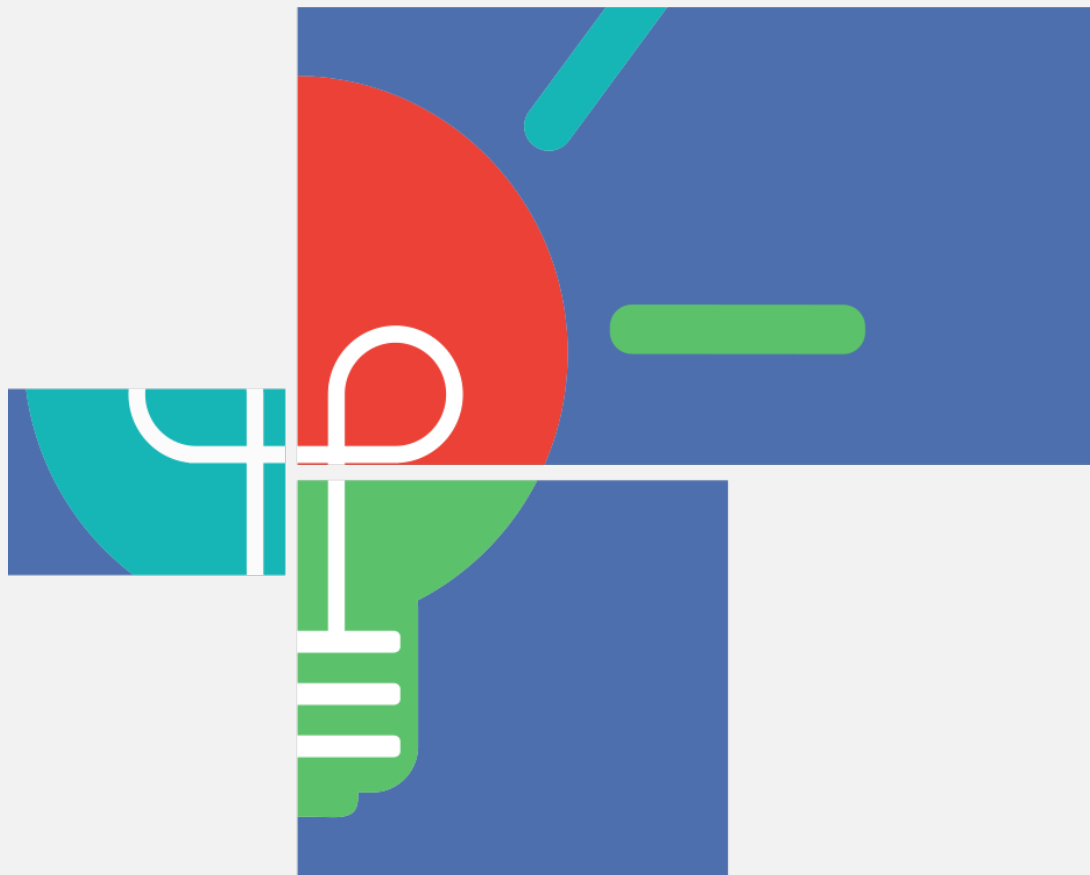




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D8.1 Project Management Handbook



Project Title	PROMOTING RESEARCH AND INNOVATION ENVIRONMENT IN THE LIBYAN HIGHER EDUCATION SYSTEM
Project n.	618491-EPP-1-2020-1-IT-EPPKA2-CBHE-JP
Deliverable	D8.1 Project Management Handbook
Workpackage	8 – Management
Status	Version 1.0
Confidentiality Status	Only for Consortium Members
Author (Partner Institution)	UNIMED
Contributors (Partner Institutions)	All Partners
Abstract (for dissemination)	The PM handbook describes all the procedure to be applied and followed in order for the project to be properly managed. This includes timing and templates for the internal reporting (from WP leaders to PM) as well communication procedures and conflict resolutions paths.

