



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

TIGRIS Project

Project number: 586290-EPP-1-2017-1-DE-EPPKA2-CBHE-SP

Assessment Report of the 2nd Bi-annual Partner Reports

Work package	Title
WP4	Quality Plan
Activity	Title
4.1	Internal monitoring of activities

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Author(s)	Dr Karzan G. Khidhir		
Contributors	Dr Ridha H. Hussein, Uwe Brandenburg and Jakob Hedderich		
Contact name	<hr/>		
E-mail address	Karzan.khidhir@univsul.edu.iq		
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MU prepared a workshop / training for the partners during the project meeting in Sulaimani in September 2018. The workshop was targeting the middle management of the universities in Kurdistan and was focus on the international offices and what we need for their success. MU also participated in the Dissemination event in Erbil, met the Consular of the Czech Republic in Erbil and discussed the obstacles that partners faced with visa application. MU together with Sulaimani Polytechnic Universities applied for Erasmus+ ICM and the application was approved. As for the Financial management, MU spent 32 days for managers, 12 teaching days and 12 administrative days. No co-financing was mentioned by MU. MU also did not indicate any points of critics or suggestions..... 7

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During this period MU was not a WP leader but actively participated in the tasks of WP1 and WP5. 15

The main role of MU was to prepare a workshop / training for the partners during the project meeting in Sulaimani in September 2018. The workshop was targeting the middle management of

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MU together with Sulaimani Polytechnic Universities applied for Erasmus+ ICM and the application was approved. A new Erasmus+ agreement is prepared for signature now and we expect the rectors of both universities to sign it in October 2019. 15

As for the Financial management, so far, we have spent 32 days for managers, 12 teaching days and 12 administrative days. 15

No co-financing was mentioned by MU. MU also did not indicate any points of critics or suggestions. 15

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1. Purpose of the Assessment Report

This Assessment Report was drafted by the University of Sulaimani (UoS) in its role as member of the Quality Leading Team (QLT) of TIGRIS Project. In drafting, UoS was supported by Global Impact Institute (GII) as leader of Work Package 4 and leader of the QLT.

The purpose of the Assessment Report is to summarize, analyse and assess the Bi-annual Partner Reports to be submitted by all partners of the Consortium, by decision on September 11th, 2018, including the Coordinator UGOE, and to inform the project's Coordinator about project-related activities reported on, financial reporting as well as suggestions made and issues identified by the partners of the project's Consortium in order to implement the Erasmus+ TIGRIS Project.

2. Executive Summary

The reporting period for the 2nd Bi-annual Partner Report is from April 30th, 2018, until October 15th, 2018.

The purpose of this Bi-annual Partner Report is to report on the measures and activities undertaken by all the partners in order to implement the Erasmus+ TIGRIS Project.

In its contents and structures, the report adheres to the Guidelines for Bi-annual Partner Reports, drafted by UGOE and distributed to the project partners on April 18th, 2018.

During this period, all KR Partners participated at the 1st Tigris Project Symposium on 13-14 May 2018 organized by KISSR, SPU and UoS. The aim of the Symposium was to have a detailed discussion regarding the progression of the project and obstacles. Each university gave a presentation on activities for Internationalization during the past six months. All KR Partners also participated in Self-assessment questionnaires survey. All KR Partners participated at the webinar on 23rd August 2018 about the financial aspects and administrative management of the project organized by the finance manager Ms. Laura C. Hoffmann from Göttingen University. Most partners wrote second Bi-annual Partner Report. All KR and most of the EU partners participated at the Concluding Workshop WP1 of

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Erasmus Plus TIGRIS project on 23-26 September 2018 at UoS-Sulaimani, two EU partners (GII and KUL) participated virtually through video conference. During this workshop, Presentation of WP1 results, Discussion of results / conclusions were made as well as Planning of WP2 on the basis of results of WP1, Project Management Meeting / TSC Meeting carried out, Report of QLT was presented and TRAINING/ WORKSHOP conducted by RUG/MU/UGOE. Partners also Participated at TIGRIS Annual Dissemination Conference, 27th September 2018, at SU – Erbil.

MU prepared a workshop / training for the partners during the project meeting in Sulaimani in September 2018. The workshop was targeting the middle management of the universities in Kurdistan and was focus on the international offices and what we need for their success. MU also participated in the Dissemination event in Erbil, met the Consular of the Czech Republic in Erbil and discussed the obstacles that partners faced with visa application. MU together with Sulaimani Polytechnic Universities applied for Erasmus+ ICM and the application was approved. As for the Financial management, MU spent 32 days for managers, 12 teaching days and 12 administrative days. No co-financing was mentioned by MU. MU also did not indicate any points of critics or suggestions.

In the second half year, the Global Impact Institute (GII) performed the ongoing internal quality assessment, it also regularly updated and refined the QAM. The GII particularly raised awareness about the substantial delays in WP1 and looked-for solutions. The GII also helped out the WP 1 leader by setting up an online tool for data collection. The GII is so far fully in time with all products and deliverables for which it has responsibilities and which it can control. GII carried out three visit to the coordinator in person in June, July and September 2018 to discuss quality control and help keep the project on track. For financial reporting, first instalment was transferred by the coordinator. The GII so far only used staff costs related to WP1,2 and 4 as well as travel costs related to the QA meetings.

RUG attended the TIGRIS project management meeting, workshops, and the annual dissemination conference in Sulaimani and Erbil. RUG reported presence of the (new) Dutch consul-general in Erbil at the annual dissemination conference. Plans for the future, RUG

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reported that an important topic for Groningen will be the accreditation, and the Bologna process by including the Tuning Academy. No financial reporting, co-financing, points of critics or suggestions was mentioned by RUG.

KUL reports that progress and work done in work package 1 and the Work package 1 is nearly completed. The work package has had quite some delays and drawbacks, but will be the basis for other work packages. On WP 1.1, KUL still have difficulties in collecting the correct information about the legislation or other 'unwritten' rules concerning internationalization in higher education in Kurdistan- Iraq. The translated versions of laws and of some contracts were received but not relevant. It is agreed that the Kurdish partners will establish a working group that identifies, collects and translates the laws, rules and regulations underpinning internationalization in Kurdistan Region of Iraq. For work package 1.2, a draft framework for comparison between existing regulation and procedures has been made by KISSR and has been reviewed by KU Leuven and UGOE. Concerning WP 1.3, the work package is finished and the results of this work package form the basis of work package 1.4. KUL express gratitude to Uwe Brandenburg (GII) for his input in this part. KUL focused on finishing WP 1.4. KUL reports that most of the work has been done in Leuven, even the preparation of the self-assessments. KUL wonder whether it would be useful to make a general assessment in WP 1.4, which could give some context besides the individual self-assessments. At this moment, six self-assessments are completely finished. Three are still missing, even after several reminders by KU Leuven and UGOE. No financial reporting or co-financing, was mentioned by KUL.

KISSR as a regional coordinator in collaboration with Gottingen International Office/KRG-Iraq, helped KR partners with VISA guidance, Collection of travel reports, documents and boarding passes, co-organized the first symposium of TIGRIS project in Sulaimani, Kurdistan Region of Iraq. KISSR Participated in the webinar about the progress of the project and the financial aspects of the project. Co-organized the first annual dissemination conference. Translated the TIGRIS website into Kurdish and Arabic languages. Arranged

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the sub-contract of printings belong to the dissemination and exploitation of the project. No financial reporting or co-financing, was mentioned by KISSR.

