



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 4<sup>th</sup> Bi-annual Partner Reports***

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



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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 and the Project Coordinator UGOE.

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

The reporting period for this 4<sup>th</sup> Bi-annual Partner Report ranges from April 15th, 2019 to October 14th, 2019. The purpose of this Bi-annual Partner Report is to report on the measures and activities undertaken by each partner of the Erasmus + TIGRIS Project in order to monitor implementation of the project. The content and structure of the report adheres to the Guidelines for Bi-annual Partner Reports, drafted by UGOE and distributed to the project partners on April 18<sup>th</sup>, 2018.

During the fourth reporting period, Kurdish partners participated at the 2<sup>nd</sup> TIGRIS Project Symposium, hosted by Duhok Polytechnic University (DPU) and organized in collaboration with the University of Göttingen (UGOE) and the Kurdistan Institution for Strategic Studies and Scientific Research (KISSR) on June 13, 2019, in Duhok, Iraq. During this symposium, internationalization strategies towards the project progress and exploitation were discussed. Each university gave a presentation regarding their activities for developing internationalization strategies and some concluding remarks were also drawn.

All partners of the project reported participating in the Consortium Meeting and Workshop at Masaryk University, Brno, Czech Republic on 24-26 June 2019 organized by the European partners. The workshop was on Strategy Development, Change Management and Internationalisation of Doctoral Training. During this workshop, the draft of international



strategy plan of all the partner universities was reviewed and feedbacks were given. Trainers from UGOE and KU Leuven delivered trainings on change management and internationalisation of doctoral training. During the Consortium Meeting and additional Project Management Meeting, the outcomes of the midterm report as well as past performance of the consortium were jointly reviewed and follow-up actions devised. In addition, partners planned the project's implementation in the second half of the project. During the meeting, issues concerning the management of the grant and submission of supporting documents were discussed and supporting documents of individual partners for both travel and staff cost were checked and in part confirmed.

All partners of the project except partners KUL, MU and GII attended the Annual Dissemination Conference and project management meeting in Sulaymaniyah on 6-7 October 2019. 4 of the Kurdish partners (MHESR, EPU, CHU, UOH) presented their international strategy plan on stage while the other partners presented posters about their international strategy plan. The second day was dedicated to a project management meeting. The partners discussed issues related to the review of 2nd Annual Dissemination Conference, changes of personnel in TIGRIS project Management teams, post preparation of the EACEA webinar on preparation of final reports, development of action plans for implementation of internationalisation strategies by Kurdish partners, reports on IROs at Kurdish IROs established and preparation of trainings in WP3.4. The development of the Management Information System and Network of Kurdish Internationalisation Practitioners were also discussed. During the project management meetings, the University of Groningen (RUG) discussed with the TIGRIS partners the involvement of the Tuning Academy in upcoming staff trainings in order to address the topics of Bologna and ECTS in more detail.

During the period of this report, all Kurdish partners revised their internationalisation strategies several times with immense support from GII and UGOE and, except the MHESR, finally delivered functional and also individually different strategies of internationalisation, thus the consortium under WP3 leader GII could complete a major work task.

RUG and UOS reported that an ICM application submitted in January 2019 has been successful. Archaeology departments at both RUG and UOS have applied together for International Credit Mobility under the KA107 scheme. The universities will work together on



the development of research in the area of archaeobotany, by exchanging research staff and having master and PhD students from UOS visit the University of Groningen to do part of their research. This successful application is a direct result of the contact between the two universities as part of the TIGRIS project.

KU Leuven has been involved in two workshops, one in Göttingen (by Roger Janssens) and one in Brno (by Jef Schrooten). During the summer and in the beginning of the academic year, KUL took several steps concerning Research Environments and Talent Development, among which internal discussion with experts.

