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Transfer of Good Practices
& Reinforcement of
Internationalisation
Strategies in Kurdistan

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

TIGRIS Project

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

Assessment Report of the 3rd Bi-annual Partner Reports

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



Document Title

Date of Issue	<hr/>		
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Organisation	University of Sulaimani		
Approval Status	Draft <input type="checkbox"/>		Final <input checked="" type="checkbox"/>
Number of Pages	16		
Keyword list	Bi-annual Partners Report, Quality, Assessment		
Recipients	Only Partners <input checked="" type="checkbox"/>		Public <input type="checkbox"/>
Method of Distribution	Email <input type="checkbox"/>		Internet <input checked="" type="checkbox"/>
Confidentiality Status	Confidential <input checked="" type="checkbox"/>		Public <input type="checkbox"/>

History

Version No	Date	Revised by
1	22 May 2019	Revised by Karzan Khidhir
2	12 June 2019	Revised by Karzan Khidhir
3	2 July 2019	Revised by Karzan Khidhir
4	19 September 2019	Revised by Jakob Hedderich (UGOE)



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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, analyze 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

During the third half year of TIGRIS project, the partners participated at a workshop on the Bologna Process & the Implementation of ECTS in Kurdish HEIs hosted by the University of Raparin on 11th – 13th December 2018. During the three-day workshop, the partners received an introduction to the Bologna principles and system as well as in-depth training on use and implementation of ECTS. Most Kurdish partners reported having a fruitful meeting as the workshop also tackled the fundamentals of the learning-outcome-based model of teaching and learning and competence-based curriculum thereby paving the way for a future paradigm shift in teaching and learning in higher education in Kurdistan Region of Iraq. Some of the Kurdish partners reported implementing Bologna system during 2018-2019 academic year at some of their departments.

The partners also participated at a workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalisation held during 4th – 6th February 2019 at Charmo University Campus in Chamchamal and in Sulaymaniyah City. This workshop also highlighted the use of Management Information Systems (MIS) for smart administration of internationalization, a topic concerning both strategic management as well as IT infrastructure. For this topic the Masaryk University presented their in-house developed MIS. Following the workshop, a



Project Management Meeting was conducted by the Project Coordinator Dr. Uwe Muuss and TIGRIS Project Manager Jakob Hedderich, from Georg-August-Universität Göttingen engaging in planning of meetings and activities as well as conducting a workshop session on financial administration of EU-funded projects and financial auditing frameworks.

The partners also participated at TIGRIS Dual-Workshop on the Development of Strategies for Internationalisation, Mobility and Research Cooperation & Curricular Reforms for Internationalisation and the International Classroom held during February 19th – 21st 2019 at the Georg-August-Universität Göttingen. Kurdish partners reported learning from the topics discussed by the EU partners such as the development of internationalisation strategies, international mobility and research cooperation, curricular reforms for internationalisation, international classroom and introduced Kurdish partners to future concepts such as virtual mobility. TIGRIS partner CHU presented its development work done to implement ECTS and the Bologna system in Kurdistan Region of Iraq proving.

Also during the period of this report most of the partners held individual webinar on financial management with UGOE finance manager. Most of the partners took part at the TIGRIS / Online-Questionnaire to finalize WP1.1 for EU & Kurdish University Partners. KR HEI partners drafted and submitted international strategy development with great support and reviewing from GII and UGOE. UoH reported that it has encountered difficulties regarding writing the first draft of University strategy due to lacking professional experts. Some of the KR partners reported purchasing equipment of WP 2+3: Development. Most of the partners also wrote third Bi-annual Partner Report. UoS and RUG reported further international cooperation at an International Credit Mobility project under the KA107 scheme, intending to work together on the development of research in the area of archeobotany, which was direct result of the contact between the two universities as part of the TIGRIS project. UGOE also prepared and submitted the Progress Report to the EACEA (on 12.04.2019). A template for the TIGRIS Newsletter was developed by UGOE and submitted to KISSR; the TIGRIS Project Brochure was also re-designed by UGOE and submitted it to KISSR. The GII particularly raised awareness about the substantial delays in WP1 and looked for solutions. GII reported that not receiving the second payment has placed it in an awkward position since it is working on advance. While some partners indicated that they have formed special



committees to follow up and evaluate the ECTS system implementation, and conducted local activities for the project but they did not give more details on the number and specialties of the members, mechanism of action of those committees or details of the home activities.

On financial reporting, most of the partners gave information about the financial administration of the TIGRIS Project by their institution in regard to their own budget. UGOE has continued the preparation and collection of supporting documents for UGOE and its staff involved in the TIGRIS Project. Some of the partners also gave figures claimed by their institutions. Some of the partners did not report financial administration nor explained how many days of staff costs or how much travel & stay expenses have been claimed. Regarding co-financing, most of the partners reported contributing financially to this project during hosting the workshops and meetings, as well as toward flights and travel expenses whenever the dedicated budget was not enough. However, most of the partners did not mention the amount and reported that the exact figures are not established yet.

As for suggestions, some of the partners indicated that for implementation of ECTS at Kurdish HEIs partners need to conduct additional supporting activities such as webinars and getting advice from the experts. Some 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, fixing visa issues and fostering the Ministry to allocate budget for researches and financially support joint degree programs were also suggested by some partners.

Risks and issues: delay in submitting documents by Kurdish partners, limited collaboration amongst the Kurdish partners to implement Tigris goals, Limited budget, Visa issues, staff require training, English Language skills need improvement, KR regulations must be modified to support the internationalisation process in Kurdistan Region.

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.



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

The following section summarizes and assesses the individual partner report.

3.1. The 3rd Bi-annual partner report submitted by Violeta Osouchová, Masaryk University (MU)

As introduction, MU said the reporting period for this report ranges from October 16th, 2018 to April 14th, 2019.

On administrative reporting, MU indicates that during the reporting period it was responsible for organizing different workshops and trainings. A group from MU visited Kurdistan in February 2019 and had training on Project Writing, Marketing, Social Media, Website management and MIS. The MU team is preparing the consortium meeting and training which will take place in Brno in June.

For financial reporting, MU presented the following table:

	manager				teaching				technical			administrative			
wp1	6	7	164	984	12	12	137	1644	0	102	0	0		78	0
wp2	5		164	820	50	32	137	6850	0	102	0	0		78	0
wp3	3	1	164	492	6		137	822	0	102	0	6	1	78	468
wp4	6		164	984	6		137	822	0	102	0	0		78	0
sp5	45	37	164	7380	0		137	0	0	102	0	45	22	78	3510
	65	45		10660	74	44		10138	0		0	51	23		3978
to be used	20				30							28			
			190	112	59%										

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



3.2. The 3rd Bi-annual partner report submitted by Uwe Brandenburg, Global Impact Institute (GII)

The Global Impact Institute (GII) pointed out that it is the leader of Work Package 4 (Quality control and monitoring). It also as of October 2018 took over the lead for Work Package 3 (Strategies).