1. Introduction

This document is the Deliverable D.8.1 part of WP8 Management of the IBTIKAR 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 Summary

IBTIKAR, promoting research and innovation environment in the Libyan higher Education System, aims to enhance the research capabilities of Libyan Higher Education Institutions and their capacity to produce and manage high-quality research, by increasing the competencies and skills of their academic and administrative staff. IBTIKAR is a national project involving 11 Libyan Higher Education Institutions willing to develop skills and capacity in research and innovation, and network with peer researchers internationally.

As a long-term objective, IBTIKAR aims to:

- Increase the production of joint high-quality research through a new class of thinkers able to cope with the local and global challenges, solving community problems and impacting on the socio-economic growth in Libya
- Enforce the role of Libyan universities and promote the quality and quantity of researches, so as to make a transition within the multidimensional targets of sustainability

IBTIKAR project implements different actions based on participative, collaborative and tailored approaches in which the knowledge is built with a multitude of techniques, useful to develop a comprehensive training and capacity building action for the Libyan





Universities. Capacity building is performed through:

- Capacity building where European trainers train Libyan Partners on the basic skills (both soft skills and technical skills) required to effectively run research at their research centers.
- Vertical advanced visits to European universities.
- A horizontal Capacity Building action, where Libyan academic and administrative staff from the more advanced Libyan Universities train the staff from other Libyan Universities.
- Local trainings to engage the overall educational community at Libyan universities.

Libyan administrative and academic staff will be able to share with their counterparts not only the knowledge acquired, but also their experience in managing and implementing research activities in the Libyan context. In fact, by training academic and administrative staff, each University can guarantee a high level of performance and efficiency, together with a high-quality standard of teaching and learning, on a long-term basis. Libyan research centers will be also equipped and properly furnished, from both the technological and human resources point of views.

Finally, IBTIKAR foresees the definition of a White Paper aiming at bringing the attention of decision-makers on the definition of a Libya National Research Agenda, which will support specialization strategies within universities, enforcing existing research centers and research units, supporting universities in research management and training in specific field of knowledge, as well as setting up proper infrastructures.





3. General Information

Project Title	IBTIKAR - promoting research and innovation environment in the Libyan higher Education System
EU Programme	Erasmus+ Capacity Building in Higher Education programme of the European Union
Project Number	618491-EPP-1-2020-1-IT-EPPKA2-CBHE-JP
Duration	36 months; From 15 January 2021 to 14 January 2024
Coordinator	P1 - UNIMED - Mediterranean Universities Union, Italy
Partners	P2 - BU, Boğaziçi University P3 - UNILE, Università del Salento P4 - UTAD, University of Trás-os-Montes and Alto Douro P5 - UoT, University of Tripoli P6 - UoB, University of Benghazi P7 - MU, Misurata University P8 - SeU, Sebha University P9 - SU, Sirte University P10 - ZU, University of Zawia P11 - EMU, University of El Merghib P12 - AIU, Al Asmariy alslamic University P13 - BWU, Bani Waleed University P14 - UoA, The University of Ajdabiya
Associated Partner	LIMU, Libyan International Medical University
Grant	€ 999.739,00

Group email	ibtikar-partners@googlegroups.com
Shared Folder	Drive folder IBTIKAR_shared
Public project website	https://ibtikarproject.eu/

2.1 PRIORITIES ADDRESSED

IBTIKAR is a national project dealing with the improvement of research capacities of Libyan academic staff and administrative staff. The need for improving Libyan research environment has been clearly and recently identified by a UNIMED study entitled “Libya restart” (<https://www.uni-med.net/libya-restart-a-journey-analysis/>), a research project dated 2019 and which investigated the Libyan Higher Education System through quantitative and qualitative analysis of 16 Libyan Universities data and statistics. It is a matter of fact that due to the political division, several university branches become separate universities, leading to institutional fragmentation, declining quality of research and teaching processes, and the lack of facilities to support education and research.