GII as the leader of Work Package 4 and 3 (since October 2018) performed the ongoing internal quality assessment and regularly updated and refined the QAM. GII has conducted several rounds of revision of the institutional strategy, all strategies had to be heavily revised, and in many cases, the entire section for indicators had to be developed by GII since many Kurdish partners were not in a position to identify indicators that were properly linked to goals and actions. This led to a heavy over-investment of time on the side of GII into this work package. GII also developed templates for the now upcoming implementation plans and (optional) quality plans.

UoS as a member of Work Package 4 (Quality) had sent multiple reminders to partners regarding submitting their 3<sup>rd</sup> Bi-annual Partner Report, collected all the reports, evaluated them and sent a report back to GII and UGOE. UoS also sent a reminder to all partners regarding submitting the 4<sup>th</sup> Bi-annual Partner Report.

KISSR as focal point between the local and foreign partners organized the second Annual TIGRIS Dissemination Conference in Sulaymaniyah, Iraq. It also carried out printing and spreading brochures in three languages on the TIGRIS project; preparing and printing posters in the conference for poster walk; arranging a local symposium of TIGRIS project at KISSR; arranging several media interviews, online publications, and magazines about the results of TIGRIS project, guiding some local partners regarding the project activities and dissemination affairs, helping the TIGRIS team of UoH and MHESR for finance and administration of the project; purchasing equipment and MySQL Database Server, visiting the Ministry of Higher Education and Scientific Research for helping them in developing and finalizing their internationalization strategy.





Several Kurdish Partners formed special committee to follow up and monitor the implementation of Bologna and ECTS system.

MHESR provided a combined 3rd and 4th bi-annual report since it did not send the 3rd report on due time. MHESR translated the central admissions rules and regulations, Master admissions rules and regulations, PhD admissions rules and regulation, MHESR laws documents from Kurdish into English and submitted them to the EU partners. MHESR has been continuously offering administrative facilities to the universities within the TIGRIS framework.

EPU assigned new staff for its international office and built a new structure for the international office to serve the requirements of the internationalization process.

UGOE as the Coordinator of the TIGRIS Project has been actively supporting and contributing to other Work Packages. In WP6, UGOE continued collecting, reviewing and consultation activities on supporting documents; informed partners about their individual budgets to be claimed for participating in workshops and project activities; received the EACEA evaluation on behalf of the TIGRIS Project on 24.05.2019 with a rating of "GOOD"; supervised the organisation of the 2nd TIGRIS Project Symposium; organised the TIGRIS Consortium Meeting as well as a separate project management meeting during the WS at MU. During the Consortium Meeting, UGOE updated all partners on the financial management of the grant & discussed issues in claiming costs; worked with partners to create the conditions to request the 2nd Prefinancing from the EACEA with the request being submitted on 15.08.2019; held a project management meeting with the regional co-coordinator Prof. Khanaqa at UGOE on 25.09.2019; held a project management meeting with Kurdish partners, RUG and the External Quality Expert during the 2<sup>nd</sup> Annual Dissemination Conference in Sulaymaniyah.

In WP5 the UGOE continued the administration of the TIGRIS Project Website, supervised and supported the organisation of the 2<sup>nd</sup> Annual Dissemination Conference; finalised the TIGRIS Project Brochure in English, Kurdish and Arabic in collaboration with KISSR. In WP4 the UGOE submitted the 3<sup>rd</sup> and 4th Bi-annual Partner Report to UOS; conducted 1 QA meetings the GII on 12.07.2019; conducted 1 QA meeting with the TIGRIS Quality Leading Team (GII & UOS) on 17.06.2019; reviewed and revised the Assessment Report on the 3<sup>rd</sup>



Bi-Annual Partner Reports submitted by UOS; worked with GII on the TIGRIS Quality Assurance Mechanism; assisted the External Quality Expert in the evaluation of the Workshop held at MU; coordinated with the External Quality Expert on the evaluation reports on the institutional and ministerial strategies developed (WP4.2). In WP3, UGOE monitored and coordinated with the WP3 Leader GII the progress and implementation of the strategy development; conducted reviews and comprehensive revisions of all institutional strategies developed by Kurdish partners; monitored and advised on the official adoption of the strategy by Kurdish partners; coordinated with KUL and RUG on scope and contents of their deliverables as well as on trainings for supporting the implementation of Bologna / ECTS in Kurdistan Region. In WP2, UGOE continued coordination on the implementation of the workshops and trainings to be conducted in WP2; coordinated with MU and other partners on the implementation of the WS at MU; provided a training on Change Management during the WS at MU.