In the third half year of TIGRIS, the GII performed the ongoing internal quality assessment. In this capacity, 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 in preparing the drafts of most of the WP 1 still missing deliverables, notably 1.1, 1.2 and 1.4.

For WP3, GII has already developed the following deliverables:

- Template for strategy document
- Workshop on the production of a strategy
- Self-assessment tool for strategy
- Assessment of the data collected in WP1 through the self-assessment tool

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

The decision, caused by the delays in WP1, to have nearly monthly visits with the coordinator in person to discuss quality control and help keep the project on track proved highly efficient. It will have to be seen, now that WP1 has been finalized, what regular schedule of visits may be needed but it is assumed that some will be useful.

For financial reporting, GII states that the first installment 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.

Unfortunately, although the GII reported all costs fully and conclusively to the deadline for the second installment, due to missing documentation of other partners, no second payment

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has been made, which is placing the GII in an awkward position since it is now working on advance.

No co-financing was mentioned by GII.

GII reported no administrative issues.



3.3. The 3rd Bi-annual partner report submitted by Maaïke Wagenaar, University of Groningen (RUG)

Since the last bi-annual report the University of Groningen reported attending the meeting and workshops in the Georg-August Universität in Göttingen on 19th – 21st February 2019. Ms. Regine van Groningen from the University of Groningen gave a workshop on International Strategy and implementation of mobility programmes at UG.

RUG also reported further international cooperation with TIGRIS partners as spin-off which was an ICM application. In January 2019, the University of Sulaimani and the University of Groningen (Archaeology department) have applied together for International Credit Mobility under the KA107 scheme. The universities intend to work together on the development of research in the area of archaeobotany, by exchanging research staff and having master and PhD students from the University of Sulaimani visit the University of Groningen to do part of their research. This application which was successful is a direct result of the contact between the two universities as part of the TIGRIS project.

Visiting speaker

RUG cited that in April 2019, Dr. Barend Wind from the University of Groningen (Faculty of Spatial Sciences) was a keynote speaker at a conference at the Faculty of Engineering at Salahaddin University. While in Erbil, Dr. Wind discussed the possibilities for further cooperation between the University of Groningen and Salahaddin University as part of a Global Course initiative with other international partners. Dr. Wind's visit and the possible cooperation is a direct result of the contact between the two universities as part of the TIGRIS project.

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



3.4. The 3rd Bi-annual partner report submitted by Jef Schrooten, KU Leuven (KUL)

KUL reports that in the first half year of 2019, KU Leuven was responsible for two trainings, being:

The first one was on research cooperation by Roger Janssens, Faculty of Arts.

The second was on internationalisation of Doctoral Training (in Brno, by Jef Schrooten). However, this activity is within the timeframe of the 4th Bi-annual Partners Report and not this one.

In research cooperation, KUL reported that the training given by Roger Janssens who is the international liaison officer of the Faculty of Arts at KU Leuven and a member of several advisory boards at the university.

KUL mentions activities within the workshop held in Brno which is again within the time frame of the 4th Bi-annual Partners Report.

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



3.5. The 3rd Bi-annual partner report submitted by Bryar Hassan, Zana Kareem, Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)

KISSR reported that the followings activities done by KISSR as a regional coordinator in collaboration with Gottingen International Office/KRG-Iraq:

1. KISSR played the role of focal point between the local and foreign partners.
2. VISA affairs:
 - a. Visa guidance and arranging appointments for the participants of the upcoming workshop at Masaryk University, Czech Republic.
 - b. Collection of travel reports, documents and boarding passes for the local participants.
3. Arranging joint research collaboration between the German universities and the University of Halabja.

KISSR reported that the followings activities carried out as a partner in the project:

1. Planning and arranging the needs of the second symposium of TIGRIS project at Duhok Polytechnic University, Kurdistan Region of Iraq.
2. Helping the TIGRIS team of the University of Halabja for finance and administration of the project.
3. Helping the TIGRIS team of the Ministry of Higher Education and Scientific Research-KRG of Halabja for finance and administration of the project.
4. Intended to arrange a workshop entitles “comparison on the EU and Kurdish financial regulations workshop” at the Ministry of Higher Education and Scientific Research-KRG, but it was not conducted.
5. Defining the procedure and applying the Bologna process for the dual PhD program at KISSR on cancer research studies for September 2019.
6. Joint collaboration for dual PhD program with the European universities.
7. Joint research collaboration with Feslborg Institute for Education and Academic Research (IF), and the Univesity of Halabja.



8. Visiting a scientific delegate of the University of Natural Resources and Life Sciences, Vienna for standardizing the laboratories at KISSR for joint research collaboration.
9. Participating the accreditation process of the Kurdish universities.
10. The activities of TIGRIS are becoming a bridge for establishing the German-Kurdish (KRI) University at Kurdistan Region of Iraq with the cooperation of the German universities.
11. Arranging a series of meetings for preparing and writing the Internationalization Strategies for Kurdistan Institution for Strategic Studies and Scientific Research (KISSR).
12. Writing reports, translations, answering queries for the preparation phase of the project.

For the dissemination and exploitation phase, KISSR reported that it is the leader of Dissemination and Exploitation phase of the project, and the following activities carried out:

1. Writing and publishing three newspaper articles regarding the project activities.
2. TV interview with discussing roles of the Gottingen International office/KRG-Iraq. In addition, the importance of TIGRIS project was discussed.
3. A series of Interview done discussing the importance and roles of TIGRIS project in internationalizing the Kurdish universities.
4. Guiding the local partners regarding the project activities and dissemination affairs.

On Project Implementation KISSR indicated that the success factors are:

1. Issuing the results of the TIGRIS project as rules and regulations by the Ministry of Higher Education and Scientific Research-KRG.
2. Involvement of the Ministry in the project.
3. Involving the KISSR as a partner and regional coordinator.
4. Enthusiastic of the Kurdish partners for this project.

According to KISSR the challenges are:

1. Amending the rules and regulations.



2. Encouragement of Kurdish to do the tasks and activities of the project on time.
3. Increasing the authorities (administration and financial) of the regional coordinator.
4. Visa issues.

KISSR also mentioned the following weaknesses:

1. Partners do not meet regularly.
2. Some of the tasks and activities are not clear for the Kurdish partners.

KISSR recommends:

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.

Fostering the Ministry to allocate budget for researches and financially support joint degree programs.