UoS Participated at and co-organized the 1st Tigris Project Symposium on 13-14 May 2018, Participated in Self-assessment questionnaires survey study online. Participated in the webinar on 23rd August 2018 about the financial aspects and administrative management of the project. Wrote second Bi-annual Partner Report, Organized and hosted the Concluding Workshop WP1 of Erasmus Plus TIGRIS project on 23-26 September 2018. Participated at TIGRIS Annual Dissemination Conference, 27th September 2018, at SU – Erbil and presented a seminar on UoS Double degree experience with an international partner. For Financial reporting, UoS reported that 1st Pre-Financing received and some expenses have been claimed such as Travel Costs for three participants of UoS at the Tigris Annual Dissemination Conference in Erbil. Travel and Costs of Stay for 2 participants of UoS at the study visit in Brno and Prague. Travel and Costs of Stay for 2 participants of UoS at the study visit in Groningen and Leuven. Staff costs according to daily works carried out by various staff. As for Co-financing, UoS has contributed financially into the project, during hosting the Concluding Workshop WP1, such as for stationaries, lunches, coffee breaks, internal transportations.

SU established Office of Grants & Academic project to coordinate and implement all Erasmus Plus projects. Completed set of equipment necessary for this office are purchased. SU started working on internalization by publishing an article in Znako Press in 2018 followed by official request sent to the ministry of higher education, to allow admission of international students. Implementation of Bologna Process at Civil Engineering Department. A committee has been established for working on international students admission. SU has sent an official proposal to the Ministry asking for permission and approval of accepting both local and international students in some selected departments on the base of distance learning. SU participated in the concluding workshop WP1 of Erasmus Plus TIGRIS at UoS.

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SU hosted the TIGRIS annual dissemination conference. SU reports that all finance issues concerning project implantation has been finalized.

CHU reports adding one more staff to the (international Unit). CHU received pre-financing payment and equipment allocated for CHU international office. CHU Organised two workshops under the titles (Transformative Learning Workshop) and (Creating academic flowchart and implementing credit system at Charmo university based Bologna program). CHU participated at the Self-assessment questionnaires survey, the 1st Tigris Project Symposium, Concluding Workshop WP 1 / Annual Dissemination Conference 24th – 27th Sep. CHU has offered 10 undergraduate placements in 12-06-2018, for the study of Kurdish and Arabic languages for the next academic year 2018-2019 as a scholarship for students from Poland, France and Iran. CHU listed several activities not related to TIGRIS.

DPU took part in the TIGRIS Project Symposium. DPU participated at the concluding workshop of WP1 and the annual dissemination conference. DPU claims that Established International Students Admission Division and instructed Seven departments to accept international students. On financial reporting, DPU mentioned equipment purchasing.

The UoH participated in the TIGRIS Project Symposium, Webinar on Financial and Administrative Management, TIGRIS Work Package 1 Concluding Workshop and the annual dissemination conference. UoH filled out Self-Assessment Questionnaire, assignment and Risk-Assignment. UoH reports forming a committee to work on Internationalization Process. The UoH organized a special workshop on Internationalization process at the UoH by three directorates; Directorate of International Academic Relations, Quality Assurance and Career Development Center. For Financial reporting, UoH said it filled out Joint declaration and Timesheet for Staff Costs.

UoR claims it initiated an internationalization process which hopes to work within the framework of TIGRIS, geared towards an overall syllabus development and to introduce and implement the ECTS. UoR reports that it worked very hard to recruit as many international staff members as possible, from various countries such as the U.S.A, the UK, Australia,

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Ireland, and Canada. UoR says it set up a section on the university website for TIGRIS, which is also linked to the project's and the Coordinator's website. UoR participated in the TIGRIS Project Symposium, Webinar on Financial and Administrative Management, TIGRIS Work Package 1 Concluding Workshop and the annual dissemination conference. Regarding Financial Aspects, UoR says it began spending project money since the first transfer made including Travel Costs, Costs of Stay, Staff Costs and Equipment costs.

SPU took part in and co-organized the TIGRIS Project Symposium in Sulaimani, participated at a Webinar on Financial and Administrative Management, TIGRIS Work Package 1 Concluding Workshop and the annual dissemination conference. SPU Changed the structure and name of the Directorate of Public Relations to the Directorate of International Relations. On Financial Aspect, SPU acknowledges Receiving the first installment of the project budget on 1 June 2018 and equipped the new international relations office.

No report submitted, due to change of personnel at MHESR for health-related issues.

UGOE submitted the most detailed partner report and indicates that it carried out the following activities.

Activities and outputs in Work Package 6: collected signatures and submitted the TIGRIS Partnership Agreement to the EACEA; authorized the first Pre-financing transfer to partners; continued collecting and archiving of supporting documents, administration of Annex VI financial statements tool; drafted and submitted the TIGRIS Communication Management Plan (including templates) to the TIGRIS Steering Committee for approval; drafted and submitted the TIGRIS Management Plan (incl. Financial Guidelines and Project Glossary) to the TIGRIS Steering Committee for approval; drafted together with KISSR the TIGRIS Dissemination & Exploitation Plan and submitted it to the TIGRIS Steering Committee for approval; drafted a first Risk Analysis for the TIGRIS Project; advised the Kurdish partners in the handling of project funds, e.g. for buying equipment and subcontracting; advised the Kurdish partners in the handling of supporting documents such as travel reports etc.; held a webinar on financial and administrative management with the Kurdish partners on 23.08.2018; appointed the External Quality Expert of the TIGRIS Project and conducted 2

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joint meetings on 28.06.2018 and 5.09.2018; conducted 2 Project Management Meetings with the Regional Co-coordinator KISSR in Göttingen on 04.06.2018 and 24.8.2018; held a virtual Project Management Meeting with partners from KUL, RUG, GII, UOS regarding the completion of WP1 on 02.07.2018; held a Project Management Meeting & Steering Committee Meeting during the Work Package 1 Concluding Workshop in Sulaymaniyah; held a Project Management Meeting with European Partners during the Work Package 1 Concluding Workshop on 27.09.2018; developed a special form for travel by car as supporting document; drafted and submitted the first & second Bi-annual Partner Report; coordinated the implementation of the Regional Project Management Meeting (TIGRIS Project Symposium) held at Sulaimani Polytechnic University on 14.05.2018; reviewed the report on the outcomes of the Regional Project Management Meeting submitted by the Regional Co-coordinator KISSR;

Activities and outputs in Work Package 5: set up and designed the TIGRIS Project Website; engaged in administration of the TIGRIS Project Website, e.g. by populating the project area with project-related documents & postings regarding project activities implemented; reviewed and advised on the design of information brochure on the TIGRIS Project submitted by KISSR; coordinated and managed the organization of the Annual Dissemination Conference of the TIGRIS Project on 27.09.2018; initiated the planning process for the development of the Management Information System to be developed in the TIGRIS Project by a subcontractor under the auspices of KISSR.