This issue has been clearly stated and recognized by recent studies, such as Science, Technology, Innovation, and Development in the Arab Countries by Omar Bizri, recognizing that the level of research output in Libya is relatively low, mainly because of four reasons:

- Limited funding to research activities
- Lack of research infrastructures and technical inadequacies of administrative staff
- Limited amount of time and limited skills of academic staff to perform and supervise research activities
- Brain drain effect

Research and innovation actions can be defined, as Bizri said, as embryonic, and several international organizations (World Bank, UNESCO, UNDP) recognized the need to move forward towards a more mature phase for research and innovation environment in the country. The improvement of the research capacities of Libyan research centres has been clearly expressed as a priority during several meetings with Libyan Universities and can be considered as a “natural development” of the training that Libyan Universities are receiving in the framework of EU funded projects, by providing them with new skills and capacities.

2.2 RELEVANCE OF THE PROJECT. WHY IBTIKAR?

There are no Libyan universities listed in the QS world university ranking in 2018, nor among the first 4000 universities within other international superior rankings. Research quality and volume of the Libyan universities are weak compared to EU universities, but also compared to other North African countries. Particularly brain drain has been recognized as one of the main concerns to be addressed, as recognized by the scholar



Tashani in his scientific article: The Scientific Research in Libya: The Role of the New Generation of Researchers. In the same paper he recognized the “shortcomings in training staff, maintaining equipment and providing a continuous supply of consumables” in addition to the “lack of momentum at the managerial level of universities to make scientific research a priority and lack of reasonable development plans for the technical supportive staff”. In line with the aforementioned studies, also Suwaed identified (with particular reference to the case of Sabratha University taken as a case study), the following main factors that prevent a proper and quality scientific research:

- Lack of strategic plan and clear vision
- Mismatch between research and the society’s needs
- Insufficient funding
- Weakness in faculty members’ research skills

IBTIKAR will complementarily act with respect to other EU funded projects such as ENROL, EnBRAIN, PAGES, WHEEL adding a purely research component to the development of competences of the Libyan Universities. IBTIKAR moves in line with the results of the UNIGOV project (<http://www.tempus-unigov.eu/>), which aimed to identify the challenges of Higher Education Institutions in Libya: strengthening scientific research is one of the key priorities. Furthermore, to our knowledge and through our contacts with the Libyan universities, we are aware of only few FP7 and H2020 research projects have been carried out in Libya since the opening up of the programmes to the MENA countries. In this sense, there is a huge need to train university staff members to expand their capacity to be more involved in scientific research projects, so that new partnerships will be built across the region and on an international scale. This will complement the World Bank Development strategy in the region and support the achievement of the Libya vision 2030 and sustainable development goals for the 2030.

2.3 MISSION STATEMENT

The overarching goal of IBTIKAR is to support, through the cooperation with European institutions, the rebuilding and modernisation of the research system of higher education institutions (HEIs) in Libya.

2.4 PROJECT SPECIFIC OBJECTIVES

- To increase the production of joint high-quality research through a new class of thinkers able to cope with the local and global challenges, who will contribute to solve community problems and impact on the socio-economic growth in Libya.
- Enforce the role of Libyan universities and promote the quality and quantity of



researches, so as to make a transition within the multidimensional targets of sustainability.

2.5 KEY EXPECTED RESULTS

- Improved research capacities of research centres which will produce, in the long term, an increased number of papers published on high quality journals.
- The acquired skills and capacities by Libyan Academic staff will produce quality research outputs and this will improve Libyan research rankings.
- Implementation and monitoring of specific research actions Development of the university structure in order to cooperate with worldwide institutions and improving its ranking.
- Establishment and build strong professional relationships with regional and international institutions to help improve the university.
- Engaging and exchanging good practices region-wide and with European partners, therefore reaping benefits for the HEI community.
- Engaging and exchanging good practices region-wide and with European partners.

From our experience in the other EU projects funded in the Libyan context and thanks to our knowledge of the region's needs according to our partners' information, in order to address the research priorities in the country, in line with the indication coming from the European Commission, it is necessary for these HEIs to tremendously increase the capacities of both academic and administrative staff with transversal and specific skills. Universities will not be able to increase their research performances if university members do not have the necessary skills and preparation for contributing in a decisive manner to the University research performances .