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



3.6. The 3rd Bi-annual partner report submitted by Dr Karzan G. Khidhir, University of Sulaimani (UoS)

1. During the third half year of TIGRIS, UoS as an active partner of Erasmus+ TIGRIS project participated in all the meetings and activities of TIGRIS project including:

- Workshop on the Bologna Process & the Implementation of ECTS in Kurdish HEIs held on 11th – 13th December 2018 at the University of Raparin. During the three-day workshop, the partners received an introduction to the Bologna principles and system as well as in-depth training on use and implementation of ECTS. The workshop also tackled the fundamentals of the learning-outcome-based model of teaching and learning and competence-based curriculum thereby paving the way for a future paradigm shift in teaching and learning in higher education in Kurdistan Region of Iraq. The participants also engaged in practical exercises providing them with the opportunity to get first-hand experience in solving potential challenges of ECTS implementation at Higher Education Institutions. The participants received extensive training material on the Bologna System, the implementation of ECTS as well as curriculum design. The experience of Masaryk University as a European university in this process was clearly explained. From UoS both Dr Kawa Hussein (Head of Department of Philosophy and Cultural Studies) and Mr (MA) Rebwar Ahmad (academic Staff Member of College of Commerce) participated in this workshop. Both UoS participants held seminars for their colleges on what learned from the workshop. The Department of Philosophy and Cultural Studies implemented Bologna system during 2018-2019 academic year.
- Workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalisation held during 4th – 6th February 2019 at Charmo University Campus in Chamchamal and in Sulaymaniyah City. This workshop focused on the writing of projects in relation to third-party fundraising in which the Kurdish partners were presented with an in-depth introduction to EU funding schemes as well as the main techniques and tools for writing successful project applications; topic of international marketing, which is key in raising a HEI's international visibility and in attracting and recruiting international students and staff in which the trainings focused on social media as well as



institutional websites as means for international marketing. This workshop also highlighted the use of Management Information Systems (MIS) for smart administration of internationalisation – a topic concerning both strategic management as well as IT infrastructure. For this topic the Masaryk University presented their in-house developed MIS. Following the workshop, a Project Management Meeting was conducted by the Project Coordinator Dr. Uwe Muuss and TIGRIS Project Manager Jakob Hedderich, from Georg-August-Universität Göttingen engaging in planning of meetings and activities as well as conducting a workshop session on financial administration of EU-funded projects and financial auditing frameworks. Dr Narmen Maerof (Dean of College of Commerce), Dr Aysser Abdulrahman (Academic staff member and manager of IT directorate of UoS) and Mr (MA) Kovan Saado (Academic staff member and manager of UoS Media Office) participated at the workshop from UoS. Dr Ridha Hussein (UoS president and TIGRIS steering committee member) from UoS participated at the Project Management Meeting.

- TIGRIS Dual-Workshop on the Development of Strategies for Internationalisation, Mobility and Research Cooperation & Curricular Reforms for Internationalisation and the International Classroom held during February 19th – 21st 2019 at the Georg-August-Universität Göttingen.

The first workshop, which was held parallel with the second workshop, focused on the development of internationalisation strategies, international mobility and research cooperation and comprised training sessions from Dr. Uwe Brandenburg (Global Impact Institute, Prague), Regine van Groningen (University of Groningen, Netherlands) and Roger Janssens (KU Leuven, Belgium). The Kurdish partners were introduced to the latest European trends in internationalisation in relation to strategy building, defining key areas for Kurdish partners to focus on when designing their internationalisation strategies, critical success factors and risks in strategy design, the important topic of international mobility and existing practices on the institutional and governmental level in Flanders to facilitate research cooperation and with Kurdish partners. Dr. Brandenburg held individual consultation sessions with each Kurdish partner in order to define the next steps in strategy development. Dr Ridha



Hussein and Dr Karzan Khidhir (Manager of International Office and project coordinator) from UoS attended this workshop.

During the second workshop a dedicated team of experts from the University of Göttingen led by Dr. Tanja Reiffenrath focused on curricular reforms for internationalisation and the international classroom and introduced Kurdish partners to future concepts such as virtual mobility. TIGRIS partner Charmo University presented its development work done to implement ECTS and the Bologna system in Kurdistan Region of Iraq proving. Dr Faraidun Hama Salh (Dean of College of Education) and Dr Hoshyar Azeez (Dean of College of Pharmacy) from UoS attended this workshop.

Following the workshops a joint Project Management Meeting held by Göttingen's Dr. Uwe Muuss and Jakob Hedderich, in which a timeline for the second project year was developed and adopted. Dr Ridha Hussein from UoS attended this Project Management Meeting.

- UOS conducted a webinar on financial management with UGOE finance manager on 22.11.2018.
- UoS Participated at the TIGRIS / Online-Questionnaire to finalize WP1.1 for EU & Kurdish University Partners,
- UoS drafted and submitted international strategy development of the university. In the report, the vision and mission of UoS was clearly outlined.
- UoS purchased equipment of WP 2+3: Development.
- Wrote third Bi-annual Partner Report,
- UoS also reported further international cooperation with TIGRIS partners in which both the University of Sulaimani and the University of Groningen (Archaeology department) in January 2019 applied together for International Credit Mobility under the KA107 scheme, intending to work together on the development of research in the area of archeobotany, by exchanging research staff and having master and PhD students from the University of Sulaimani visit the University of Groningen to do part



of their research. This application which was successful is a direct result of the contact between the two universities as part of the TIGRIS project.

2. Suggestions as well as current risks, issues, needs identified

Suggestions: The Tigris project has made good progress, however, for implementation of ECTS at Kurdish HEIs partners need to conduct additional supporting activities such as webinars and getting advice from the experts

Risks and issues: delay in submitting documents by Kurdish partners, limited collaboration amongst the Kurdish partners to implement Tigris goals, Limited budget, KR regulations must be modified to support the internationalisation process in Kurdistan Region.

3. Financial reporting

UoS purchased equipment of WP 2+3: Development for 5000 Euros from the 1st Pre-Financing and according to the regulations and approval of the finance manager. The following expenses were also claimed: Travel costs and costs of stay of two UoS participants for the Workshop on the Bologna Process & the Implementation of ECTS held at the University of Raparin. Travel and Costs of Stay for four participants of UoS at the TIGRIS Dual-Workshop held at the Georg-August-Universität Göttingen. Staff costs according to daily works carried out by various staff: 20 days of managerial works, 20 days of researcher, trainer, teacher and 16 days of administrative staff works. Supporting documentation for all those expenditures like travel reports, confirmation of car travel, receipts, joint declarations, timesheets, confirmation of employment ... etc, were sent to the project manager, UGOE.

4. Co-financing

Although the exact figures are not established for some of the activities, however, during the last six month UoS has contributed financially into the project during attending the Dual-Workshop held at the Georg-August-Universität Göttingen (UoS has paid from its budget the amount of 1357 USD toward flights and travel expenses of its 4 participants).



3.7. The 3rd Bi-annual partner report submitted by Dr. Mohammed Azeez Saeed, Salahaddin University-Erbil (SU)

Salahaddin University (SU) has been participating in all meetings and activities of TIGRIS project conducted so far including the workshop at the University of Raparin-Iraq on the Implementation of ECTS in Kurdish HEIs. The workshop was conducted at the University of Raparin located at the city of Ranya-Iraq in the period November 11th 2019 to November 13th, 2019 *[sic! SU made mistakes in reporting the month and year of this workshop.]*. The workshop consisted many seminars and presentations by European experts from university Masaryk at Brno-Czech republic on introduction to Bologna principles & system, understanding learning outcomes, alignment of learning outcomes and competences, use of ECTS, competence – based approach curriculum, use of qualification frameworks, comparison between Europe & Kurdistan and distribution of ECTS within selected programs. Dr. Mazin Abdulkhaliq Othman participated in this workshop representing Salahaddin University-Erbil. The main objectives of the workshop was to gain knowledge and information on the Bologna process & ECTS system and how to be implemented in Kurdistan Universities. The experience of Masaryk University as a European university in this process was clearly understood.