CHU has not submitted its 4th Biannual Partner Reports despite of multiple reminders, which might be due to change of personnel at CHU.

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. However, most of the partners did not mention the exact figures nor any co-financing.

MU indicates that 16 manager days, 30 Teaching days and 17 administration days were left to be claimed and the rest of staff costs were all used. The GII so far used staff costs related to WP1,2,3,4 and 6 as well as travel costs related to the QA meetings and the workshops. GII had to invest substantially more time into WP3 than it has been allocated which will need to be compensated. KUL reported that except for the travel costs and the working hours, no financial expenses were made. UOS reported that 20 manager days, 17 RTT days and 16 administration days were claimed during this period plus Travel Costs for the TIGRIS Project Symposium and the Workshop at MU. UOS co-financed the 2nd annual dissemination conference through contributing in providing lunch and catering.

DPU claimed 4,359.00€, for its Staff and travel Costs, and 10,005.00€ for Equipment Costs. Overall DPU claimed (34,334.00€) over the pre-financing (33,075.00€), which is meaning that 103% has been claimed. UoH reports that it spent the allocated budget which was (2310





€) for manager staff cost for (30) days; (2679 €) for researcher staff cost for (47) days; (160 €) for technical staff cost for (4) days. UOR indicates that it claimed over 70% from the first Pre-financing and still have to buy two computers and a data base server. SPU indicated that it has only 99 EUR left from the first installment of the budget without giving any more details.

MHESR reported that it co-financed the travel of the participants from both MHESR and KISSR and covered their financial budget shortage when they participated at the workshops of UGOE and MU. The MHESR also contributed 2600\$ to translate the required documents into the English language. EPU reported that it claimed 4080 € of travel expenses during this period for the 2nd TIGRIS Project Symposium (1080 € ); the Workshop at MU (1920 €); the 2nd Annual Dissemination Conference and Project Management Meeting (1080 €). Risks and issues: GII indicates that although it reported all costs fully and conclusively to the deadline for the second installment, due to missing documentation of other partners, a second payment has still not been made, which is placing the GII in an awkward position since it is now working on advance for more than 6 months already.

KUL indicated that the institution doesn't give permission to travel to the Kurdistan region, plus a negative travel advise by the Ministry of Foreign Affairs of Belgium makes the position of Jef Schrooten and Kurt Willems a bit more difficult. KUL 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.

Most Kurdish partners listed the followings as Challenges: amending the rules and regulations, allocating sufficient budget, encouragement of Kurdish to do the tasks and activities of the project on time, visa issues, lack of enough professional staff, weak English language skills.

As for suggestions, some of the partners indicated that local partners must meet regularly, some tasks and activities need to be clarified further for the Kurdish partners, organizing practical workshops and training courses by the EU partners.



Several partners mentioned fostering the Ministry to amend the current rules and regulations, fostering the Kurdish partners to involve proactive staff in this project, fixing visa issues, fostering the Ministry to allocate budget for researches and financially support joint degree programs and joint research. Most partners ask for sending the second installment of the budget as soon as possible.

UoR indicates that it is very important that staff members who hold BA are given the opportunity to take part in workshops carried out in Europe. Despite of not having a dedicated IR office, MHESR suggests that it should be given the chance to participate at the next year internship which is intended to develop the capacities of the international office staff. The development of a solid and comprehensive Quality Plan needed to guarantee the sustainability of the positive outcomes of TIGRIS after the termination of the project in Kurdistan.