Because of this, and with a clear vision of the IBTIKAR actions within an research and innovation framework in each partner University, the project will deploy different research methodologies based on participative, collaborative and tailored approaches in which the knowledge is built thanks to different methodologies such as the flipped classrooms, learning communities and/or communities of practice which will be adopted for the training and capacity building action for the academic staff of Universities. Moreover, by cascade effect, will be transferred through from Libyan Universities to other Libyan Universities in order to increase the impact at national level.

4. Project Management approach

The objective of the project management of IBTIKAR is to ensure the achievement of the expected results within the parameters of time, quality and resources. On the basis of the workplan, UNIMED in its role of project coordinator set procedures to properly coordinate tasks and participants, ensuring the compliance with the planned effort and time scheduling. The project management structure is composed as follows:

- An Assembly of Partners, representing all the persons involved in the project, updated along the project lifetime.
- The Steering Committee of the project, which includes all local coordinators, and is led by WP leaders
- The group of Libyan local coordinators, to ease the coordination of activities on behalf of Libyan Partners
- The PM and the Financial manager in UNIMED, performing the operational and administrative management of the project on a day-by-day basis

To guide Partners, UNIMED prepared this Project Management Handbook (D8.1) illustrating the management and reporting procedures to be followed. UNIMED is in charge of monitoring the project implementation and taking corrective actions when necessary. Project management tools, among others, are: a project log regularly updated, to narrate the activities in a chronological order; a Gantt chart to monitor project timing and scheduling tasks; reporting templates; meeting minutes; coordination meetings. UNIMED also acts as intermediary between the Consortium and EACEA, and in particular is responsible for the communication with the Project Officer.

Project management is collaborative and all partners participate actively in the tasks and communicate on a regular basis. Communication happens through a unique mailing list and by using a shared folder to collect and exchange documents. The IBTIKAR implementation is regularly discussed between the coordinators of the different WPs and the partners during meetings and email exchanges. Critical information is shared with partners in real time and communication grows through follow-up meetings, the use of multiple communication tools such as telephone, email, Zoom or Skype for video conferencing.

The organization of the project is part of a dynamic of collective action. UNIMED is the leader of the project and the majority of the partners have been designated coordinator of at least one WP or a task, considering their expertise and the geographical representation. In addition, along with the project Steering Committee, a group of local coordinators from Libyan institutions has been established, in charge of implementing



activities at their institutions and involving colleagues in the capacity building and other strategic tasks. Local coordinators in each Libyan university also facilitate the communication flow with UNIMED. Coordinators at different levels work to ensure the implementation of activities, as well as creating a system of peer review. The distribution of tasks, the roles of the partners, the management and the coordination of the project guarantee fair cooperation within the consortium and are likely to encourage future cooperation between the partners.

Part of the management of the project involves procedural and financial administration. UNIMED held information sessions and financial webinars to fully explain the administrative procedures for the project, in line with the formal requirements of EACEA, and to support partners in complying with these requirements. Information on expenditures is shared in a timely manner coherently with the advancement of activities, to encourage the ownership of the project also from a financial point of view, and share the responsibility of the use of the grant. Support is granted to partners, to the Libyan less experienced universities in particular, to provide the necessary guidance in managing financial reporting.

Last but not least, each task has been allocated the resources deemed necessary based on the experience of previous, similar project, and the allocation has been discussed and agreed with the relevant partners.

Project Manager

The appointed project manager performs the day-by-day management of the project and reports in the first instance to the SC (composed by the WP leaders) and to the PMB (composed by one representative of each partner.)

WP Leader

For each WP a WP leader has been identified and in the most complex cases these will be supported by a co-leader who will share the responsibility of monitoring the progress of the relevant WP and of taking the necessary corrective actions where needed.