Charmo University Meeting: February 4th , 2019 to February 6th , 2019 The Charmo university at Sulaimane meeting of TIGRIS was concerned with workshop on project writing, international marketing & the use of management information systems for smart administration of internationalisation. The workshop included the project writing Eu funding scheme overview, Introduction to the technics & tools. International marketing, introduction to the social media and website. Managment information system and then individual meetings. The workshop was very fruitfull and targeted the goals on the internationalisation of the Kurdish universities.

Salahaddin University participated in this workshop via four members, they are: Dr.Ahmed Anwar Amin, Dr.Mohammed Azeez Saeed, Dr.Nabil Adil Fakhre and Mrs. Mardin Abdullah.

Georg-August University meeting at Göttingen:February 19th, 2019 to February 21st, 2019. The meetings was held at the university of Georg-August-Universität Göttingen. It was consisted of two workshops:



1. Workshop on curriculum reforms for internationalization & international classrooms. It was included seminars on stakeholder in IoC and their rationalities and case study titled building an intercultural online course (NICE project).informal & formal curriculum and teaching in the international classroom, IoC and virtual mobility.

2. Workshop on the internationalization strategies, mobility and research cooperation. Current European trends in internationalization related to strategy building, critical success factors and risks in developing, ratifying and implementing an international strategy: the problem of Buy-in an external conditions. International strategy and implementation and mobility programmes at RUG.

Outcomes: the draft report on international strategic planning for Salahaddin University, Erbil was prepared and submitted. In the report, the vision and mission of SU is clearly written and outlined. SU participated in these two workshops by sending four members, they are: Dr.Ahmed Anwar Amin, Dr.Mohammed Azeez Saeed, Dr.Vian Farooq mohammed and Dr.Mazin Abdulkhaliq Othman.

Finance

All the meetings and workshops mentioned above were financially funded from TIGRIS project of the European Union.

Learning outcomes

Preparing international curriculum, international classroom, wring international strategic planning for the university.

Concluding Remarks

Internationalization of Kurdistan universities is the key point to improve and upgrade the higher education into the world standard. By internationalization, a multi-culture will be brought into Kurdistan. The national students will learn and will follow the footsteps of international students in education and learning, recruiting international staff and professors in Kurdistan universities will bring modern methods of teaching and research into Kurdistan education and learning institutions. This will help in developing and improving the curriculum

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and syllabus of the teaching process. These all together will open new market for our students after graduation. Internationalization of higher education institution is the gate opens the society toward the new modern world.

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



3.8. The 3rd Bi-annual partner report submitted by Dr. Shelanah M. Salih, Charmo University (CHU)

Introduction: The reporting period for this report ranges from October 16th, 2018 to April 14th, 2019.

Activities and outputs:

November 2018

CHU signed an MOU with Voronezh State University on the 1st Nov 2018

CHU and Global Schooling systems signed an MOU on the 25-Nov-2018

December 2018

CHU, with the cooperation of Ministry of Higher Education and Scientific Researches, held a workshop for all the public and private Universities about Bologna Process on 10th December.

CHU participated in a workshop on Bologna Process at Raparin University on 11th and 13th December.

Filling online survey form for the conditions of internationalisation

Setting up the equipment (computers, laptops, printers) for the international office

Visa interview for the upcoming workshop in Gottingen, Feb 2019

January 2019

CHU published an academic guideline for University's program about Bologna process on 7th January.

CHU's Bologna process was officially approved by Ministry of Higher Education and Scientific Researches on 7th January.

CHU hosted a workshop on Bologna process at the university's campus on 13th January.

CHU with the cooperation of Erbil Polytechnic University held a workshop on Bologna Process ECTS on 16th January.

CHU participated in a workshop held by the ministry of higher education and scientific research about reforming English Language on 29th January 2019.



Organising few meetings to discuss the requirements for the next workshop in Feb (4-7, Feb 2019) hosted by CHU.

Sending invitation letters for the six European Tigris partners that participate in Feb workshop hosted by CHU.

February 2019

In 1-5, Feb 2019 Dr Baram Ahmed Hama-Ameen, the vice president for administrative and financial affairs has participated in an international workshop organized by Kashan University in Iran about analytical instruments in chemistry and physics.

Preparations for the Tigris workshop hosted by CHU, preparing location and booking hotels for the EU and Kurdish participants.

In Tigris 19th – 21st 2019, a delegation from CHU has participated in dual workshop hosted by the Georg-August-Universität Göttingen in framework of the Erasmus+ TIGRIS Project.

March 2019

Creating a committee from CHU staffs to start writing the international strategy plan for CHU for the period of 2019-2023.

In 9-3-2019 Dr Baram Ahmed Hama-Ameen, the vice president for administrative and financial affairs has participated in the 9th international conference of the Iraqi Chemical Syndicate in Baghdad city

April 2019

Filling a questionnaire on the data collection for the progress report

Employing a new administrative staff for our international office (Ms. Kanar Salar)

In 14-16 April 2019 Dr Baram Ahmed Hama-Ameen, the vice president for administrative and financial affairs has participated in the 4th National CBRN safety and security coordination conference held by Babil University in Baghdad city.



In 17-4-2019, CHU held the 4th international conference of ICNS (international conferences of Natural Sciences) on Mathematics and computer with the cooperation of Kurdistan University in Senna city, Iran and Jihan university in Sulaimani city, Iraq. CHU reported multiple international activities outside the TIGRIS project.

Financial Reporting

Claiming the staff cost and travel cost and finalizing the joint declaration and the time sheets for the first year of the project. Buying all the equipment (3 desktop Lenovo computers, 3 Lenovo laptops, 2 color printers, scanner, projector) and setting up them in the international office. Filling the ITR for the ChU participants in Gottingen Feb 2019 workshop.

Co-Financing

CHU contribution in the co-financing of Tigris project:

From 4th – 6th February 2019, CHU hosted a workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalisation. CHU contributed in this workshop by providing the place and lunch and coffee break for all the participants during all the 3 days of the workshop as well as transport of 4 European partners from airport to Sulaimani city and transporting all the participants from the hotel to Chamchaml where the University campus is located in the first day of the workshop. CHU also provided hotel cost and daily transport for the other participants from CHU. Providing transport and Lunch to Erbil city for visa application for 3 participants from CHU in Gottingen workshop held in 19th – 21st 2019. ChU covered the expenses of sending all the original documents to Germany by private post. Dec 2018- CHU covered the expenses for staff traveling to Erbil city two times to buy the equipment for the international office.

