



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

TIGRIS Project

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Dissemination and Exploitation Plan (DEP)

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Activity	Title
6.1	Preparation and approval of project management plan and procedures

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1. Introduction

Dissemination and exploitation are of major importance to the Erasmus+ TIGRIS Project, since they are vital to reaching the project's overall objectives and guarantee the implementation of the project's results as well as their sustainability beyond the lifetime of the project itself. For the Erasmus+ TIGRIS Project, this is especially important, since TIGRIS as a Structural Project aims at lasting reforms in the Higher Education (HE) sector of Kurdistan-Iraq.

In the context of the Erasmus+ TIGRIS Project and in accordance with the guidelines of the EACEA, dissemination shall be understood as *"a planned process of providing information on the results of programmes and initiatives to key actors"*. Hence, the main goal for dissemination is to inform key actors as well as other identified target groups about the project's activities, outputs and outcomes. Furthermore, dissemination will contribute to the wider objective of the Erasmus+ TIGRIS Project, which is to raise awareness to the importance of internationalization of HE in Kurdistan-Iraq. It will also help in raising the profile and visibility of the organisations carrying out the project.

In the same context, exploitation is understood as *"(a) a planned process of transferring the successful results of the programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems, on the one hand, and (b) a planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives, on the other hand"*. Hence, the main goals for exploitation in the context of the Erasmus+ TIGRIS Project are to make sure

- a) that the project's results are acknowledged by key decision-makers in Kurdistan-Iraq and used to devise and implement reforms in the HE sector that contribute to the internationalization of HE in Kurdistan-Iraq,
- b) that HE institutions (HEIs) in Kurdistan-Iraq adopt the project's results such as institutional policies and strategies for internationalization formulated as well as frameworks and guidelines developed and subsequently implement the legal, structural as well as organizational reforms necessary to successfully engage in internationalization in general as well as close cooperation with institutions and organization within the European Higher Education Area (EHEA) and European Research Area (ERA) in particular.

In its exploitation efforts, the Erasmus+ TIGRIS project will try to maximise the potential of the funded activities and ensure that the results are used beyond the lifetime of the project. Results of the project will also developed and documented in such a way, that they can be transferred to and adopted by other HEIs in Iraq as well as third countries.

Every member of the Erasmus+ TIGRIS Project Consortium will engage in the project's dissemination. However, the Kurdistan Institution for Strategic Studies and Scientific Research (KISSR) as leader of WP5 is responsible for coordinating, documenting and monitoring all dissemination activities. Herein, it will closely cooperate with the Project Coordination UGOE.

As leader of WP5, KISSR is also responsible for coordinating and monitoring the project's exploitation activities. Herein, it will closely cooperate with and be supported by the Ministry for Higher Education and Scientific Research (MHESR). In context of the Erasmus+ TIGRIS Project, the MHESR is generally acting as ombudsman that guarantees the correct implementation and exploitation of the TIGRIS Project.

The TIGRIS Steering Committee (TSC) will approve the DEP.

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2. Purpose of the Dissemination and Exploitation Plan

The purpose of the TIGRIS Dissemination and Exploitation Plan (DEP) is to define the dissemination and exploitation requirements for the Erasmus+ TIGRIS Project and how dissemination and exploitation of the project will be conducted.

Therefore, the DEP defines the following:

- Why dissemination and exploitation will be conducted
- What will be disseminated and exploited
- When dissemination and exploitation will take place
- Who are the stakeholders & target groups for dissemination and exploitation
- How dissemination and exploitation will be conducted
- How dissemination will be documented

This DEP sets the dissemination and exploitation framework for the Erasmus+ TIGRIS Project. It will serve as a guide for dissemination and exploitation throughout the life of the project and will be updated as it needs change.

All partners will adhere to this plan, its principles, procedures and requirements.

During the lifetime of the project, KISSR in cooperation with the MHESR will draft a sustainability strategy of relevant project results at national level, which will further define the needed conditions and actions for exploitation of the project results. This document will supplement the TIGRIS DEP.

KISSR is responsible to coordinate, document, monitor and manage all dissemination and exploitation efforts as part of *work package 5 – Dissemination and Exploitation of TIGRIS*. Herein, however, it will closely coordinate with the MHESR and the Project Coordination UGOE.

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3. Main objective and generalia of dissemination of the TIGRIS Project

The main objective for dissemination is to inform key actors as well as other identified target groups about the project's activities, outputs as well as outcomes.

Furthermore, it contributes to the wider objective of the Erasmus+ TIGRIS Project, which is to raise awareness to the importance of internationalization of HE in Kurdistan-Iraq.

It will also raise the profile and visibility especially of the Kurdish organizations carrying out the project and thus raise their attractiveness as cooperation partners for EU HEIs and research organizations.