UGOE suggests that development of the Management Information System needs to be a priority now in order to establish this key deliverable before the end of the project. Kurdish partners need to take action to establish the Network of Kurdish Internationalisation Practitioners. All focals should be reminded that it is their responsibility to ensure a proper and timely dissemination of project-related information at their institution. Kurdish partners should go forward with the acquisition of equipment and literature on internationalisation.

Overall, most of the partners mentioned activities carried out during the 4th reporting period 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. One partner, CHU, did not submit its 4th bi-annual partner report due to change of personnel at the institution.

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

The following section summarizes and assesses the individual partner report.

### 3.1. The 4<sup>th</sup> Bi-annual partner report submitted by Violeta Osouchová, Masaryk University (MU)

## Introduction

For Introduction, MU indicated that the reporting period for this report ranges from April 15th, 2019 to October 15th, 2018 2019.

## Administrative Reporting

On administrative reporting, MU indicates that during the reporting period it was responsible for organizing training for the partners from Kurdistan. The training took part from 24 to 28 June in Brno. Only one session on Leadership was led by Dr. Pavlik from Masaryk University, the rest of the workshops were done by colleagues from the other partner universities in EU.

## Financial Reporting

## Financial administration

For financial reporting, MU presented the following table:

[illegible]

## Co-Financing

No co-financing was mentioned by MU.

**Suggestions as well as current risks, issues, needs identified**

MU also did not indicate any points of critics, needs, current risks, issues or suggestions.



### **3.2. The 4<sup>th</sup> Bi-annual partner report submitted by Uwe Brandenburg, Global Impact Institute (GII)**

#### **Introduction**

The Global Impact Institute (GII) 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).

#### **Administrative Reporting**

In the fourth half year of TIGRIS, the GII performed the ongoing internal quality assessment. In this capacity, it also regularly updated and refined the QAM. Most of this time in the project needed to be spent on WP3.

GII participated in the training workshop in June in Brno regarding the strategy development and has accompanied all 9 Kurdish partner universities as well as the ministry in developing their strategy. GII has conducted at the minimum 3, but in most cases 4-5 rounds of revision of the respective institutional strategy. All strategies had to be heavily revised, and in many cases, the entire section for indicators had to be developed by GII since also after training and support many Kurdish partners were not in a position to identify indicators that were properly linked to goals and actions. This led to a heavy over-investment of time on the side of GII into this work package.

However, finally all universities delivered functional and also individually different strategies of internationalisation and GII could therefore complete a major work task.

GII also developed templates for the now upcoming implementation plans and (optional) quality plans.

#### **Financial Reporting**

##### **Financial administration**

The GII so far used staff costs related to WP1,2,3,4 and 6 as well as travel costs related to the QA meetings and the workshops. GII had to invest substantially more time into WP3 than it has been allocated which will need to be compensated.



## **Co-Financing**

None.

## **Suggestions as well as current risks, issues, needs identified**

GII indicates that although the GII reported all costs fully and conclusively to the deadline for the second instalment, due to missing documentation of other partners, a second payment has still not been made, which is placing the GII in an awkward position since it is now working on advance for more than 6 months already.



### **3.3. The 4<sup>th</sup> Bi-annual partner report submitted by Maaïke Wagenaar, University of Groningen (RUG)**

#### **Administrative Reporting**

Maaïke Wagenaar from the University of Groningen attended the meeting and workshops in Brno in June 2019 (participation in Consortium meeting and project management meeting, trainings, and planning with coordinator on future activities by RUG).

Maaïke Wagenaar from RUG attended the Annual Dissemination Conference and project management meeting in Sulaymaniyah in October 2019. Discussed the involvement of the Tuning Academy in upcoming staff trainings in order to address the topics of Bologna and ECTS in more detail.