CHU did not specify the amounts spend nor the number of days claimed for the staff costs.

Suggestions as well as current risks, issues, needs identified

For Risks and issues, CHU mentioned delay in submitting documents by Kurdish partners, weak connections between the Kurdish partners for cooperation to implement Tigris goals.



3.9. The 3rd Bi-annual partner report submitted by Dr. Nawzat Sadiq Ahmed, Duhok Polytechnic University (DPU)

Activities:

There were three activities during this period (October 16, 2018 – April 14, 2019).

The first activity was the workshop on the Implementation of ECTS in Kurdish HEIs, which was organized by the European partners of the TIGRIS project and hosted by the University of Raparin (as the local partner) on November 11-13, 2018, in Raparin, Kurdistan Region, Iraq. This workshop aimed to have the principles of the Bologna process and system, and to have understanding learning outcomes from the theory to practice. The second activity was the workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalisation.

This second activity was organized by the European partners of the TIGRIS project and hosted by the University of Charmo. This workshop aimed to show the most appropriate ways of writing a proposal by focusing on the EU funding scheme, this was also including: main technics, tools and view of proposal evaluators. Furthermore, this workshop focused also on the international marketing in the higher education institutes by using social media and university websites. Finally, the management information system was described in such way to manage information using computer-based approach, where the Masaryk University has been considered as a case study.

The last activity was Dual-Workshop at University of Göttingen on February 19-21, 2019. The first workshop of this last activity was covering the development of internationalisation strategies, mobility and research cooperation. This workshop has been hosted by the Georg-August-Universität Göttingen, Göttingen, Germany, for three days. During the first session, Assoc. Prof. Dr. Uwe Brandenburg gave the presentation on the current European trends in internationalisation related to strategy building. Also, he was continued in the second session focusing on the critical success factors and risks in developing, ratifying and implementing an internationalisation strategy: the problem of Buy-in and external conditions. These two sessions were very helpful for bedrock of developing the internationalisation strategy. In the next day, the international strategy and implementation of mobility



programmes was presented by Regine Van Groningen and after that work in groups was full of advantages for all the participants by getting different ideas. In the last day, the research cooperation topic was presented by Roger Janssens and it was a very interesting presentation. The second workshop was about curricular reforms for internationalisation and the international classroom. The main subjects that are discussed in the workshop are stakeholders in internationalization of the curriculum and their rationales. The workshop was very useful in increasing knowledge about the internationalization of the curriculum and to enhance capacity building to conduct intercultural online courses.

DPU reported organizing other local activities as management meeting, seminars and sessions in the University Council. These activities were focusing on the internationalisation process and university strategic plan. These activities have been conducted before to be prepared for the TIGRIS project activities, and also after each workshop and training of the project.

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

Receiving important tools and requirements for facilitating the process of applying the ECTS system in different colleges of the university.

Holding several workshops for the academic staff regarding the procedure of applying ECTS system at different campuses of the university.

Forming a special committee to follow up and evaluate the ECTS system implementation.

Earning information about how to write project proposals and different kinds of funding.

Focusing more on the international market and use social media and university website for this purpose.

Forming a special committee to work on the internationalisation strategy of the university.



Writing the first draft of the internationalisation strategy of the university.

Collaboration: the collaboration is done through meeting all partners of the TIGRIS project in order to share their knowledge and experiments regarding the internationalisation process, such as collaboration research with abroad universities, admission international students, marketing issues, mobility programmes and applying ECTS system.

Evaluation

Our assessment regarding the evaluation of the progressing of TIGRIS project, the aforementioned activities were a good opportunity to know the current European trends in internationalisation related to strategy building and implementation of the ECTS system. In addition, those activities were enforced to focus on the international marketing in the higher education institutes by using social media and university websites for accreditation issue. Also, the management information system was described in such way to manage information using computer-based approach. Finally, the road map of the project was clear in doing such activities in order to get the project target.

Financial Reporting: 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. Transferring the budget of each local partner is divided into two stages by the TIGRIS project manager. The first stage has been transferred as a pre-financing, and the second is in progress.

Pre-financing

The amount of a pre-financing for DPU is 33,075.00€ that has been transferred on 21 Jun, 2018 by the TIGRIS project manager (University of Gottingen). This amount should be spent by DPU based on the TIGRIS project rules. This amount of money has been divided into four categories as follows:

Staff Costs (7,995.00€)

Travel Costs (5,100.00€)



Cost of Stay (9,480.00€)

Equipment Cost (10,500.00€)

Based on the aforementioned amount and categories, DPU already submitted all the correct supporting documents for claiming costs from the project's budget. These documents were depended on the TIGRIS project's activities that have done so far in a half of the time period of this project. The following are the details of claiming the money from the TIGRIS project manager by DPU till now.

For Staff Costs: DPU was claimed 4,359.00€ and all supporting documents were submitted

For Travel Costs and Costs of Stay: DPU was claimed 16,970.00€ and all supporting documents were submitted

For Equipment Costs: DPU was claimed 10,005.00€ and all supporting documents were submitted

Indeed, DPU was claimed (31,334.00€) over the pre-financing (33,075.00€), which is meaning that 95% has been claimed and the rest in progress, and waiting the second transferring to claim in order to achieve the project target.

Co-Financing

In the project, there is a limited number of participants. In order to have more participants, DPU allocated budget for extra participant two times for their travel and accommodations. First, there was one extra participant of DPU to participate in the activity of study visiting to both Leuven, Groningen universities. Second, there was also one extra participant of DPU to participate in the last activity that organized by Georg-August-Universität Göttingen. This can be considered as a co-financing supporting by DPU for the TIGRIS project in order to have more participants to gain more information and knowledge about the internationalisation process.

One activity is outside the time frame of this report and no figure of co-financing was given.



List of Equipment

The equipment that has been funded by Erasmus+ Programme-TIGRIS project and bought so far by DPU is listed below:

3 Desktops (HP) Cori7. Ram 8GB. 512 SSD. 3 Laptops Lenovo Yoga X380 512 SSD with longer life parties. One Laser printer HP MFP M477 dw Laser. JMGO Smarter Portable Projector. Avison 240 scanner. Copier Machine Canon IR 3025i.

Suggestions as well as current risks, issues, needs identified

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

- Weak professional staff.
- Weak English language skills.
- Unobvious Regulations to support the internationalisation process in Kurdistan Region.
- Limited budget and time delay.



3.10. The 3rd Bi-annual partner report submitted by Ariann Ali Hamid, University of Halabja (UoH)

The UoH participated in the TIGRIS three events: the UoH Participated in an event of TIGRIS Workshop on the Implementation of ECTS in Kurdish HEIs on the 11th-13th of November of 2018 *[sic! UoH made a mistake in reporting the month of this workshop]* at the University of Raparin. The participants of the UoH were Mr. Beway Mahmood Sahib and Mr. Marwan Yassin Ghafour. After the workshop the participants wrote a report about the information they got from the workshop. They also presented seminar about ECTS and Bologna Process.