Local coordinators

At local level each partner will be responsible for the local management of its time and resources ensuring a proper support. Each partner will:

- submit financial and administrative data to the PM;
- support the PM and WP leader in carrying out the project activities;
- be responsible for the availability of resources to fulfil the project objectives.

4.1 DECISION MAKING PROCESS

Strategic decisions (i.e. those related to eventual major modifications of the project's objectives, workplan, budget allocation, partnership, etc..) will be taken by the PMB on the basis of a simple majority;

Operational decisions will be taken by the PM after having consulted the involved partners. In case of doubt as to whether the PM has the power to take a specific decision, he/she will consult informally the members of the PMB and obtain their consensus.

The communications within the Consortium will be managed by the Coordinator through traditional means of e-mail, telephone calls and Teleconferences.

In case of conflicts arising regarding the implementation of the project or other matters related to the project itself, the following steps will be taken:

- The parties will try to resolve the conflict amicably;
- If this attempt fails, the question will be brought to the first PMB scheduled meeting, or in case of urgency, an ad hoc PMB meeting will be called for by the PM (upon request of at least two partners);
- The question will be discussed within the PMB, and the PM will try to solve it by consensus;
- If consensus cannot be reached, a vote will take place, according to the rules on which the PMB will agree during its first meeting;

4.2 COMMUNICATION FLOW AND TOOLS

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





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

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

4.3 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



UNIVERSITÀ
DEL SALENTO



جامعة المرقب
ELMERGIB UNIVERSITY



جامعة الزاوية
University of Zawia



جامعة بيرزيت
BIRZEIT UNIVERSITY



5. Work Days Distribution

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.

According to the project approved and revised budget, each partner has a certain number of working days divided into work packages. The following table reports 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[1] <input type="checkbox"/>				Total
				Category 1	Category 2	Category 3	Category 4	
	P1	UNIMED	ITALY	0	30	0	0	30
	P2	BU	TURKEY	0	15	0	0	15
	P3	UNISAL	ITALY	0	15	0	0	15
	P4	UTAD	PORTUGAL	0	15	0	0	15
	P5	UoT	LIBYA	0	35	0	0	35
	P6	UoB	LIBYA	0	10	0	0	10
PREPARATION WP1	P7	MU	LIBYA	0	10	0	0	10
	P8	SeU	LIBYA	0	10	0	0	10
	P9	SU	LIBYA	0	10	0	0	10
	P10	ZU	LIBYA	0	10	0	0	10
	P11	EMU	LIBYA	0	10	0	0	10
	P12	AIU	LIBYA	0	10	0	0	10
	P13	BWU	LIBYA	0	10	0	0	10
	P14	UOA	LIBYA	0	10	0	0	10
SUBTOTAL				0	200	0	0	200

Work Package	Partner	Partner acronym	Country	Number of staff days[1] <input type="checkbox"/>				Total
				Category 1	Category 2	Category 3	Category 4	
	P1	UNIMED	ITALY	0	35	0	0	35
	P2	BU	TURKEY	0	60	0	0	60
	P3	UNISAL	ITALY	0	75	0	0	75
	P4	UTAD	PORTUGAL	0	40	0	0	40
	P5	UoT	LIBYA	0	15	0	0	15
	P6	UoB	LIBYA	0	15	0	0	15
DEVELOPMENT WP2	P7	MU	LIBYA	0	15	0	0	15
	P8	SeU	LIBYA	0	15	0	0	15
	P9	SU	LIBYA	0	15	0	0	15
	P10	ZA	LIBYA	0	15	0	0	15
	P11	EMU	LIBYA	0	15	0	0	15
	P12	AIU	LIBYA	0	15	0	0	15
	P13	BWU	LIBYA	0	15	0	0	15
	P14	UOA	LIBYA	0	15	0	0	20
SUBTOTAL				0	360	0	0	360