The possible involvement of the Tuning Academy from RUG was discussed with the TIGRIS partners during the project management meetings. The idea is to use some of the staff training mobilities in the first half of 2020 for specific trainings on Bologna / ECTS by Tuning in Groningen. Proposed timing is somewhere in the first half of March.

RUG reported that it received news that the ICM application submitted in January has been successful. The University of Sulaimani and the University of Groningen (Archaeology department) have applied together for International Credit Mobility under the KA107 scheme. The universities will 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 successful application is a direct result of the contact between the two universities as part of the TIGRIS project.

#### **Financial Reporting**

None

#### **Suggestions as well as current risks, issues, needs identified**

None





### **3.4. The 4<sup>th</sup> Bi-annual partner report submitted by Jef Schrooten, KU Leuven (KUL)**

#### **Introduction**

The reporting period for this report ranges from April 15th, 2019 to October 15th, 2019.

#### **Administrative Reporting**

KU Leuven has been involved in two workshops, one in Göttingen (by Roger Janssens) and one in Brno (by Jef Schrooten). The second workshop was inspired by another Erasmus+-project, GRAD Spirit, that looks into Doctoral Training and seeds innovative techniques, among which techniques that are linked to internationalisation.

During the meeting in Brno, it was agreed upon that KU Leuven would write a report concerning Research Environments and Talent Development. During the summer and in the beginning of the academic year, several steps concerning that report were taken, among which internal discussion with experts.

#### **Financial Reporting**

##### **Financial administration**

Except for the travel costs and the working hours, no financial expenses were made.

##### **Co-Financing**

None

#### **Suggestions as well as current risks, issues, needs identified**

KUL indicated that 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.

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.

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Transfer of Good Practices  
& Reinforcement of  
Internationalisation  
Strategies in Kurdistan

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.



### **3.5. The 4<sup>th</sup> Bi-annual partner report submitted by Bryar Hassan, Zana Kareem, Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)**

#### **Introduction**

KISSR plays the role of focal point between the local and foreign partners.

#### **Administrative Reporting**

KISSR reported that it carried out the following activities:

- Co-organizing the second symposium of TIGRIS project at Duhok Polytechnic University, Kurdistan Region of Iraq.
- Organizing the second annual TIGRIS dissemination conference at KISSR, Sulaimani, Iraq. Printing and spreading brochures in three languages on the TIGRIS project. Preparing and printing posters in the conference for poster walk and mass media.
- Arranging a local symposium of TIGRIS project at KISSR.
- Arranging several media interviews, online publications, and magazines about the results of TIGRIS project.
- Writing and publishing newspapers articles regarding the project activities.
- TV interview with discussing roles of the Gottingen International office/KRG-Iraq. In addition, the importance of TIGRIS project in internationalizing the Kurdish universities.
- Guiding the local partners regarding the project activities and dissemination affairs.
- Helping the TIGRIS team of the University of Halabja for finance and administration of the project.
- Developing and revising the strategic plan for KISSR.
- Attending a webinar dealing with the preparation of the Final Report to be submitted for CBHE projects selected in 2015, 2016 and 2017 (= TIGRIS).
- Helping the TIGRIS team of the Ministry of Higher Education and Scientific Research-KRG of Halabja for finance and administration of the project.
- Arranging local symposium at KISSR about the activities of TIGRIS project.
- Purchasing equipment and MySQL Database Server for KISSR.
- One day training course for Halabja University.
- One day training course for MHESR.



- Visiting Minister of Higher Education and Scientific Research to the local coordination office of TIGRIS at KISSR.
- Visiting the Ministry of Higher Education and Scientific Research for helping them in developing and finalizing their internationalization strategy.
- Writing reports, translations, answering queries for the preparation phase of the project.
- Arranging a series of meetings for preparing and writing the Internationalization Strategies for Kurdistan Institution for Strategic Studies and Scientific Research (KISSR).

### **Financial Reporting**

None.