The UoH Participated in Another Event on Workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalization. The UoH staff including Dr. Dana Abdulla Tahir, vice-president for Scientific Affairs, Mr. Ariann Ali Hamid, director of International Relations and coordinator of TIGRIS Project at the UoH and Mr. Ako Mohammed Tofiq, the UoH lecturer participated in an international workshop which is the Event of TIGRIS Project on the 4-6th of February 2019. The workshop entitled, "Workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalization" was organized by Charmo University, Gottingen University and Masaryk University.

The UoH Participated in a Workshop on the Development of Internationalization Strategies, Mobility and Research Cooperation Germany. The UoH delegation included Mr. Awara Ahmed, the lecturer of Law department, and Mr. Hunar Farid, head of Building and Construction Engineering Department, participated in a five-days-workshop under the name, "The Development of Internationalization Strategies, Mobility and Research Cooperation" which was organized by University of Goettingen on the 18th-22nd of February 2019 in Germany. After the workshop the participants wrote a report about the information they got from the workshop.

The TIGRIS office of UoH worked on the following tasks:



TIGRIS / Online-Questionnaire to finalize WP1.1 for EU & Kurdish University Partners, UoH Regulations Regarding Joint and Double Degree, the UoH First Strategy Draft, Data Collection for Progress Report, Holding Internal Meetings on TIGRIS.

The UoH TIGRIS office has consulted the University key staff, the participants of the TIGRIS events, head of Quality Assurance about any tasks TIGRIS team required to carry out. For such a purpose, the TIGRIS office has held numerous meetings.

No details of such meetings were explained.

Financial reporting:

The UoH spent the allocated budget which was (1400 €) for the UoH participants in the workshop of TIGRIS Work Package 1 Concluding Workshop, 24th – 26th September 2018, at University of Sulaimani and TIGRIS Annual Dissemination Conference, 27th September 2018, at Salahaddin University – Erbil.

These two activities were outside the time span of this report.

The UoH spent the allocated budget which was (1320 €) for the UoH participants in the workshop on the Implementation of ECTS in Kurdish HEIs on the 11th-13th of November of 2018 at the University of Raparin.

The UoH spent the allocated budget which was (1020 €) for the UoH participants in “Workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalization” was organized by Charmo University, Gottingen University and Masaryk University on the 4-6th of February 2019.

The UoH spent the allocated budget which was (2260€) for its participants of Workshop on the Development of Internationalization Strategies, Mobility and Research Cooperation on the 18th-22nd of February 2019 in Germany

The UoH spent the allocated budget which was (462 €) for (6 days) in WP1 (preparation) and (1.155.00 €) for (15 days) in WP2&3 (development) both for Manager. So, it means that totally the UoH spent (1617€) for manager. The UoH spent the allocated budget which was



(10000 €) for purchasing the equipment which were decided upon and clarified in the first prefinancing document of the UoH by TIGRIS Team.

Financial reporting well presented.

UoH reported that it has encountered difficulties regarding writing the first draft of University strategy due to at least the followings:

- Lacking professional experts in writing the internationalization strategy of UoH
- Lacking a concrete strategy by UoH in the time TIGRIS required to carry out the strategy
- Having problems regarding institutional strategy which lead to making issues in writing the first draft of the mentioned strategy

The UoH needs:

The UoH needs professional experts regarding internationalization subject. So, in every aspect UoH has consulted TIGRIS Project team.

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



3.11. The 3rd Bi-annual partner report submitted by Araz Mohammed Ismail, University of Raparin (UoR)

Introduction: the reporting period for this report ranges from October 16th, 2018 to April 14th, 2019.

UoR reported that following the submission of the second bi-annual report on October 15th, 2018, the UoR continued its commitment to implementing the Tigris project and its goals. Firstly, the internationalisation committee which had been formed earlier to implement the Bologna process at five departments at UoR continued to follow up on the process, but also plan for introducing the ECTS at some other departments for the next academic year.

Participation in Activities:

UoR participated in all the Tigris events held during the third bi-annual reporting period. UoR hosted an important workshop on the Implementation of the ECTS at Kurdish Higher Education Institutes between December 11-13, 2018, an international workshop which brought together experts from the partner universities but also beyond the project. The International Relations Office coordinated the event, and all the members of the internationalisation committee participated during the three days of the workshop. The workshop invited two international experts from each of the Combria Group and University College Cork, who delivered a number of very important seminars on the ECTS and learning outcomes, but also, later, provided very insightful recommendations as how to better collaborate towards implementing the project goals.

University of Raparin also took part in the workshop hosted by Charmo University and the dual workshops at University of Gottingen in February, 2019. These workshops provided an excellent opportunity for the participants of UoR to learn more about the Bologna process and the development of an internationalisation strategy. The university president required all participants to present a seminar on the things discussed during each workshop, so that the expertise and experience can be transferred to the home university.

Strategy for Internationalisation: under the guidance of the Global Impact Institute and the University of Gottingen, University of Raparin established a committee to work on the development of a strategy for internationalisation, which contains top management of the



university but also representatives from the University. The committee is headed by president of the university, for it has to be approved and ratified once it is finalised. It also contains director of the IRO, thus the focal point, who coordinates the committee meetings and contacts UOGE and GII where necessary.

Administrative Reporting:

New units: following the Tigris workshop at UoR in December 2018, the top management of the university decided to add new sections to the university administrative apparatus, in a way that achieving the goals of Tigris would be easier. Given the fact that the Bologna process is more than an arithmetic calculation of credits, but rather a cultural paradigm shift –which was emphasised in the post-workshop evaluation by Dr. Carlos and Dr. Marian-president of University of Raparin decided to open the Center for Continuing Professional Development. This newly-opened center fits in well with one of the goals of the project, to modernise the higher education system in the Kurdistan region. Ever since December 2018, University of Raparin has been paying particular attention to the training of its teachers and staff, in order to prepare them better to adapt with the changes entailed by the Bologna process.

Financial Reporting:

On November 9th, University of Raparin had an exclusive webinar with the coordinator Gottingen University about the financial aspects of the project as well as how to prepare documents required to claim money from the project budget. Also, during this reporting period, more staff money was spent for university staff members who are charged with project tasks.

Co-Financing

As part of its committeemen to following the financial regulations of the project, the UoR co-funded the Tigris workshop at UoR in December 2018. When the project money allocated for partner universities could not cover the actual costs of travel and participation, the university provided as much money as necessary to facilitate the participation of its staff



members. The total amount of money spent on co-financing is also calculated, to be added to the final report.

No co-financing figure demonstrated.

Suggestions as well as current risks, issues, needs identified

As of the time the third bi-annual report is due, the Tigris project has made good progress, but there are some risks and issues the project's consortium has to deal with. In the first place, a more centralized, standardised ownership of the project by the main stakeholder MoHE is necessary, for without this the project's affectivity on the national level is jeopardised, while individual partner universities can be confused about its implementation. This being the case, the Kurdish partners should step up to form committees and work task groups that work on the different aspects of the project, under the direct supervision of the MoHE.