Activities and outputs in Work Package 4: reviewed and submitted the TIGRIS Quality Plan and supplements to the TIGRIS Steering Committee for approval; conducted 5 QA meetings with the WP4 Leader GII on 03.05., 18.06., 10.07., 04.09., 11.10.2018; reviewed and revised the Assessment Report on the 1st Bi-Annual Partner Reports submitted by UoS on 21.09.2018, participated in the evaluation activities of the External Quality Expert by filling in and submitting the questionnaire sent;

Activities and outputs in Work Package 3: initiated the planning process for the implementation of Work Package 3 by informing the Kurdish partners about the need to

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define individuals and establish support structures for drafting the national and institutional strategies for internationalization. engaged in first deliberations with EU HEI partners on internships and participation in summer schools of Kurdish IRO staff.

Activities and outputs in Work Package 2: reviewed the reports on the Study Visits to European Partners (WP2.1) drafted by Kurdish partners; conducted a training on strategic development of internationalization of HEIs during the Work Package 1 Concluding Workshop; started coordination on the implementation of the workshops and trainings to be conducted in WP2 (e.g. distribution of topics, drafting timeline).

Activities and outputs in Work Package 1: continued monitoring of Work Package 1 and engaged in managing the production process of outputs; reviewed preliminary deliverables and provided feedback to KUL and Kurdish partners; coordinated and managed the organization for the Work Package 1 Concluding Workshop at University of Sulaimani from 24.-26.09.2018.

On Financial Reporting: UGOE continued the preparation and collection of supporting documents for UGOE and its staff involved in the TIGRIS Project. UGOE made use of its budget for subcontracting in concluding a service contract with the External Quality Expert. As for co-financing, the exact figures are not established yet. However, during the last six month UGOE engaged in co-financing during the Work Package 1 Concluding Workshop (welcome dinner)

All partners listed the following Suggestions as well as current risks, issues, needs identified:

- Delay in Work Package 1: at this point in time, UGOE sees the delay in Work Package 1 as biggest challenge for the TIGRIS Project. However, the issue was discussed during the Work Package 1 Concluding Workshop and a plan for decisive actions was established and adopted by the Consortium to conclude the tasks of Work Package 1 as soon as possible.
- Refined communication: UGOE sees the need for more frequent, direct, bilateral communication of project partners in order to ensure a productive working process and successful implementation of the TIGRIS Project.
- Guidance and trainings on financial and administrative management: UGOE also sees additional demand by Kurdish partners for more guidance and additional

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trainings on financial and administrative management of the project. Therefore, UGOE will set up additional webinars to address this demand.

- Training on financial management of third party funding: Seeing that internationalization of HEIs is a process posing a transformative challenge for the whole institution also involving the financial management of third party funding, UGOE suggests a training session on accountancy and financial management of third party funding to be implemented during Work Package 2.
- Lack of Encouragement by some Kurdish partners to do the tasks and activities of the project on time,
- Visa issues,
- partners do not meet regularly,
- Fostering the Ministry to amend the rules and regulations to allow internationalization,
- Kurdish partners to involve proactive staff in this project,
- Professional staff require training, English Language skills need improvement
- MOHESR-KRG should issue a regulation in order to specify the terms of reference for international offices and their directors and dedicate budget for them.
- international office should have a dedicated section in each university's website.
- The institutions should have more programs for exchanging students in the future.
- MOHESR -KRG should issue specific regulations for foreign students. It's suggested not get tuition fees from foreign students in order to attracting them.
- Not enough scholarships for foreign students.

Overall, most of the partners mentioned activities carried out during the 2nd half year of the project, outlined the difficulties and the risks which mostly fell in line with the local coordinator risk assessment. However, some partners did not mention financial reporting and co-financing, neither identified risks, issues, needs.

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3. Summary and assessment of individual Bi-annual Partner Reports

3.1. The 2nd Bi-annual partner report submitted by Violeta Osouchová, Masaryk University (MU)

During this period MU was not a WP leader but actively participated in the tasks of WP1 and WP5.

The main role of MU was to prepare a workshop / training for the partners during the project meeting in Sulaimani in September 2018. The workshop was targeting the middle management of the universities in Kurdistan and was focus on the international offices and what we need for their success.

MU also participated in the Dissemination event which took place in Erbil. It was a good opportunity to meet the Consular of the Czech Republic in Erbil and to discuss the obstacles that our partners faced with visa application.

MU together with Sulaimani Polytechnic Universities applied for Erasmus+ ICM and the application was approved. A new Erasmus+ agreement is prepared for signature now and we expect the rectors of both universities to sign it in October 2019.

As for the Financial management, so far, we have spent 32 days for managers, 12 teaching days and 12 administrative days.

No co-financing was mentioned by MU. MU also did not indicate any points of critics or suggestions.

3.2. The 2nd Bi-annual partner report submitted by Uwe Brandenburg, Global Impact Institute (GII)

The Global Impact Institute (GII) is the leader of Work Package 4 (Quality control and monitoring).

In the second half year, the GII performed the ongoing internal quality assessment. In this capacity, it also regularly updated and refined the QAM.

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The GII particularly raised awareness about the substantial delays in WP1 and looked-for solutions. The GII also helped out the WP 1 leader by setting up an online tool for data collection.

The GII is so far fully in time with all products and deliverables for which it has responsibilities and which it can control.

It was decided, also because of the problems in WP1, that the GII will visit the coordinator more or less monthly to in person discuss quality control and help keep the project on track. This approach has so far proven highly efficient, with already 3 meetings having been conducted in June, July and September 2018.

For financial reporting, first instalment was transferred by the coordinator. The GII so far only used staff costs related to WP1,2 and 4 as well as travel costs related to the QA meetings.

For administrative issues, GII reported None.

3.3. The 2nd Bi-annual partner report submitted by Maaïke Wagenaar, University of Groningen (RUG)

Since the last bi-annual report the University of Groningen attended the TIGRIS project management meeting, workshops, and the annual dissemination conference in Sulaimani and Erbil.

At the annual dissemination conference, the (new) Dutch consul-general from Erbil was also present. The event was a nice occasion to meet and to create more awareness about the project.

Plans for the future: RUG reported that will be scheduling the next visits to Europe (including, possibly, Groningen) and the Kurdistan Region. An important topic for Groningen will be the

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accreditation, and the Bologna process. For this, RUG will include the Tuning Academy. Tuning Academy is an International Higher Education and Research Centre for the development and enhancement of the quality of learning, teaching and assessment in higher education.

No financial reporting, co-financing, points of critics or suggestions was mentioned by RUG.

3.4. The 2nd Bi-annual partner report submitted by Jef Schrooten, KU Leuven (KUL)

KUL reports that progress and work done in work package 1 and the Work package 1 is nearly completed. The work package has had quite some delays and drawbacks, but will be the basis for other work packages. The other work packages, however, can be prepared already before the final results are in.

Concerning work package 1.1, we still have difficulties in collecting the correct information about the legislation or other 'unwritten' rules concerning internationalization in higher education in Kurdistan, Iraq. We have received translated versions of laws and of some contracts, but none were really relevant for the project. This is frustrating, because, in the questionnaire of work package 1.4, we have read answers referring to rules that hinder (or are at least not benevolent for) an internationalization process in the Kurdish Region. As for now, it is agreed that the Kurdish partners will establish a working group that identifies, collects and translates the laws, rules and regulations underpinning internationalization in Kurdistan Region of Iraq.

For work package 1.2, a draft framework for comparison between existing regulation and procedures has been made by KISSR and has been reviewed by KU Leuven and UGOE. A video conference call in the near future will be held between the three partners (KISSR, KUL and UGOE) to finish this part.