Acknowledging the importance of dissemination, the Erasmus+ TIGRIS Project will follow a comprehensive approach aiming at informing a broad variety of actors as well as target groups and involving the use of a wide variety of dissemination methods and tools.

In general, dissemination will take place, when results of the project and its activities become available. However, during the annual dissemination conference project results will also be presented in a more aggregated form summarizing the project's results produced in the past year.

Generally, partners that were tasked with producing a certain deliverable are responsible to make sure that the results are received as required for dissemination purposes.

All partners will contribute to the dissemination of project results.

However, KISSR as leader of WP5 will monitor and document all dissemination efforts of the Erasmus+ TIGRIS Project.

For this, KISSR will regularly collect data on dissemination activities from the project partners and combine it into a report, which it will submit to the Project Coordinator. UGOE will use this data in its reports to the EACEA.

All partners will provide the necessary information as and when requested by KISSR.

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4. Identified target groups and audiences for dissemination

The following target groups have been identified for dissemination of the Erasmus+ TIGRIS Project:

Firstly, dissemination of the Erasmus+ TIGRIS Project will target the **broader public in Kurdistan-Iraq** to create a sense for the importance of modernization and internationalization of HE in Kurdistan-Iraq. This will render the reform of the HE sector a national objective while simultaneously assuring public support and approval for future measures to be taken in order to reform the HE sector.

Ensuring public awareness and support, however, does not only establish a solid public base for future reform efforts by the KRG-Government and Kurdish legislators. It also creates accountability on the side of the Kurdish legislative and executive by forcing them to commit to the national objective set, hence adopting it as their own.

At the governmental (national) level, **legislators, policy makers, ministers as well as other governmental executives** will be engaged in a concerted effort. The objective here must be to convince key-actors, policy and decision makers of the need to reform HE sector in Kurdistan-Iraq, thereby garnering political support for the objectives of the Erasmus+ TIGRIS Project. Furthermore, key actors and decision makers should acknowledge the Erasmus+ TIGRIS project, its results and recommendations, eventually adopting them to devise and implement the reforms necessary.

At the local & institutional level, **local and institutional stakeholder as well as the participating institutions' policy makers, managers, administrative and scientific staff as well as student communities** will be targeted. Here, the goal must be to not only inform about the existence of the project, its activities and objectives as well as to disseminate its results, but to engage and involve the institution as a whole, eventually resulting in the adoption of internationalization as the institution's own mission.

Since enhancing and increasing the cooperation between European and Kurdish HEIs and research organizations is one of the main objectives of the Erasmus+ TIGRIS Project, its dissemination efforts will also place great emphasis on targeting a **broad European audience**.

Here, both **HEIs as well as research organizations of the EHEA/ERA** naturally constitute the key target group of the project's dissemination efforts. Here, the European project partners as well as associated partners of the Erasmus+ TIGRIS Project play a key role in raising awareness to the project.

To maximize the outreach of the project, **national science organizations** of European member states like the German Academic Exchange Service (DAAD) will also be engaged.

To inform both **EU and national member states' legislators, HE policy and decision makers, official representatives like the EU Delegation to Iraq as well as ambassadors and diplomats of Programme Partner Countries** based in Kurdistan-Iraq will also be targeted by the projects dissemination activities.

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5. Methods and tool for dissemination

For dissemination of the project, its activities, outputs and outcomes, the Erasmus+ TIGRIS Project will use a wide variety of dissemination methods and tools including web-based communication channels, dedicated dissemination events as well as traditional media formats like print media, radio and television. In addition, dedicated promotion materials will be produced and used for dissemination.

5.1. TIGRIS Project Website

For dissemination purposes, KISSR will design, develop and maintain a project website. The website will not only inform about the project, its activities and results, but will be dedicated to the process of internationalization of Kurdish HE as a whole. UGOE will support KISSR in the development and maintenance of the website.

The address of the website is <http://www.tigris-erasmusplus.eu>.

The website will be available in English, Arabic and Kurdish. As with all project-related translations, KISSR will be responsible for providing the website's text in both Arabic and Kurdish.

5.1.1. Websites of TIGRIS Project Partners

For multiplying the project's dissemination efforts, all partners are required to inform about the Erasmus+ TIGRIS Project as well as their participation in it on their institution's website.

As a minimum, the information given should include a short description of the project, its objectives and partners as well as the local point of contact. It is advisable for the project partners to use the description and information given on the project's own website as a template.

A link to the Erasmus+ TIGRIS Project Website should also be placed on the partner's website.

5.2. TIGRIS Project Social Media Channels

Complementary to the website, KISSR will develop and maintain a social media presence on various platforms to further expand the reach of the project's dissemination efforts.