Another risk is the limited collaboration amongst the partners, whereby the Kurdish universities have not yet made a national network based on their strengths and needs. This even undermines the dissemination and exploitation of the project in and outside Kurdistan. Put straightforward, the partners' collaboration is limited to the few days of workshops and symposia where real engagement can be expected, but it is hard to see evidence of streamlined team-work and cooperation.

The biggest risk for the project is probably the formation of a new KRG cabinet, especially if the Minister Dr. Yousif is to be replaced. This, amongst other things, means we have to get a new team from the ministry to get to know the project and approve of its ambitions.



3.12. The 3rd Bi-annual partner report submitted by Bakhtiar Aubaid Sharif, Sulaimani Polytechnic University (SPU)

Introduction: the reporting period for this report ranges from October 16th, 2018 to April 14th, 2019.

This is the third periodic report of Sulaimani Polytechnic University, which explains the administrative and financial aspects of the Tigris project.

Administrative Reporting

The Directorate of International Relations has conducted a special workshop for relations staff about Etiquette and the Protocol on 3-4 Dec.2018 by Mr. Abbas Jumaa.

Two staff members from the Sulaimani Polytechnic University participated in the workshop on 11-13 Dec.2018 at the University of Raparin.

Four staff members from the Sulaimani Polytechnic University participated in the workshop on 03-06 Feb.2019 at the University of Charmo.

Four staff members from the Sulaimani Polytechnic University participated in the workshop on 17-26 Feb.2019 at the University of Georg – August University Gottingen.

The Directorate of International Relations conducted a workshop about (Curriculum Development) on March 2019 at the University and the workshop presented by Sherko Karim and Sozyar Hama Karim.

No detail on the type and number of the audience was disclosed.

The Directorate of International Relations conducted a workshop about (Strategic Internationalizations) on March 2019 at the University and the workshop presented by Soran Beana and Bakhtiar Sharif.

No detail on the type and number of the audience was disclosed.

Sent the Strategic Internationalizations draft to Georg-August University Gottingen on April 2019.



Financial Reporting

The Director of International Relations participated in the Webinar meeting on 13 Dec. 2018. SPU spent more than 79% of the first installment of the project budget. Purchase the equipment mentioned in the budget and according to specifications.

No details of staff costs and claimed expenses was mentioned.

Co-Financing

Sulaimani Polytechnic University participated in the processing of the rest of furniture and repair equipment for the Office of International Relations. Sulaimani Polytechnic University has funded the participation of four participants from the University for the travel of Germany, especially in relation to the ticket purchase price difference.

No co-financing figure mentioned.

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3.13. The 3rd Bi-annual partner report submitted by Abdulkader Ibrahim, Ministry of Higher Education and Scientific Research (MHESR)

No report was submitted by MHESR.



3.14. The 3rd Bi-annual partner report submitted by Dr. Nageb Rassam, Erbil Polytechnic University (EPU)

1. Introduction

The reporting period for this report ranges from October 16th, 2018 to April 14th, 2019.

2. Administrative Reporting

Erbil Polytechnic University (EPU) reports to have participated in all meetings and activities held for TIGRIS project, which are

- Workshop on the Bologna Process & the Implementation of ECTS in Kurdish HEIs; EPU were represented in this event by Dr. Twana Ahmed Mustafa, Head of MLT, Dr. Bahman Omar Taha, Head of Civil Engineering Kovan Omar Hassan, Director of Curricula development.
- Workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalization; EPU were represented in this event by Dr. Kawa Abdulkareem Sherwani, President of EPU, Dr. Ranj Sirwan Abdullah, Head of International Office, Dr Selar Authman Ali, International Office, Mr. Ali Abdullah Salih, Head of Public Relation, Mr. Salar Dlawer Hawezi, EPU Website.
- TIGRIS Dual-Workshop on the Development of Strategies for Internationalization, Mobility and Research Cooperation & Curricular Reforms for Internationalization and the International Classroom; EPU were represented in this event by Dr. Kawa Abdulkareem Sherwani, President of EPU, Dr. Ranj Sirwan Abdullah, Head of International Office, Dr Jawdat Jafar Khatab, Vice President of Administrative Affairs, Mr. Kovan Omar Hassan, Head of Curriculum development.

Opening of the International Office

After the completion of the work to rebuild the international office with a new design, and equipped with new furniture, the office was opened officially on February 3, 2019. Representatives of the Ministry of Higher Education, as well as the President of Salahaddin University in Erbil and the coordinator of the Tigris project at Salahaddin University were



invited as well as two distinguished guests from George August Göttingen University, TIGRIS Project Coordinator Dr. Uwe Muuss and TIGRIS Project Manager Jakob Hedderich.

International Strategy

The University has developed the strategies to enhance itself through collaboration with local and international organizations in order to play an important role in advancing knowledge and solving problems of the community. However, the internationalisation strategy of the university focuses on five significant goals:

- Implementation of ECTS system which has two benefits namely, the recognition and obtaining better international reputation for the university. The university is expected to be internationally recognized for students and staff mobility exchange. It is further expected that the internationalization of the university would assist the EPU to obtain European accreditation through Bologna process.
- Enhance the quality of research and solve problems facing industries such as oil, agriculture, electric generation as well as manufacturing industries and tourism. Solving problems in above mentioned sectors would undoubtedly lead to enhancement in quality of life and better services for the community.
- The next goal of the strategy of the university is enhancing the international reputation and visibility of the institution. A good international reputation would attract students to study at our university. Likewise, such reputation would attract international scholars to collaborate with our academic staff and some might work for us as well.
- Focus on creating the necessary infrastructure to encourage and support multidisciplinary scholarship. The university set up several objectives for this goal. It is expected to improve QS ranking of the university and create financial resources and leadership potential to the university to act as an independent entity. What is more, the number of google citation of university staff would increase.

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- The fifth and last goal of the strategy is providing service to society and community social engagement. It is important to support the society with labour force and address the issues the society faces.

Website

A new university website has been designed to achieve the University's ambition, especially in the internationalization field.

(www.epu.edu.iq)

No co-financing was mentioned by EPU. EPU also did not indicate any points of critics, current risks, issues or suggestions.



3.15. The 3rd Bi-annual partner report submitted by Jakob Hedderich, Göttingen University (UGOE)

1. Introduction

Göttingen University (UGOE) is the Coordinator of the Erasmus+ TIGRIS Project and leader of Work Package 6 (Management). However, as coordinating institution it is also actively supporting and contributing to other Work Packages.

The purpose of this Bi-annual Partner Report is to report on the measures and activities undertaken by UGOE in order to implement the Erasmus+ TIGRIS Project. The reporting period for this report ranges from October 16th, 2018 to April 14th, 2019.

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.

2. Administrative Reporting

This section gives information about the activities and actions undertaken by UGOE for the implementation of the TIGRIS Project.