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Concerning WP 1.3, the work package is finished and the results of this work package form the basis of work package 1.4. KUL express gratitude to Uwe Brandenburg (GII) for his input in this part.

In this period, KUL focused on finishing work package 1.4. We worked with an online tool, provided the partners in Kurdistan with a structured questionnaire and with a structured reporting style for their self-assessments. Most of the work has been done in Leuven, even the preparation of the self-assessments. This has two reasons:

1. We felt we could pick up the pace by delivering a report, where the results of their own answers to the questionnaire are being filled in.
2. This way, every self-assessment report has the same structure, which makes it easier to understand the reports and to compare different institutions in different situations.

The risk of this way of working is that the self-assessment reports are not self-assessment reports anymore, but an assessment by a partner that is completely unaware of the situation on the ground. We tried to prevent this from happening by:

1. Only using their answers to the questionnaires.
2. Ask questions about aspects of numbers that were not clear.
3. Stress to every individual partner that the report was their self-assessment report, that they could adapt, complete, correct every part that was not correct in their eyes.

We wonder whether it would be useful to make a general assessment in wp 1.4, which could give some context besides the individual self-assessments. At this moment, six self-assessments are completely finished. Three are still missing, even after several reminders by KU Leuven and UGOE.

Miscellaneous: the KU Leuven doesn't give permission to travel to the Kurdistan region, which makes the position of Jef Schrooten and Kurt Willems a bit more difficult.

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The following aspects are taken into account for this decision:

- A negative travel advise by the Ministry of Foreign Affairs of Belgium, but also by the ministries of other countries.
- A lack of experience by KU Leuven researchers in the region.

So far, this has not hindered the project in any significant way, but it may lead to frustrations, both for KU Leuven staff, as for others. We try to take away any possible source by trying to be present via Skype or other digital platforms, make suggestions before the meetings take place in Kurdistan etc. The constructive attitude of UGOE in this matter is appreciated.

No financial reporting or co-financing, was mentioned by KUL.

3.5. The 2nd Bi-annual partner report submitted by Bryar Hassan, Zana Kareem, Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)

The activities done by KISSR as a regional coordinator in collaboration with Gottingen International Office/KRG-Iraq:

- KISSR played the role of focal point between the local and foreign partners.
- VISA guidance for participants of the project.
- Collection of travel reports, documents and boarding passes for the local participants.
- Arranging short term courses in Germany for the local partners.
- Opening International Academic Office and Gottingen International Office/KRG-Iraq by dr.Muuss director of international office at Gotingen University.
- Opening an office for six academic staffs at International Academic Office
- Opening an office for four academic staffs at Gottingen International Office/KRG-Iraq.

KISSR Activities as a partner:

- Organizing the first symposium of TIGRIS project in Sulaimani, Kurdistan Region of Iraq.

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- Participation in the webinar about the progress of the project.
- Participation of the webinar about the financial aspects of the project.
- Co-organizing the WP1 workshop.
- Co-organizing the first annual dissemination conference.
- Designing brochures in three languages for introducing the TIGRIS project.
- Translating the TIGRIS website into Kurdish and Arabic languages.
- Arranging and managing joint degree study (Master and Phd) between KISSR and local universities in Kurdistan region of Iraq.

Activities Under development:

- Developing bologna process for the postgraduate students at KISSR.
- Arranging the sub-contract of management information system for student mobility.
- Arranging the sub-contract of printings belong to the dissemination and exploitation of the project.

Dissemination and Exploitation Phase: since KISSR is the leader of Dissemination and Exploitation phase of the project, these are the most important activities:

- Working on the TIGRIS website in three languages.
- We are going to print brochures in three languages for introducing the project.
- Newsletters are going to be published in three languages.
- Arranging a symposium and a round table meeting with the local partners regarding the dissemination and exploitation as well as the outcome of the project
- Guiding the local partners regarding the project activities and dissemination affairs.
- TV interview with discussing roles of the Gottingen International office/KRG-Iraq. In addition, the importance of TIGRIS project was discussed.
- A series of Interview done with KISSR head discussing the importance and roles of the international offices and TIGRIS project.
- Publishing newspaper articles regarding the project significance.

KISSR listed the followings as success factors

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- Involvement of the Ministry in the project.
- Involving the KISSR as a partner and regional coordinator.
- Enthusiastic of the Kurdish partners for this project.

Challenges:

- Amending the rules and regulations.
- Encouragement of Kurdish to do the tasks and activities of the project on time.
- Increasing the authorities (administration and financial) of the regional coordinator.
- Visa issues.

KISSR listed the followings as weaknesses:

- We do not meet regularly.
- The tasks and activities are not clear for the Kurdish partners.
- Rules and regulations are barriers.
- Financial crisis in Kurdistan to allocate budget for internationalization, such as joint programs, joint research collaborations, and training courses.
- Visa issues. For example, most of the Kurdish partners did not be able to the attend the last study visit in Czech Republic due to delay of visa.

Recommendations

- Fostering the Ministry to amend the rules and regulations.
- Fostering the Kurdish partners to involve proactive staff in this project.
- Taking more training courses.
- Fixing visa issues. Participants should have long-term visa to be able to participate the events in EU.
- The coordinator (Gottingen University) should give more clarification to the tasks and activities belong to each Kurdish partner.
- Fostering the Ministry to allocate budget for researches and financially support joint degree programs.

No financial reporting or co-financing, was mentioned by KISSR.

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3.6. The 2nd Bi-annual partner report submitted by Dr Karzan G. Khidhir, University of Sulaimani (UoS)

1. During the second half of the first year, UoS carried out the following activities:

- Participation in the 1st Tigris Project Symposium on 13-14 May 2018 organized by KISSR, Sulaimani polytechnic University and UoS. The aim of the Symposium was to have a detailed discussion regarding the progression of the project and obstacles. Each university gave a presentation on activities for Internationalization during the past six months.
- Participation in trilateral webinar with QLT manager and TIGRIS project manager about the progress of the project and assessment of the bi-annual reports.
- Self-assessment questionnaires survey study was filled online.
- Participation of the webinar on 23rd August 2018 about the financial aspects and administrative management of the project organized by the finance manager Ms. Laura C. Hoffmann from Göttingen University.
- Wrote second Bi-annual Partner Report,
- Organized and hosted the Concluding Workshop WP1 of Erasmus Plus TIGRIS project on 23-26 September 2018. During this workshop, Presentation of WP1 results, Discussion of results / conclusions were made as well as Planning of WP2 on the basis of results of WP1, Project Management Meeting / TSC Meeting carried out, Report of QLT was presented and TRAINING/ WORKSHOP conducted by RUG/MU/UGOE.
- Participated at TIGRIS Annual Dissemination Conference, 27th September 2018, at Salahaddin University – Erbil. With other Project Partners, UoS participated in the project's first Annual Dissemination Conference which was titled "Internationalization of Higher Education in Kurdistan Region of Iraq – Towards future convergence with European Higher Education" on the 27th of September 2018 and presented a

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seminar on UoS Double degree experience with international partner and answered partners questions.

- Internalization, Introduction of ECTS- based study programmes introduced at the Department of Philosophy and Cultural Studies at UoS.

2. Risks, Issues and Challenges

- Professional staff require training.
- English Language skills need improvement.
- Regulations need modification to support the internationalization process.
- Delay in WP1.

