or documents which may be required and which are necessary for the management of the project;
- Contributing to the dissemination of project results;
- Managing their budget allocation and accounting for their expenses;
- Notifying the Coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, deviations from the work plan, etc.);
- Informing the Coordinator of any change in the legal, financial, technical, organisational or ownership situation, and of any change in name, address, or legal representative.

Coordinator

The Coordinator of a CBHE Project is a participating organisation which submits the project proposal on behalf of all the project partners. The Coordinator has full responsibility to ensure that the project is implemented in accordance with the Grant Agreement, and has been granted power of attorney by the participating partner institutions to act on their behalf/in their name in signing the Grant Agreement and its subsequent riders with the EACEA. In the case of the TIGRIS Project, the Coordinator of the TIGRIS Project Consortium is the Georg-August-Universität Göttingen (UGOE).

The main responsibilities of the Coordinator include the overall management of the project based on the guidelines and objectives defined in the Grant Agreement between the Coordinator (UGOE) and the EACEA in Brussels, and by any additional rules established by the Steering Committee. The Coordinator manages the administrative, legal, and financial matters of the partnership, and is responsible for all contact with the EACEA on behalf of the TIGRIS Project Consortium. The smooth daily implementation of the project and its activities falls within the remit of the Project Coordinator, as does the ongoing monitoring of project-specific activities and the overall project timeframe, in addition to the submission of the project's progress and final reports.

In summary, the Coordinator is responsible for the following:

- The overall coordination, management, and implementation of the project (financial and administrative) in accordance with the Grant Agreement, including financial and legal responsibility for the proper operational, administrative and financial implementation of the entire project;
- Overseeing and monitoring all project-related activities;
- Supporting the work package leaders in their tasks;
- Taking all necessary steps to ensure that the objectives of the project are achieved according to plan;

- Participating in dissemination events, and promoting the project's developments and achievements;
- Ensuring CBHE and EACEA rules and regulations are respected throughout;
- Acting as the sole intermediary for all communication with the EACEA and as a central communication point between the beneficiaries;
- Ensuring the partners are up-to-date regarding any project developments or decisions conferred by the EACEA;
- Informing the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the project;
- Transferring funds to the beneficiaries without unjustified delay and in accordance with agreed payment modalities;
- Managing and verifying the appropriate spending of the funds in accordance with the terms of the Grant Agreement and EACEA regulations;
- Complying with all reporting requirements vis-à-vis the EACEA and ensuring all reporting deadlines are respected and met;
- Providing the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates, and any other relevant document concerning the project;
- Mediating, where necessary, between beneficiaries, and ensuring swift conflict resolution in cases of internal consortial dispute.

Regional Coordinator

During the TIGRIS Project Kick-Off Meeting, held at the Georg-August-Universität Göttingen from 8th – 10th November 2017, the benefit and value of appointing a Regional Coordinator, to act as a main point of contact between the partners in Kurdistan and the Coordinator, was noted and, as a result, it was unanimously decided to incorporate such a role within the TIGRIS Consortium. The Kurdistan Institution for Strategic Studies and Scientific Research (KISSR) was unanimously appointed as Regional Coordinator given its international experience, pro-active international collaboration, and the existent international office and personnel support which it can offer to coordinate and support the activities in Kurdistan. The activities and responsibilities of the Regional Coordinator will be managed by the Office for International Affairs, under the direction of Prof. Dr. Polla Khanaqa and the instruction of Mr. Bryar Hassan and Mr. Zana Kareem.

The role of Regional Coordinator is intended to support the Coordinator and the overall project activities. In so doing, the Regional Coordinator will contribute to the joint coordination and (academic and administrative) management of the project. The Regional Coordinator will also assume a supporting role towards the other partner country partners in the region, assisting them wherever required or requested.

In summary, the responsibilities of the Regional Coordinator will be as follows:

- Providing (academic and administrative) support to the Coordinator as required and when requested;
- Coordinating project promotion and dissemination, regional outreach, and news releases within Kurdistan;
- Website development in consultation with the Coordinator;
- Supporting the Coordinator in the creation of promotional materials and strategies;
- Organisation of events in the region (meetings, promotional events, and other), and organisational support to hosts of any meetings;

- Preparing and gathering all supporting documents required by the Coordinator from the partners in the region (for example, reporting documents or report contributions, quality assurance documents, financial proofs, travel documents, etc.);
- Acting, as and when required, as a point of liaison between the partners in Kurdistan and the Coordinator to facilitate the implementation of activities and accelerate the collection of necessary project documents;
- Coordinating and monitoring the activities carried out by the local management teams at the partner institutions in Kurdistan in connection with the promotion of the project, implementation of project activities, and administrative matters, providing additional support as necessary;
- Ensuring the outreach, visibility, and performance of the project;
- Ensuring the project adheres to national legislation, and liaising with the Ministry of Higher Education and Scientific Research in Kurdistan to this end.

Partner Country Partners

Participating organisations from eligible partner countries are intended to be the target of capacity building projects. The activities and outcomes described in the project proposal must be geared to the benefit of the eligible partner countries, their higher education institutions and systems. In terms of the TIGRIS Project, the partner country partners are those institutions included within the Consortium located in Kurdistan (10 in total).