### **Suggestions as well as current risks, issues, needs identified**

In this section KISSR listed the followings as success factors:

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.

KISSR also listed the followings as Challenges:

1. Amending the rules and regulations.
2. Allocating sufficient budget for the MHESR, KISSR, and the universities.
3. Encouragement of Kurdish to do the tasks and activities of the project on time.
4. Increasing the authorities (administration and financial) of the regional coordinator.
5. Visa issues.

KISSR listed the followings as weaknesses:

1. We do not meet regularly.
2. The tasks and activities are not clear for the Kurdish partners.
3. We need good and practical workshops and training courses by the EU partners.



KISSR listed the followings as recommendations

1. Fostering the Ministry to amend the rules and regulations.
2. Fostering the Kurdish partners to involve proactive staff in this project.
3. Taking more training courses.
4. Fixing visa issues. Participants should have long-term visa to be able to participate the events in EU.
5. Fostering the Ministry to allocate budget for researches and financially support joint degree programs and joint research.



### **3.6. The 4<sup>th</sup> Bi-annual partner report submitted by Dr Karzan G. Khidhir, University of Sulaimani (UoS)**

#### **Introduction**

The reporting period for this 4<sup>th</sup> Bi-annual Partner Report ranges from April 15<sup>th</sup>, 2019 to October 14<sup>th</sup>, 2019. The purpose of this Bi-annual Partner Report is to report on the measures and activities undertaken by UoS in order to implement the Erasmus+ TIGRIS Project. UoS is an active partner of the Erasmus+ TIGRIS Project and member of Work Package 4 (Quality).

The content and structure of the report adheres to the Guidelines for Bi-annual Partner Reports, drafted by UGOE and distributed to the project partners on April 18<sup>th</sup>, 2018.

#### **Administrative Reporting**

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

- As a member of Work Package 4 (Quality) UoS sent multiple reminders to partners regarding submitting the 3<sup>rd</sup> Bi-annual Partner Report, collected all the reports, evaluated them and sent a report back to GII and UGOE. UoS also sent a reminder to all partners regarding submitting the 4<sup>th</sup> Bi-annual Partner Report.
- TIGRIS Project Symposium, organized by the European partners of the TIGRIS project and KISSR and hosted by the DPU on June 13, 2019, in Duhok, Iraq. During this symposium, internationalization strategies towards the project progress and exploitation were discussed. Each university gave their presentation regarding their activities for Internationalization strategies and some concluding remarks were also drawn. From UoS both Kovan H. Seddo. head of University's Media Office, and Aari K. Rifaat, senior staff member of international office attended this symposium.
- The Workshop in Masaryk University, Brno, Czech Republic on 24-26 June 2019 organized by the European partners. The workshop was on “Best Practices in Internationalisation in Doctoral Training”. During this workshop, the draft of international strategy plan of all the partner universities was reviewed and feedbacks were received. During the Consortium Meeting, UGOE updated all partners on the





financial management of the grant & discussed issues in claiming costs. In addition, the meeting also suggested developing the Management Information System before the end of the project. From UoS both local project manager and University president DR Ridha H. Hussein and local project coordinator and manager of international office Dr Karzan G. Khidhir attended this workshop.

- The Annual Dissemination Conference and project management meeting in Sulaymaniyah on 6-7 October 2019. In this conference, some of the local partners presented their international strategy plan and others presented posters about international strategy plan. The second day was the project management meeting. The partners discussed issues related to the review of 2nd Annual Dissemination Conference, changes of personnel in TIGRIS project Management teams, post preparation of the EACEA webinar on preparation of final reports, development of action plans for implementation of internationalisation strategies by Kurdish partners, reports on IROs at Kurdish IROs established and preparation of trainings in WP3.4. Development of Management Information System and NKIP were also discussed. UoS prepared its poster about its Internationalization strategy plan for the Second Annual Conference on 06 October 2019. From UoS both local project manager and University president DR Ridha H. Hussein and local project coordinator and manager of international office Dr Karzan G. Khidhir attended this workshop.
- UoS established a special committee to follow up and evaluate the implementation of Bologna and ECTS system.
- UoS prepared its 4<sup>th</sup> Bi-annual Partner Report.
- UOS as a member of the TIGRIS Quality Leading Team took part in a QA meeting with the GII & UGOE on 17.06.2019;
- The international strategy plan of UOS for the period 2020-2024 was revised several times with support of GII and UGOE, finalized and then accepted by UOS council and also approved by the UGOE.