3. Financial reporting:

1st Pre-Financing received and UoS has begun spending project money according to the regulations and approval of the finance manager. The following expenses have been claimed: Travel Costs for three participants of UoS at the Tigris Annual Dissemination Conference in Erbil. Travel and Costs of Stay for 2 participants of UoS at the study visit in Brno and Prague. Travel and Costs of Stay for 2 participants of UoS at the study visit in Groningen and Leuven. Staff costs according to daily works carried out by various staff.

There is complete documentation for all those expenditures like travel reports, confirmation of car travel, receipts, pay slips, joint declarations, timesheets, confirmation of employment ... etc, were sent to the project manager, UGOE.

4. Co-financing:

The exact figures are not established yet, however, during the last six month UoS has contributed financially into the project, during hosting the Concluding Workshop WP1 of Erasmus Plus TIGRIS project on 23-26 September 2018, such as for stationaries, lunches, coffee breaks, internal transportations.

3.7. The 2nd Bi-annual partner report submitted by Dr. Mohammed Azeez Saeed, Salahaddin University-Erbil (SU)

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Salahaddin University worked on the WP1 & WP2 of the project and the following are achieved:

- Office of Grants & Academic project has been established at SU to coordinate and implement all Erasmus Plus projects.
- Complete set of equipment necessary for this office are purchased. The equipment purchase was funded by Erasmus Plus-TIGRIS.
- Salahaddin University started working on internalization by publishing an article in Znako Press in 2018 followed by official request sent to the ministry of higher education, to allow admission of international students.
- Implementation of Bologna Process at Civil Engineering Department.
- As another step of internationalization, request has been sent to the Ministry to permit and approve distance learning at Salahaddin University-Erbil.
- Teaching in English language in all levels of the University as an international language,
- A committee has been established for working on international students admission.
- Three departments have been selected as a first step to start with international students admission, these are, Department of Archaeology, College of Arts, Department of Kurdish languages, College of Languages, Department of Arabic Language, College of Languages.
- Structure Reform of Internationalization at Salahaddin University- Erbil Government initiated or supported reforms aimed at affecting a significant part of the system & its structure.
- Policy instrument: information, communication, laws, regulations, funding, experts, networks, infrastructure, agencies, etc..

SU has sent an official proposal to the Ministry asking for permission and approval of accepting both local and international students in some selected departments on the base of distance learning.

Workshop WP1/Annual Dissemination Conference

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1-The president of Salahaddin University and the Director of Grants & Academic Projects (Erasmus Plus Coordinator) participated in the concluding workshop WP1 of Erasmus Plus TIGRIS which was hold at University of Sulaimane in the period September 23 to September 26th, 2018. SU presented a 5 minutes presentation on its contribution on the project. SU president and the Erasmus Plus Coordinator at SU actively participated in the workshop program. The workshop was concerned with discussions of the results of the work package 1, planning session for implementation of WP2, workshop on risk analysis & Developing structures corresponding to the institutional and international strategy of universities

2- TIGRIS annual dissemination conference was hold at Salahaddin university during the day September 27th, 2018. European countries Coslues in Erbil were invited to the conference and they delivered a contribution speech in the comference. The conference included building the future of Higher Education in Kurdistan Region of Iraq –The TIGRIS Project and beyond, TIGRIS in its first year – Review and future outlook, Structural reform for Internationalization – Managing organizational change at Salahaddin University, Developing international research cooperation – International Joint PhD Education at University of Sulaimani, Towards recognition of studies, Curricular Reform for Internationalization – Introduction of ECTS- based study programmes at University of Raparin and round table discussion Looking forward.

Application of e-learning and modern technology methods in both teaching and research at Salahaddin University is our task.

Finance:

All finance issues concerning project implantation has been finalized.

Staffcost/Manager for the period January1st,2018 to October 14th,2018 hasbeenpaid and the original document payments have been sent to KISSR & Gottingen.

Individual travel report for SU participants in Sulaimane workshop for the period September 23-26th, 2018 have been paid and the documents have been sent to Gottingen.

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3.8. The 2nd Bi-annual partner report submitted by Dr. Shelanah M. Salih, Charmo University (CHU)

Administrative aspect of the project

The President of CHU with Dr Shelanah (head of international office) decided to add one more staff to the (Unit).

Financial aspect of the project

- 1- ChU got the pre-financing payment of about 32.855.00€
- 2- The establishment of international office and 10.000€ has been withdrawn to buy the equipment allocated for CHU international office.

Activities at Charmo University from 15-04-2018 to 15-10-2018:

April

- 1- Assistant professor Dr.Baram Ahmed was participated in the International Conference Of Babel University which has been arranged at Nahren research center on 16-19 April 2018
- 2- Organising two workshops under the titles (Transformative Learning Workshop) and (Creating academic flowchart and implementing credit system at Charmo university based Bologna program).

May

- 3- CHU announced 6 split-site (PhD) positions in the areas of Chemistry, Biology, Mathematics, and Physics.
- 4- CHU held the third International Conference of Natural Sciences (ICNS-2018) on May 3, 2018. One of the keynote speakers was Associate Professor Rimantas Kodzius from American University of Iraq, Sulaimani (AUIS)

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5- Participation in the 1st Tigris Project Symposium in 14th May 2018 organized by KISSR and hosted at Sulaimani polytechnic University

6- To enhance internationalisation, Charmo University has offered 10 undergraduate placements in 12-06-2018, for the study of Kurdish and Arabic languages for the next academic year 2018-2019 as a scholarship for students from Poland, France and Iran via the representatives of Kurdistan Regional Government in Poland, France and Iran and their general consulates in Erbil.

7- On the 19th of May 2018, CHU has signed a MOU with the Institute for Advanced Studies in Basic Science (IASBS)-Zanjan-Iran. There will collaboration for exchange of staff and students also co-suprevising of Ph.D. and M.Sc. students in joint projects or through a spilt-side program.

June

8- The participation of Miss Chnoor Muheden Rahman, a lecturer and PhD student at CHU in the U.S Fulbright Visiting Scholar Program for Iraq and finishing the course successfully in August.

July

9- Second English training course for staffs and students: started in July to September

10- The 3rd International Conference of Natural Sciences (ICNS2018)-Mathematics & Computer was held on 19,July, 2018. The conference was attended by presidents of several Universities, researchers and students from Kurdistan, Iraq and Iran universities.

11- Letter of confirmation for 3 staffs at CHU was prepared, send by email.

12- Self-assessment questionnaires survey study was filled online.

September

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13- Letter of confirmation for 3 staffs at ChU was prepared a hard copy was send from Turkey via post to Tigris project team at Gottingen

14- Participation (5 staffs) in the 1st Concluding Workshop WP 1 / Annual Dissemination Conference 24th – 27th Sep. 2018 in Sulaimani and Erbil city

October

15- On 1st of October 2018 a workshop for ChU staffs was held on how using program (R) for analyzing data by Professor Dr Bahman Rostami; the Lecturer at Cardiff University.

16- Memorandum of understanding (MOU) was signed between Bu-Ali Sina and Charmo University.

17- Charmo university has got 10 PhD. and MSc. positions from Bu-Ali Sina University.