Work Package	Partner nr	Partner acronym	Country	Number of staff days ¹				
				Category 1	Category 2	Category 3	Category 4	Total
	P1	UNIMED	ITALY	0	20	0	0	20
	P2	BU	TURKEY	0	95	0	0	95
	P3	UNISAL	ITALY	0	56	0	0	56
	P4	UTAD	PORTUGAL	0	50	0	0	50
	P5	UoT	LIBYA	0	40	0	0	40
	P6	UoB	LIBYA	0	40	0	0	40
DEVELOPMENT WP3	P7	MU	LIBYA	0	40	0	0	40
	P8	SeU	LIBYA	0	40	0	0	40
	P9	SU	LIBYA	0	40	0	0	40
	P10	ZA	LIBYA	0	40	0	0	40
	P11	EMU	LIBYA	0	20	0	0	20
	P12	AIU	LIBYA	0	20	0	0	20
	P13	BWU	LIBYA	0	20	0	0	20
	P14	UOA	LIBYA	0	20	0	0	20
SUBTOTAL				0	541	0	0	541

Work Package	Partner nr	Partner acronym	Country	Number of staff days ¹				
				Category 1	Category 2	Category 3	Category 4	Total
	P1	UNIMED	ITALY	0	0	0	0	0
	P2	BU	TURKEY	0	0	0	0	0
	P3	UNISAL	ITALY	0	0	0	0	0
	P4	UTAD	PORTUGAL	0	0	0	0	0
	P5	UoT	LIBYA	0	20	0	0	20
	P6	UoB	LIBYA	0	20	0	0	20
DEVELOPMENT WP4	P7	MU	LIBYA	0	35	0	0	35
	P8	SeU	LIBYA	0	20	0	0	20
	P9	SU	LIBYA	0	20	0	0	20
	P10	ZA	LIBYA	0	20	0	0	20
	P11	EMU	LIBYA	0	40	0	0	40
	P12	AIU	LIBYA	0	40	0	0	40
	P13	BWU	LIBYA	0	40	0	0	40
	P14	UOA	LIBYA	0	40	0	0	20
SUBTOTAL				0	295	0	0	295

Work Package	Partner		Country	Number of staff days[1] ☒				Total	
	Ref.nr	nr		Partner acronym	Category 1	Category 2	Category 3		Category 4
		P1	UNIMED	ITALY	0	40	0	0	40
		P2	BU	TURKEY	0	50	0	0	50
		P3	UNISAL	ITALY	0	40	0	0	40
		P4	UTAD	PORTUGAL	0	80	0	0	80
		P5	UoT	LIBYA	0	70	0	0	70
		P6	UoB	LIBYA	0	70	0	0	70
DEVELOPMENT WP5		P7	MU	LIBYA	0	70	0	0	70
		P8	SeU	LIBYA	0	70	0	0	70
		P9	SU	LIBYA	0	70	0	0	70
		P10	ZA	LIBYA	0	70	0	0	70
		P11	EMU	LIBYA	0	70	0	0	70
		P12	AIU	LIBYA	0	70	0	0	70
	P13	BWU	LIBYA	0	70	0	0	70	
	P14	UOA	LIBYA	0	70	0	0	20	
SUBTOTAL					0	910	0	0	910

Work Package	Partner		Country	Number of staff days[1] ☒				Total	
	Ref.nr	nr		Partner acronym	Category 1	Category 2	Category 3		Category 4
		P1	UNIMED	ITALY	0	20	0	0	20
		P2	BU	TURKEY	0	30	0	0	30
		P3	UNISAL	ITALY	0	30	0	0	30
		P4	UTAD	PORTUGAL	0	30	0	0	30
		P5	UoT	LIBYA	0	15	0	0	15
		P6	UoB	LIBYA	0	40	10	0	50
QUALITY PLAN WP6		P7	MU	LIBYA	0	15	0	0	15
		P8	SeU	LIBYA	0	15	0	0	15
		P9	SU	LIBYA	0	15	0	0	15
		P10	ZA	LIBYA	0	15	0	0	15
		P11	EMU	LIBYA	0	15	0	0	15
		P12	AIU	LIBYA	0	15	0	0	15
	P13	BWU	LIBYA	0	15	0	0	15	
	P14	UOA	LIBYA	0	15	0	0	20	
SUBTOTAL					0	285	10	0	295