5.2.1. Social Media Channels of TIGRIS Project Partners

Project partners can also use their own social media channels to disseminate the project. However, when doing this they should adhere to the requirement set in the TIGRIS Communication Management Plan (CMP).

5.3. TIGRIS Project Newsletter

To further inform about the project, its activities and results, KISSR will develop and publish a project newsletter, which will be published on a regular basis aiming at a trimestral publishing schedule; in this, they will be supported by UGOE. Taking into account the progress of the project as well as the availability of new developments, this schedule can be subject to change.

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The newsletter will be distributed via email to a selected target audience but will also be available for a broader audience on the project's website. It will also be disseminated via the project's social media channels.

5.4. Erasmus+ Project Results Platform

For dissemination of the project results but later into the project, TIGRIS Project will also use the Erasmus+ Project Results Platform.

Here, the Regional Coordinator KISSR will coordinate closely with the Project Coordinator UGOE.

5.5. TIGRIS Annual Dissemination Conference

Dedicated events play a vital role for the dissemination of the Erasmus+ TIGRIS project. This is especially true for dedicated dissemination conferences, since large numbers of experts and representatives from academia will be able to assist and participate at the same time.

Additionally, such dissemination conference provides a great opportunity to involve political stakeholders as well as official representatives and diplomats of both the EU and EU member states participating in the project. Furthermore, national science organisations of European partner countries like the German Academic Exchange Service (DAAD) should also be invited to take part in the conference.

Therefore, KISSR together with the MHESR and UGOE will organize an annual dissemination conference in Kurdistan, which is scheduled for September each year. If possible, all partners of the TIGRIS Project Consortium should participate in these events.

KISSR will see to it that the events receive the appropriate media coverage by local, regional, national and if possible international online and print media as well as television and radio stations.

If possible and/or necessary, additional conferences will be organized by KISSR.

5.6. Local dissemination events

For dissemination on the local level, KISSR will coordinate with and support the other KRG partners in organizing local dissemination events that target local stakeholders as well as the members of the local HEI itself (managers and staff, academics & researchers, students).

No less than three of these events should be organized each year.

5.7. Dissemination via printed promotion materials

All Kurdish HEI partners should print leaflets and brochures that inform about the Erasmus+ TIGRIS Project, its members and objectives.

For the Kurdish partners, KISSR will coordinate these efforts. KISSR will also make sure that the promotion materials adhere to the standards set in the TIGRIS CMP.

5.8. Network for Internationalization & Journal for Internationalization

During the second half of the project, a network of internationalization practitioners will be established at KISSR to further promote the internationalization of HE in Kurdistan-Iraq.

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The network, its activities and dissemination channels, especially the network's journal for internationalization, will also be used for the dissemination of the TIGRIS project.

Project results will also be disseminated by the to be appointed Higher Education Reform Experts (HERE).

5.9. Promotion campaign for Kurdish HE & research

During the lifetime of the project, KISSR in cooperation with the MHESR and supported by the Associated Partners of the Erasmus+ TIGRIS Project will devise and implement an information campaign promoting Kurdish HE & research in the EHEA and ERA.

For this, the annual conference of the European Association for International Education (EAIE) could provide an adequate platform. A more detailed plan will be established later in the project.

In general, Associated Partners like the Coimbra Group are asked to support the dissemination of the project at the European and international level.

Table 1: Overview dissemination methods

Method	Purpose	Responsibility	Frequency	Audience
TIGRIS Project Website	Dissemination of the project, its activities and results	KISSR	Constantly and throughout the project's lifetime	Project Consortium, political stakeholders, HEI policy makers and internationalization practitioners both national and international
TIGRIS Project Social Media Channels	Dissemination of the project, its activities and results	KISSR	Constantly and throughout the project's lifetime	General public, Kurdish HEI policy makers, internationalization practitioners both national and international
Partner Websites	To raise awareness to the project, its objectives and partners	Individual TIGRIS Project partners	Constantly throughout the project's lifetime	EHEA and ERA intuitions and organizations
Partner Social Media Channels	To raise awareness to the project, its objectives and partners	Individual TIGRIS Project partners	On occasion, but constantly throughout the project's lifetime	EHEA and ERA intuitions and organizations
Traditional media formats (print, tv, radio)	To raise awareness to the project, its objectives and partners	KISSR	At every dissemination event	Kurdish public and society at large
Annual Dissemination Conference	Dissemination and presentation of project activities, outputs and outcomes	KISSR	Once per year in Kurdistan	Kurdish HE policy and decision makers, Kurdish HEIs, internationalization practitioners and