3.9. The 2nd Bi-annual partner report submitted by Dr. Nawzat Sadiq Ahmed, Duhok Polytechnic University (DPU)

There were three activities during this period (April 15 – October 15, 2018). The first one was TIGRIS Project Symposium, which organized by Kurdistan Institution for Strategic Studies and Scientific Research, University of Sulaimani (UoS) and Sulaimani Polytechnic University (SPU) on May 14, 2018, in Sulaimani. This symposium was part of dissemination and exploitation phase of TIGRIS project. The aim was to have a detailed discussion regarding the progression of the project and how to use the project's results. Each university gave their presentation regarding their activities for Internationalization during the past six months. After the presentations, a deeper discussion started between the members and some concluding remarks were drawn. This second activity was the concluding workshop of WP1 on September 23-26, in the University of Sulaimani. In this activity, each university gave a presentation regarding the outputs of WP1 of TIGRIS project. During this workshop many activities as group working were done. These activities were discussed the results of

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WP1, planning session for implementation of WP2, risk analysis, doing some practices of developing strategy planning regarding the internationalization and finally about "IRO in action". The last activity was the annual dissemination conference on September 27, 2018, in Salahaddin University to support the internationalization process.

Section Three: Outputs and Deliverables:

Such activities, as mentioned in the previous section, were important for us in order to be aware about the benefit of internationalization process in our university and how such process will influence the national and international ranking of university. Based on the discussions took place after those activities, the following concluding remarks were drawn:

1. Focusing on the local education system, reduce the diversities and get the programs closer. Each university should arrange a workshop to specify their departments for next year (number of departments should not be large).
2. MOHESR-KRG should issue a regulation in order to specify the terms of reference for international offices and their directors and then uniting the international offices. It is also suggested to dedicate budget for them.
3. The international office should have a dedicated section in each university's website.
4. The institutions should have more programs for exchanging students in the future.
5. MOHESR -KRG should Inform Ministry of the Interior to work Facilitating VISA processes for students and academic staffs.
6. Training for staffs in international offices.
7. MOHESR -KRG should issue specific regulations for foreign students. It's suggested not get tuition fees from foreign students in order to attracting them.

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8. Progressing research publications through finding a way of collaboration between the local lecturers and international lecturers to publish papers in journals with high impact factors; providing financial rewards as a push to researchers; and providing training on how to do publications.

9. Improving the English language for academic staff.

10. Issuing regulation for international lecturers.

11. Cooperation between the local universities.

Evaluation: Our assessment regarding the evaluation of the progressing of TIGRIS project, the aforementioned activities (see section two) were a good opportunity to meet with all local and EU partners. Also, the road map of the project was clear in doing such activities in order to get the target. The WP1 of the project was successfully completed. Indeed, the WP2 of the project was planned.

Risks, Issues and Challenges

There are some issues, which can be considered as risks and challenges:

1- Weak professional staff.

2- English Language skills.

3- Unobvious Regulations to support the internationalization process.

4- Limited budget

5- Time delay

The collaboration is done through meeting all partners of the TIGRIS project in order to share their knowledge and experiments regarding the internationalization process, such as

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collaboration research with abroad universities, admission international students, marketing issues, mobility programmes and applying ECTS system.

Based on the TIGRIS project grant, each partner of Kurdistan has its own budget to spend for staff costs, travel costs, costs of stay and equipment costs. The process of cost spending by each partner is based on the rules of the grant request from the TIGRIS project manager.

The following steps have been done and in progress:

- 1- Established International Students Admission Division.
- 2- Seven departments have been selected to accept international students for academic year (2018-2019).
- 3- Prepare and apply ECTS system for the academic year (2018-2019) in our university.
- 4- bought 3 Desktop, 3 Laptops Lenovo Yoga 710 512 SSD with longer life parties, One Laser printer HP, one projector, scanner, software, inhouse printer ricoh for rich solutions.

3.10. The 2nd Bi-annual partner report submitted by Arieann Ali Hamid, University of Halabja (UoH)

1.1 The UoH participated in the TIGRIS four events:

- TIGRIS Project Symposium

On 14 the May 2018, the Kurdish partners of the Erasmus+ TIGRIS Project gathered at Sulaimani Polytechnic University (SPU) for the first TIGRIS Project Symposium.

The UoH president Dr. Tahseen Abdulkarim, director of International Relations Mr. Arian Ali participated in the symposium. In the symposium, Mr. Arian offered a seminar in which he shed some lights on a number of key points that will be required to modernize and internationalize Kurdistan universities. The outcome was to implement the followings points to internationalize KRG Partners:

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- Each partner university sets up a committee to employ strategies of internationalization process. Besides, the committee has the ability to speak English or any other foreign languages. Currently, our institution formed the committee.
- Each partner needs to promote cooperation with its International Office to draw a successful plan for the process. The UoH have concerns about this point.
- Each partner has a plan to select a number of departments to implement internationalization process and applying Bologna Process in the departments and accepting foreign students to study in those departments.
- Each partner university needs to collaborate with other local and international universities to conduct joint research.
- Each partner university needs to encourage the qualified students who can speak English to participate in the process.
- Webinar on Financial and Administrative Management

On 23rd August 2018, Ms. Laura C. Hoffmann from Göttingen University together with the Kurdish partners' project managers held a webinar on financial and administrative management of the TIGRIS Project.

Mr. Ariann Ali Hamid, director of International Relations, participated in the webinar.

As a result, the participants gained deeper insight into project-management-related topics and consolidated their knowledge of the financial and administrative requirements and regulations of Erasmus+ CBHE projects.

- TIGRIS Work Package 1 Concluding Workshop, 24th – 26th September 2018, at University of Sulaimani

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The UoH delegation consisting of Dr. Tahseen Abdulkarim Amin, President of the University, Mr. Omar Fuad Ghafoor, Director of Quality Assurance, Mr. Hydayet Muhammed Ahmed, Director of Language Center and Miss Sazan Salah Saber, International Relations Staff took part in the 5th event of TIGRIS Project under the title “Concluding Workshop WP1” on the 24th of September 2018 at the University of Sulaimanyah.

Miss Sazan on behalf of director of International Relations Mr. Ariann Ali offered a presentation in which she clarifies the steps the UoH took towards Internationalization in the first year of TIGRIS project. Besides, she discussed the difficulties that the UoH have faced in the process.

The UoH Steps towards Internationalization:

- Forming a committee to work on Internationalization Process
- Establishing an international Office which is run by International Relations Staff.
- Activating the signed MoUs
- Writing reports and holding a workshop by the participants of the European Meetings
- According to the decree No. 2/5/2846 on the 12th of September 2018, UoH offers academic staff grants whenever they conduct researches. This is to motivate the academics to write researches.

The UoH difficulties in the first year of the Project:

- Visa issues
- Not enough scholarships for foreign students.
- Even if foreign students are recruited to study in KR Universities, which language do they study with? They cannot study with the current system.

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Financial Problems

Ex. the allocated budget for UoH participants was not enough for the purpose of taking part in the Europe meetings.

Insufficient academic staff

Both our administrative and academic staff need training courses to be taught by foreign experts

TIGRIS Annual Dissemination Conference, 27th September 2018, at Salahaddin University – Erbil.

The Project Partners participated in the project's first Annual Dissemination Conference which was titled "Internationalization of Higher Education in Kurdistan Region of Iraq – Towards future convergence with European Higher Education" on the 27th of September 2018. In addition, Mr. Hedayet and Miss Bayan Othman Muhammed attended the conference as the UoH representatives.