2.1. Activities and outputs in Work Package 6

In Work Package 6, UGOE as Work Package Leader

- Continued collection, review of and advice on supporting documents;
- Organised and conducted individual webinars on financial management with Kurdish partners (DPU 06.11.2018; CHU 08.11.2018; UOR 09.11.2018; SU 19.11.2018; EPU 20.11.2018; UOS 22.11.2018; SPU 13.12.2018; UOH 21.12.2018; MHESR 01.02.2019, KISSR still pending)
- Held a short project management meeting with Kurdish partners during WS at UOR (11.12.2018)
- Held a project management meeting with Kurdish partners during WS at CHU (06.02.2019) and implementing training on production of time-sheets as supporting document;
- Held a project management meeting during the WS at UGOE (21.02.2019);



- Continuously informed partners about their individual budgets to be claimed for participating in workshops and project activities (WS at UOR, CHU and UGOE);
- Prior to the submission of the progress report informed all partners on the overall status of the grant and cost successfully claimed per partner; for this UGOE prepared an overview of costs claimed per partner;
- Conducted data collection from Kurdish partners on Dissemination and Exploitation for Progress Report;
- Conducted data collection from EU HEI partners on additional cooperation activities with Kurdish partners;
- Prepared and submitted the Progress Report to the EACEA (12.04.2019);

2.2. Activities and outputs in Work Package 5

In Work Package 5, UGOE

- continued the administration of the TIGRIS Project Website, e.g. by populating the project area with project-related documents & postings regarding project activities implemented;
- developed a template for the TIGRIS Newsletter and submitted it to KISSR;
- re-designed the TIGRIS Project Brochure and submitted it to KISSR;

2.3. Activities and outputs in Work Package 4

In Work Package 4, UGOE

- submission of 2nd Bi-annual Partner Report to UOS on 12.10.2018;
- conducted 1 QA meetings the WP4 Leader GII on 05.11.2018;
- conducted 1 QA meeting with the TIGRIS Quality Leading Team (GII & UoS) on 30.11.2018;
- reviewed and revised the Assessment Report on the 2st Bi-Annual Partner Reports submitted by UoS on 01.03.2019;
- reviewed and revised the formative external evaluation report by the External Quality Expert (final version submitted 11.03.2019);



- assisted the External Quality Expert in the evaluation of the Work Package 1 Concluding Workshop;
- assisted GII in the evaluation of the Workshop on the Bologna Process and the implementation of ECTS at Kurdish HEIs;
- assisted GII in the evaluation of Workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalisation;
- assisted the External Quality Expert in the evaluation of the Workshop on the Development of Strategies for Internationalisation, Mobility and Research Cooperation;
- assisted the External Quality Expert in the evaluation of the Workshop on Curricular Reforms for Internationalisation and the International Classroom;

2.4. Activities and outputs in Work Package 3

In Work Package 3, UGOE

- Coordinated the establishing of committees for strategy development;
- Coordinated the elaboration of a timeline for strategy development during the project management meeting held during the workshop at UGOE.

2.5. Activities and outputs in Work Package 2

In Work Package 2, UGOE

- Continued coordination on the implementation of the workshops and trainings to be conducted in WP2 (e.g. distribution of topics, drafting timeline);
- Participated in the Workshop on the Bologna Process and the Implementation of ECTS at Kurdish HEIs (11.-13.12.2018);
- Drafted the Report on the Outcomes and Recommendation of the Workshop on the Bologna Process and the Implementation of ECTS at Kurdish HEIs;
- Participated in the Workshop on Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalisation;



- Engaged the German Consulate General Erbil and organised visa-appointments for participants of WS to be held in Göttingen (04.12.2018);
- Organised and hosted the Workshop on the Development of Strategies for Internationalisation, Mobility and Research Cooperation (19.-21.02.2019);
- Organised, hosted and conducted the Workshop on Curricular Reforms for Internationalisation and the International Classroom (19.-21.02.2019);
- Drafted the Report on the Outcomes and Recommendation of the Workshop on Curricular Reforms for Internationalisation and the International Classroom
- Coordinating the planning activities for the upcoming workshop at MU/Brno;

2.6. Activities and outputs in Work Package 1

In Work Package 1, UGOE

- Conducted a Video Call with KUL and KISSR on WP1.2 (23.10.2018);
- Supported GII in designing and distributing the three online questionnaires for the second round of data collection for EU & Kurdish partners for WP1.1 and WP1.2 (13./14./20.11.2018);
- Continued its monitoring efforts of WP1 and subsequently redistributed tasks;
- Drafted the report (final deliverable) for WP1.1;
- Drafted part of and revised the report (final deliverable) for WP1.2;
- Revised the report (final deliverable) of WP1.4.

3. Financial Reporting

This section gives information about the financial administration of the TIGRIS Project by UGOE in regard to its own budget. It does not give information about the management of the overall project budget (grant), since this is a task of Work Package 6. Hence, information about the management of the grant can be found in this section.

3.1. Financial administration at UGOE



UGOE has continued the preparation and collection of supporting documents for UGOE and its staff involved in the TIGRIS Project. At the time of this report, UGOE claimed approx. 74.000 €.

UGOE made use of its budget for subcontracting for reimbursing the External Quality Expert for his services provided according to the contract concluded previously.

3.2. Co-Financing

As for co-financing, the exact figures are not established yet. However, during the last six month UGOE engaged in co-financing:

- the Workshop for the Development of Strategies for Internationalisation, Mobility and Research Cooperation;
- the Workshop for Curricular Reform for Internationalisation and the International Classroom.

4. Suggestions as well as current risks, issues, needs identified

This section provides information on suggestions as well as risks, issues and needs identified by UGOE in relation to the implementation of the TIGRIS Project.

4.1. Support for implementation of ECTS at Kurdish HEIs

As suggested by the External Quality Expert in his report, EU HEI partners will strive to conduct additional supporting activities such as webinars and implement a review process for reformed study programmes.

4.2. Establishing timeline for implementation during Consortium Meeting at Masaryk University

It is vital that the consortium establishes a clear timeline for implementation of the project until the end of the project in October 2020. Especially for activities that require substantial efforts for development and implementation such as the development of a management information system in Kurdistan Region.

4.3. Failed participation in data collection for Progress Report



Not all Kurdish partners participated in the data collection by UGOE for the preparation of the Progress Report to the EACEA, which is in violation of the Partnership Agreement, Article 3.3, clause c. This issue will have to be discussed during the consortium meeting.

4.4. Financial administration of the project and the grant

The failure by some partners to submit correct supporting documents in original form until the deadline set in the Partnership Agreement (Article 5.2, Section “Payment(s) in Advance”, Point 2) prohibited the request of the 2. Prefinancing. Consequences for the future financial administration of the project including potential penalties by the EACEA have to be discussed during the Consortium Meeting.

UGOE well presented a detailed report on administrative reporting, suggestions and points of critics, as well as financial administration.



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