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				experts, EU and member states' representatives, Kurdish public and society at large
Regular Conferences	Dissemination and presentation of project activities, outputs and outcomes	KISSR	As needed and / or appropriate	Kurdish HEIs internationalization practitioners and experts
Local dissemination events	To inform and engage local stakeholders and members of the participating institutions and the public about the project, its activities, outputs and outcomes	KISSR & Kurdish HEI partners	At least 3 times per year	Local stakeholder, local HEI, its managers, administrative and scientific staff as well as student communities
Leaflets and brochures	To raise awareness to the project, its objectives and partners	KISSR & Kurdish HEI partners	throughout the project's lifetime	All interested parties both local and national
Network for internationalisation	Dissemination and exploitation of project results	KISSR with network members	Beginning in the second half of the project	Kurdish internationalization practitioners and experts, HE policy and decision makers
Journal for internationalisation	Dissemination and exploitation of project results	Network for Internationalisation	Beginning in the second half of the project	Kurdish internationalization practitioners and experts, HE policy and decision makers
Here Education Experts (HERE)	Dissemination and exploitation of project results	MHESR	Beginning in the second half of the project	Kurdish HEIs, their managers and staff
Promotion campaign targeting EHEA and ERA	To increase attractiveness and visibility of Kurdish HE and research	KISSR / MHESR	Beginning in the second half of the project	EHEA and ERA intuitions and organizations

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6. Main objective and generalia of exploitation of the TIGRIS Project

As a *Structural Project* aiming at lasting reforms in the HE sector of Kurdistan-Iraq, the Erasmus+ TIGRIS Project pursues two main objectives:

Firstly, it has to make sure that the project's results are acknowledged by key decision-makers in Kurdistan-Iraq and used to devise and implement reforms in the HE sectors that contribute to the internationalization of HE in Kurdistan-Iraq.

Secondly, the project has to ensure that HEIs in Kurdistan-Iraq adopt the project's results such as institutional policies and strategies for internationalization formulated as well as frameworks, guidelines and action plans developed. Subsequently, they must implement the legal, structural and organizational reforms necessary to successfully engage in internationalization in general. In addition, they must develop close cooperation with institutions and organization within the European Higher Education Area (EHEA) and European Research Area (ERA) in particular.

For the Erasmus+ TIGRIS Project, the achievement of both goals are equally important in order to reach the overall objectives of the project.

In its exploitation efforts, the Erasmus+ TIGRIS Project will try to maximise the potential of the funded activities and ensure that the results are used beyond the lifetime of the project (sustainability). Therefore, during the lifetime of the project KISSR in cooperation with the MHESR will draft a sustainability strategy of relevant project results at national level, which will further define the needed conditions and actions for sustainable exploitation of the project results.

Results of the project will also be developed and documented in such a way, that they can be transferred to and adopted by other HEIs in Iraq as well as third countries.

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7. Main stakeholders and key actors in exploitation

The following stakeholders and key actors for exploitation of the Erasmus+ TIGRIS Project have been identified:

7.1. Ministry of Higher Education and Scientific Research (MHESR)

Stemming from its function as executive governmental agency responsible for the HE sector in Kurdistan-Iraq, the **Ministry of Higher Education and Scientific Research (MHESR)** is the main stakeholder and key actor in exploitation of the TIGRIS Project.

As part of the executive of the Kurdish Regional Government (KRG) in Iraq, it will guarantee that key decision-makers and legislators in Kurdistan-Iraq will acknowledge and adopt the project's results, e.g. by drafting and passing legislation on HE internationalization based on the result's produced and recommendation given by the project. In addition, it ensures that the appropriate administrative framework is in place to successfully engage in internationalization of HE in Kurdistan-Iraq. In this, the MHESR also guarantees the systemic impact of the Erasmus+ TIGRIS Project.

As supervising authority for Kurdish HEIs, the MHESR will also monitor and ensure the adoption and implementation of project results and subsequent reforms at the participating Kurdish HEIs.

Considering its key role, the MHESR is attributed the role of ombudsman for the Erasmus+ TIGRIS Project guarantying the overall implementation and exploitation of project.

7.2. Kurdish HEIs

The second group of stakeholders that play a vital role for the successful exploitation of the project's results are the **participating Kurdish HEIs** themselves. Institutional authorities, HEI policy-makers and senior HEI managers will see to the adoption of project results such as institutional policies and strategies for internationalization formulated as well as frameworks, guidelines and action plans developed and will subsequently implement the legal, structural as well as organizational reforms necessary.

In this, they will adopt the goal of internationalization as their institutional mission and will allocate considerable resources to the internationalization of their institution.

7.3. Network of internationalization practitioners and HERE Experts

Additionally, the network of internationalization practitioners, to be established by KISSR, as well as the Higher Education Reform Experts (HERE), to be appointed by the MHESR during the lifetime of the project, will play a vital part in guarantying the practical exploitation and sustainability of the Erasmus+ TIGRIS Project and its results.



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