In addition to the general partner responsibilities as outlined above, the partners in Kurdistan are also tasked with the following activities and responsibilities:

- Raising awareness about the project and disseminating project information regionally;
- Identifying and involving target groups and local stakeholders as appropriate;
- Ensuring the project respects national requirements/legal constraints.

Programme Country Partners

Participating organisations from programme countries bring their expertise and experience in relation to the objectives of the project. Their role is to contribute towards achieving the objectives of the project and the needs of these institutions should not therefore feature in the project's design.

In the case of the TIGRIS Project, the programme country partners are those institutions included in the Consortium from Europe (4 in total).

Associate Partners

Capacity building projects can involve associated partners (for instance non-academic organisations) who contribute indirectly to the implementation of specific project tasks/activities, or support the dissemination and sustainability of the project.

For contractual management issues, “associate partners” are not considered as part of the Consortium and, therefore, are not considered as beneficiaries (i.e. their costs are not taken into account for the calculation of the EU grant). They do not receive funding, nor do they appear as a party in the Grant Agreement or Partnership Agreement. However, their involvement and role in the project and different

activities is not irrelevant or inconsequential since such partners nevertheless contribute to project implementation, visibility, and sustainability.

In the case of the TIGRIS Project, there are 2 associate partners, namely the COIMBRA Group, Belgium, and the Grupo Compostela de Universidades, Spain.

Steering Committee

A Steering Committee has been appointed within the TIGRIS Consortium which consists of one representative per partner institution, who will be responsible for representing the views of their organisation and making decisions on its behalf. The members of the Steering Committee were nominated during the TIGRIS Kick-Off Meeting and can be found listed in the corresponding meeting minutes.

The Steering Committee is designed to support the Coordinator in the overall management of the project by making decisions regarding planned activities and strategies, and distributing tasks and resources as per the guidelines.

The Steering Committee shall meet at least twice per year, either in person or via online meetings/video conference during which the effectiveness of the project shall be reviewed and corrective measures decided upon as necessary. Ongoing activities will also be evaluated and appropriate additional actions taken if required during these meetings. Moreover, the Steering Committee shall use these occasions to plan further activities and discuss the effectiveness or improvement of existent administrative procedures. The Coordinator will chair the Steering Committee meetings, and the Steering Committee will work closely with the Project Coordinator and Regional Coordinator to ensure the fulfilment of all project activities and objectives.

Local Coordination Team

At each partner institution, a Local Coordination Team will be established which is under the responsibility and direction of its representative on the Steering Committee. The Local Coordination Team shall usually consist of at least one local coordinator, and any other supporting personnel as deemed fit or required.

The main responsibilities of the Local Coordination Team will include the following:

- Supporting the day-to-day management and organisation of the project on the ground;
- Maintaining good coordination and communication between partners;
- Gathering all required project documentation on the part of the respective institution and providing this to the Regional Coordinator and Project Coordinator as requested;
- Providing data needed to draw up the reports in a timely fashion to the Project Coordinator;
- Providing the Coordinator with all the necessary documents in the event of audits, checks, evaluations, or monitoring visits;
- Informing the Coordinator immediately of any substantial event that may affect or delay the implementation of the action;
- Adopting a transparent attitude with regard to managing and maintaining institutional financial accounts on the actions for which an EACEA grant is awarded, and cooperating fully with annual or occasional checks on the implementation of the Grant Agreement.

Quality Leading Team

A Quality Leading Team has been conceptualised in order to monitor the quality of the actions and activities implemented within the framework of the TIGRIS Project, and thereby further ensure that the project remains on track with regard to the overall timeframe and objectives.

The Quality Leading Team will consist of 2 quality control experts; it will be led by the Global Impact Institute, Czech Republic, and supported by the University of Sulaimani, Kurdistan.

Decision-Making Processes

Regarding decision-making procedures and/or urgent decisions to be made, actions/decisions may be suggested by the Coordinator or the Local Coordination Team and approved by the Steering Committee with a simple majority vote. Decisions may be taken via email communication, e-voting, video conference, or meetings in person. No response within a requested period of time will be considered as an agreement to the suggestion made.

Communication Structures

The Coordinator is solely responsible for communication with the EACEA. As such, this communication will be bilateral in nature; however, the Coordinator is equally responsible for keeping the Consortium partners informed of any matters discussed with the EACEA as and where appropriate.

Within the Consortium, communication can either be bilateral or multilateral; that is to say, each partner is free to choose whether they would like to discuss a matter bilaterally with the Coordinator, or whether it is something relevant to the whole Consortium, or where support from the Regional Coordinator is desirable, in which case the relevant parties should be copied into the communication.

The Consortium endorses regular and transparent communication, and all communication will be documented centrally and internally for reporting or audit purposes at the coordinating institution via the functional e-mail address orga-tigris@uni-goettingen.de.

External communication on the project may capitalise upon different channels of communication, such as the project website, social media, institutional webpages, online newsletters, official press releases and similar. External communication will be managed centrally by the Coordinator with the assistance of the Regional Coordinator, with recourse taken to the partners as appropriate.

All written communication (with the exception of email and institutional letters) and promotional material pertaining to the TIGRIS Project (e.g. websites, social media, newsletters, leaflets, brochures, publications, meeting materials, press releases and similar) shall bear the appropriate Erasmus+/EU logo and disclaimer, and adequately acknowledge that the TIGRIS Project has been co-funded by the Erasmus+ Programme of the European Union.



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