Work Package	Partner	Partner acronym	Country	Number of staff days[1] ☒				Total
				Category 1	Category 2	Category 3	Category 4	
	P1	UNIMED	ITALY	0	32	0	0	32
	P2	BU	TURKEY	0	32	0	0	32
	P3	UNISAL	ITALY	0	32	0	0	32
	P4	UTAD	PORTUGAL	0	32	0	0	32
	P5	UoT	LIBYA	0	32	0	0	32
	P6	UoB	LIBYA	0	25	0	0	25
DISSEMINATION AND EXPLOITATION WP7	P7	MU	LIBYA	0	25	0	0	25
	P8	SeU	LIBYA	0	25	0	0	25
	P9	SU	LIBYA	0	25	0	0	25
	P10	ZA	LIBYA	0	38	0	0	38
	P11	EMU	LIBYA	0	25	0	0	25
	P12	AIU	LIBYA	0	25	0	0	25
	P13	BWU	LIBYA	0	25	0	0	25
	P14	UOA	LIBYA	0	25	0	0	20
SUBTOTAL				0	398	0	0	398

Work Package	Partner	Partner acronym	Country	Number of staff days[1] ☒				Total
				Category 1	Category 2	Category 3	Category 4	
	P1	UNIMED	ITALY	50	60	0	100	210
	P2	BU	TURKEY	20	11	0	15	46
	P3	UNISAL	ITALY	10	11	0	15	36
	P4	UTAD	PORTUGAL	10	11	0	15	36
	P5	UoT	LIBYA	13	12	0	15	40
	P6	UoB	LIBYA	19	12	0	15	46
MANAGEMENT WP8	P7	MU	LIBYA	19	12	0	15	46
	P8	SeU	LIBYA	19	12	0	15	46
	P9	SU	LIBYA	19	12	0	15	46
	P10	ZA	LIBYA	19	12	0	15	46
	P11	EMU	LIBYA	19	12	0	15	46
	P12	AIU	LIBYA	19	12	0	15	46
	P13	BWU	LIBYA	19	12	0	15	46
	P14	UOA	LIBYA	19	12	0	15	46
SUBTOTAL				274	213	0	295	782

5.1 ROLES AND TASKS PER PARTNERS

P1. UNIMED

UNIMED is the coordinator of the project and will lead WP8. Moreover, UNIMED will assure the overall management of the project. It will host the Kick off meeting of the project and will guarantee a continuous support for its implementation. UNIMED will contribute in all the WP development, in the quality and will supervise the WPs leaders .



P2. Bogaziçi University

BU University is willing to provide skills training events for both academic and administrative staff to help improve their capacity to be active in scientific research projects with both a focus on general research skills and environmental sciences. BU will lead WP3 and will host a PM in Istanbul.

P3. Università del Salento (UNISAL)

UNISAL will lead WP2 Definition of an institutional Action Plan and institutional research agenda for research technology and innovation (RTI) and will host training for T3.2 and T3.3. UNISAL will host a PM meeting and will contribute to all project activities.

P4. Universidade de Trás-os-Montes e Alto Douro (UTAD)

UTAD is expected to lead Work Package 5 with the following tasks:

WP5 - Research activities piloting phase

T5.1 Research activities benefiting from acquired competencies

T5.2 Supporting Research activities (monitoring visits by EU members)

UTAD will provide expertise in both basic and advanced training for the benefit of Libyan colleagues.

P5. University of Tripoli (UoT)

As an entry point, the UoT is involved in almost all international and local activities and tasks in the EU projects. UoT will be the leader of WP1, with a particular focus on data collection, organizing and participated actively in workshops and related field visits, and giving presentations in meetings that have its effect within the framework of the project. UoT will participate in all the partners meeting and will participate in all the the project activities. UoT will transfer capacities in the horizontal scheme (WP5).