Through the participation of the Workshop and the conference a number of conclusions could be drawn:

- All KR and European partners are enthusiastic to implement the Project.
- All the partners are eight months late in implementing the project.
- A number of KR partners started implementing Bologna System but UoH is in the process of designing a strategy to select a department to implement Bologna System.
- UoH as well as a number of KR Universities does not have a clear data to include all information about their universities which causes problems in the process of filling out the Project forms or requirements.

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- By participation of KR partners in the Project and especially entering Bologna Process, the universities will get rid of many obstacles such as equalizing certificates, transferring KR Universities' professors to EU universities and vice versa.

After the participation in the workshops and the conference, the participants wrote reports about what they gained. The reports directed to Council Members to show the University needs and also to show where our university stands in the project.

Sometimes the participants organized seminars to deliver the information they gained. They also want UoH Council members, Staff and lecturers be familiarized with the project. The participants wants everyone in the university to feel like he must do something based on his\ her ability and authority to implement the Project.

External assistance like agenda helped our participants to participate in the activities. For the last activities, host universities Sulaimani and Salahadeen Universities offered assistance to the other partners to take in the activities.

It is worth to mention that the decisions are taken by Dr. Tahseen Abulkarim, UoH President, and Mr. Arieann Ali, Director of International Relations.

1.2 The UoH filled out three forms including Self-Assessment Questionnaire, assignment and Risk-Assignment.

Self-Assessment Questionnaire form was filled out by International Relations Staff. It was a difficult process because our institution has not created a clear database for its information. Besides, Research Center does not exist yet to support our lecturers to conduct researches.

1.3 The UoH organized a special workshop on Internationalization process at the UoH by three directorates; Directorate of International Academic Relations, Quality Assurance and Carrier Development Center.

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The Workshop contents included International Relations Steps towards Internationalization, what are Internationalization and its needs? Internationalization and Students Mobility

The aim of the workshop was to familiarize the UoH staff of the Tigris project that our institution is one of its partners and clarify our duty to implement internationalization on UoH.

1.4 Financial Section

The UoH filled out one Joint declaration for Staff Costs for Dr. Tahseen Abdulkarim, one Project Timesheet for Mr. Arieann Ali Hamid. Joint declaration and Project Timesheet forms were filled out in International Relations.

3.11. The 2nd Bi-annual partner report submitted by Araz Mohammed Ismail, University of Raparin (UoR)

Implementation of TIGRIS:

Following the Kick-Off Meeting, University of Raparin has taken some practical steps both to disseminate the project as well as to take important decisions in line with the overall aim of the project. We have initiated an internationalization process which hopes to work within the framework of TIGRIS, geared towards an overall syllabus development. A committee has been established at the university, headed and supervised by our Legal Representative to the project, Assist. Prof Dr. Mofaq Khalid Ibrahim. The committee also includes the project's focal point, Araz Mohammed Ismail director of international relations, who acts as the committee coordinator, arranging the regular meetings and reporting the progress made from time to time. Reports are available upon request. On the committee are also the followings:

-Dr. Sana Hassan Abdwlsaiib, Dean of College of Nursing

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- Dr. Najmaddin Mohammed Saeed, head of Mathematics Department
- Dr. Jamal Ali Omer, head of English Language Department
- Saman Mohammed Othman, Head of English Language Department/College of Education
- Begard Khalid Mustafa, head of chemistry department,
- Shwan Hussein Ali, head of Administration department
- Ribwar Arsalan Mohammed, Director of Quality Assurance and Program Development
- Salah Rasul, Director of Language and Development Center

Also, the general director of the university's Research Centre and vice-chancellor for students' affairs participate in the meetings, and thus in making decisions.

The aim of the committee is to introduce and implement the ECTS at University of Raparin. The committee held their last meeting in which they revised their results from the last few months and they officially announced the implementation of the ECTS for the academic year 2018-2019. All the required changes on the university level in terms of the starting dates of semesters, holidays, and the financial regulations entailed were accepted and are to take effect from the day of issuance. We have had a lot interaction and collaboration with both national and international universities, which has helped a lot. We have had guest speakers from both Charmo and Ishk universities about the ECTS, given they already have done some work in that respect. On the international level, we have consulted out EU partners for support in terms of sharing their syllabus with us. We are already planning a workshop, in December 2018, for the Combara Group, headed by Dr Carlos, about the implementation of the ECTS at our university. Our strategic plan, which we are now working on, focuses on aligning all the other departments with the Bologna system.

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In terms of recruiting international staff, our university has worked very hard to recruit as many international staff members as possible, from various countries such as the U.S.A, the UK, Australia, Ireland, and Canada.

Dissemination of TIGRIS:

In terms of dissemination of Tigris activities, we have recently set up a section on the university website for TIGIRS, which is also linked to the project's and the Coordinator's website (the link is provided below). There, we have put a brief about the project and its main objectives. That was something we had not done by the time of the first Bi-annual partner report. Moreover, we have had roundtable discussions and meetings in which we have discussed the project with our staff – we believe that there is by now an understanding amongst our staff members and students about the general scope of the project. We have maintained and updated the content to make sure that it contains all relevant information. Also, in all international events held at our university, the president is keen to the projects its significance to the higher education sector in the region.

We are planning to make short videos about the dissemination of the project that can be seen a wider range of people.

Participating bodies:

- Directorate of International Relations
- Directorate of Quality Assurance and Program Development
- Research Centre
- Five departments where the main language of instruction is English
- Language and Development Center

Participation in Activities:

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University of Raparin's president and Director of International Relations took part in Tigris Symposium hosted by Sulaimani Polytechnic University, May 14th, 2018. That event was a good get-to-gather for the Kurdish partners to discuss the overall implementation of the project in their respective institutes.

We also participated in the Webinar about the financial and administrative aspects of the project held by University of Gottingen.

Also, we took part in the two recent activities, the Workshop in Sulaimani and the Conference in Erbil, 23-27 September 2018. For the former event, we took four people as envisaged in the project: Dr. Najmadin, head of Engineering Department, Dr. Jamal Omer, head of English Department, Begard Khalid, head of Biology Department, and Araz Mohammed, Director of International Relations Office. For the later event in Erbil, we took four people: Saman Othman, head of English Department in Basic Education, Ribwar Arsalan, Director of Quality Assurance, Araz Mohammed Ismail, Director of International Relations Office, and Clifford Garnder, Grant Administrator at our Grants and Scholarships Office.

We had a full participation at those two events with different people participating. We tried to send only people who are actively involved in the project and are important to its success. We presented in both events, a short presentation in the workshop, but also a seminar about 'Curricula Reform at University of Raparin: Introduction of ECTS-based programs'.

Financial Aspects:

In terms of the financial aspects of the project, we have begun spending project money since the first transfer made to us. The spending procedure is in a way that helps transparency but also cost-effectiveness. The money is kept on the university account at Kurdistan International Bank. Our Directorate of Finance is working closely with the Grants Office – under Relations- to look after the money; every amount of money has to be confirmed by the Focal Point or the University President to ensure that the spending is in line with the

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initial purpose of spending as envisaged in the PA. Then, once confirmed, the money is withdrawn by the Financing Directorate who will then give the money to the people involved.

When some equipment is bought, our IT and Media department are consulted to make sure the purchased equipment is the same as described in the PA.