P6. University of Benghazi (UoB)

As a partner in this project, the University of Benghazi's role is mutual with other partners, as they are all complement each other. Hence, this mutual role might be concerned with sharing knowledge, conveying technology, editing programs that are relevant to the project, and developing programs that are concerned with conveying knowledge with other mutual partners. UoB will lead WP6 - Project Quality and Evaluation thanks to its past experience in Eu projects and its human resources capabilities in this regard. UoB will participate in all the partners meeting and will participate in all the project activities





P7. Misurata University (MU)

MU will support the overall implementation of the project by providing support to the management as well as by leading the crucial WP4 - Horizontal capacity building action: from Libya to Libya. MU will guarantee a constant connection with local public authorities and stakeholders as well as will timely mobilize the staff for training purposes. MU will host the harmonization training week at its premises for the benefit of the whole Libyan HE system. MU will participate in all the partners meeting and will participate in all the the project activities.

P8. Sebha University (SU)

The roles of the Research and Scientific Consultations Centre (RCC) of SeU will be: develop a project plan, manage deliverables according to the plan, recruit project staff, lead and manage the project team, determine the methodology used on the project, establish a project schedule and determine each phase, assign tasks to project team members, provide regular updates to upper management, documenting the process. RCC will then participate in all project related activities with a particular focus on the training. SeU will participate in all the partners meeting and will participate in all the project activities.

P9. Sirte University (SU)

SU will strongly support dissemination and exploitation activities and will guarantee a strong commitment of its staff in the participation to both study visits in EU as well as local training in Tripoli. SU will also take particular care of the transferring of acquired capacities to UoA staff. SU will participate in all the partners meeting and will participate in all the project activities.

P10. University of Zawia (ZU)

ZU will lead the dissemination work package and will ensure to make sure the visibility of the project results internally and outside the consortium. ZU will transfer capacities tu AIU during the horizontal phase. ZU will participate in all the partners meeting and will participate in all the the project activities.

P11. Elmergib University (EMU)

EMU will participate in all the partners meeting and will participate in all the project activities. It will receive training from EU and Libyan partners (UoT)and will manage a final dissemination conference at national level.





P12. Alasmarya Islamic University (AIU)

As a partner the role of AIU in the project is to build strategy that can help our students and academic staff improve and enhance their knowledge through useful collaborations with HEIs. AIU will receive training from ZU during the horizontal phase and will participate in all the project meetings and related activities.

P13. Bani Waleed University (BWU)

Together with other 13 partner universities BWU will work on network to link these universities and IBTIKAR is framed in these efforts for building research common project. Consequently, BWU will participate to all the training, meetings and project activities. It will receive training from Eu partners and from Sebha University during the horizontal phase.

P14. University of Ajdabiya (UoA)

UoA will participate to all the training, meetings and project activities. It will receive training from Eu partners and from Sirte University during the horizontal phase.

P15. Libyan International Medical University (LIMU) – AFFILIATED ENTITY

LIMU has been involved in the IBTIKAR project in order to allow the most important private University of the country to:

- benefit from the training activities;
- observe the reform process of the national research agenda for public universities.

LIMU is considered in IBTIKAR as an affiliated entity with no staff budget but only travel costs and cost of stay related to training activities. LIMU will benefit from IBTIKAR in terms of CB action. In this sense will receive training from EU partners as well as during the horizontal phase from UoB.



6. 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. 14.01.2024. Approval of the Final Report leads to the final payment on behalf of EACEA.

7. 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.

7.1 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.

8. 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.

Meeting minutes

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. A participant list is also attached to the Minutes.

Attendance Sheet template

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

Gantt Chart – Timeline of activities

The Gantt Chart reports in a graphic way the timeline of the activities of the project, and how one activity is related to the overall WP and the other WPs (consequentiality or simultaneity). It also helps to monitor project advancements and it will be updated to keep track of adjustments.

Project management Reports

Reports produced every 6 months presenting the activities performed and the main project decisions and milestones.