Out of the 31,495 Euro transferred onto our account, we have spent some as following:

Travel Costs: (€120) for six people who took part in the Tigris workshop and conference in Sulaimani and Erbil last month

Costs of Stay: (€2160) for the Tigris workshop and conference last month

Staff Costs: (€1830) within the Preparation work package in line with the number of days per category.

Equipment costs: (€5257) for two laptops, two desktops, one projector, one printer, and one scanner.

There is complete documentation for all those expenditures like receipts, pay slips, joint declarations, timesheets, confirmation of employment, etc. We are collecting the documents so that we can send them in one package in April.

Co-financing:

Although we have not kept a clear record of all the costs we have pumped into the project, but we have had to use the institute's money on more than one occasion.

3.12. The 2nd Bi-annual partner report submitted by Bakhtiar Aubaid Sharif, Sulaimani Polytechnic University (SPU)

Administrative Aspect:

- First Tigris project symposium was held by SPU, KISSR and UOS on 13 and 14 May 2018 .

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- The Director of International Relations participated in the Webinar meeting on 22 August 2018.
- Change the structure and name of the Directorate of Public Relations to the Directorate of International Relations.
- Opening the new International Relations Office at our University in early September 2018.
- Three staff members from the International Relations Office participated in the project workshop on 24, 25 and 26 September at the University of Sulaimani.
- Two staff members from the International Relations Office participated in the project conference on 27 September at the University of Al-Salahaddin

Financial Aspect:

- Receipt the first installment of the project budget on 1 June 2018.
- Furnishing and equipping the new international relations office at our university

3.13. The 2nd Bi-annual partner report submitted by Abdulkader Ibrahim, Ministry of Higher Education an Scientific Research (MHESR)

No report submitted, due to change of personnel at MHESR for health-related issues.

3.14. The 2nd Bi-annual partner report submitted by Jakob Hedderich, Göttingen University (UGOE)

UGOE carried out the following activities:

3.14.1 Activities and outputs in Work Package 6:

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- collected signatures and submitted the TIGRIS Partnership Agreement to the EACEA;
- authorized the first Pre-financing transfer to partners;
- continued collecting and archiving of supporting documents
- administration of Annex VI financial statements tool;
- drafted and submitted the TIGRIS Communication Management Plan (including templates) to the TIGRIS Steering Committee for approval;
- drafted and submitted the TIGRIS Management Plan (incl. Financial Guidelines and Project Glossary) to the TIGRIS Steering Committee for approval;
- drafted together with KISSR the TIGRIS Dissemination & Exploitation Plan and submitted it to the TIGRIS Steering Committee for approval;
- drafted a first Risk Analysis for the TIGRIS Project;
- advised the Kurdish partners in the handling of project funds, e.g. for buying equipment and subcontracting;
- advised the Kurdish partners in the handling of supporting documents such as travel reports etc.;
- held a webinar on financial and administrative management with the Kurdish partners on 23.08.2018;
- appointed the External Quality Expert of the TIGRIS Project and conducted 2 joint meetings on 28.06.2018 and 5.09.2018;
- conducted 2 Project Management Meetings with the Regional Co-coordinator KISSR in Göttingen on 04.06.2018 and 24.8.2018;
- held a virtual Project Management Meeting with partners from KUL, RUG, GII, UOS regarding the completion of WP1 on 02.07.2018;
- held a Project Management Meeting & Steering Committee Meeting during the Work Package 1 Concluding Workshop in Sulaymaniyah on 25.09.2018;
- held a Project Management Meeting with European Partners during the Work Package 1 Concluding Workshop on 27.09.2018;
- developed a special form for travel by car as supporting document;
- drafted and submitted the first & second Bi-annual Partner Report;
- coordinated the implementation of the Regional Project Management Meeting (TIGRIS Project Symposium) held at Sulaimani Polytechnic University on 14.05.2018;
- reviewed the report on the outcomes of the Regional Project Management Meeting submitted by the Regional Co-coordinator KISSR;

3.14.2 Activities and outputs in Work Package 5:

- set up and designed the TIGRIS Project Website;

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- engaged in administration of the TIGRIS Project Website, e.g. by populating the project area with project-related documents & postings regarding project activities implemented;
- reviewed and advised on the design of information brochure on the TIGRIS Project submitted by KISSR;
- coordinated and managed the organization of the Annual Dissemination Conference of the TIGRIS Project on 27.09.2018;
- initiated the planning process for the development of the Management Information System to be developed in the TIGRIS Project by a subcontractor under the auspices of KISSR.

3.14.3 Activities and outputs in Work Package 4:

- reviewed and submitted the TIGRIS Quality Plan and supplements to the TIGRIS Steering Committee for approval;
- conducted 5 QA meetings the WP4 Leader GII on 03.05., 18.06., 10.07., 04.09., 11.10.2018;
- reviewed and revised the Assessment Report on the 1st Bi-Annual Partner Reports submitted by UoS on 21.09.2018.
- participated in the evaluation activities of the External Quality Expert by filling in and submitting the questionnaire sent;

3.14.4 Activities and outputs in Work Package 3:

- initiated the planning process for the implementation of Work Package 3 by informing the Kurdish partners about the need to define individuals and establish support structures for drafting the national and institutional strategies for internationalization.
- engaged in first deliberations with EU HEI partners on internships and participation in summer schools of Kurdish IRO staff.

3.14.5 Activities and outputs in Work Package 2:

- reviewed the reports on the Study Visits to European Partners (WP2.1) drafted by Kurdish partners;
- conducted a training on strategic development of internationalization of HEIs during the Work Package 1 Concluding Workshop;

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- started coordination on the implementation of the workshops and trainings to be conducted in WP2 (e.g. distribution of topics, drafting timeline).

3.14.6. Activities and outputs in Work Package 1:

- continued monitoring of Work Package 1 and engaged in managing the production process of outputs;
- reviewed preliminary deliverables and provided feedback to KUL and Kurdish partners;
- coordinated and managed the organization for the Work Package 1 Concluding Workshop at University of Sulaimani from 24.-26.09.2018.

3.14.7. Financial Reporting:

- UGOE continued the preparation and collection of supporting documents for UGOE and its staff involved in the TIGRIS Project.
- UGOE made use of its budget for subcontracting in concluding a service contract with the External Quality Expert.
- As for co-financing, the exact figures are not established yet. However, during the last six month UGOE engaged in co-financing during the Work Package 1 Concluding Workshop (welcome dinner)

3.14.8. Suggestions as well as current risks, issues, needs identified:

- Delay in Work Package 1: at this point in time, UGOE sees the delay in Work Package 1 as biggest challenge for the TIGRIS Project. However, the issue was discussed during the Work Package 1 Concluding Workshop and a plan for decisive actions was established and adopted by the Consortium to conclude the tasks of Work Package 1 as soon as possible.
- Refined communication: UGOE sees the need for more frequent, direct, bilateral communication of project partners in order to ensure a productive working process and successful implementation of the TIGRIS Project.
- Guidance and trainings on financial and administrative management: UGOE also sees additional demand by Kurdish partners for more guidance and additional trainings on financial and administrative management of the project. Therefore, UGOE will set up additional webinars to address this demand.
- Training on financial management of third party funding: Seeing that internationalization of HEIs is a process posing a transformative challenge for the whole institution also involving the financial management of third party funding,

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UGOE suggests a training session on accountancy and financial management of third party funding to be implemented during Work Package 2.



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