## **Financial Reporting**

### **Financial administration**



For staff cost, UOS claimed 20 manager days, 17 RTT days and 16 administration days during this period. UOS also claimed the dedicated Travel Costs for the TIGRIS Project Symposium and the Workshop at MU.

### **Co-Financing**

UOS co-financed the 2nd annual dissemination conference through contributing in providing lunch and catering.

### **Suggestions as well as current risks, issues, needs identified**

Suggestions: fostering the MHESR to amend the current rules and regulations to facilitate internationalisation, fostering the Kurdish partners to involve proactive staff in this project, monitoring the process of implementing the international strategy at the KR partner institutions.

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.



### **3.7. The 4<sup>th</sup> Bi-annual partner report submitted by Dr. Mohammed Azeez Saeed, Salahaddin University-Erbil (SU)**

For introduction, SU indicated that the reporting period for this report ranges from April 15th, 2019 to October 15th, 2019.

#### **Administrative Reporting**

SU reports that it has participated in all meetings and activities of TIGRIS project conducted during this period, including:

Workshop at Masaryk University, Brno-Czech Republic: on “Best practices in Internationalisation in Doctoral Training“. The workshop was conducted at Masaryk University located at the city of Brno –Czech Republic in the period June 24th, 2019 to June 26th, 2019. The workshop consisted many seminars and presentations by European experts of Masaryk at Brno-Czech republic International Strategy plan. SU participated in this workshop by sending two members, they are: Dr.Ahmed Anwar Amin and Dr.Mohammed Azeez Saeed.

During this workshop, the draft of international strategy plan of all the partner universities was reviewed and good positive comments are outlined.

There after the international strategy plan of SU for the period 2020-2024 was finalized and accepted by Georg August Gottingen and SU council approved it during a meeting held on July 31st, 2019 Article 2 – regulations, paragraph 5 .

SU participated at two days meeting in Sulaimani (October 6 and 7, 2019).

SU's international strategic planning was written, completed and approved.

#### **Financial Reporting**

##### **Financial administration**

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

During Masaryk University workshop, all the issues of finance were discussed and finalized and the 70% of the first part budget is reached and confirmed. The required documents of



the claims of both travel report and staff cost for the previous period were completely submitted.

No claimed amounts were mentioned in the financial report.

### **Co-Financing**

No co-financing was reported.

### **Suggestions as well as current risks, issues, needs identified**

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.

Writing up the international strategy plan of Kurdish Universities for the next four years period gives a good vision for the future of the university. The risk arises during the implementation of the strategy plan. Accordingly a good quality plan is required and needed.

### **3.8. The 4<sup>th</sup> Bi-annual partner report submitted by Dr. Pshtiwan Faraj Mohammed, Charmo University (CHU)**

CHU has not submitted its 4th Biannual Partner Reports despite of multiple reminders, which might be due to change of personnel at CHU.



### **3.9. The 4<sup>th</sup> Bi-annual partner report submitted by Dr. Nawzat Sadiq Ahmed, Duhok Polytechnic University (DPU)**

#### **Introduction**

The bi-annual partner reports are due every six months. This reporting period covers the whole past six month since the beginning of the project or else the period since the last partner report. The period of this 4th bi-annual report ranges from April 15th, 2019 to October 15th, 2019. The purpose of this report is to monitor the general progress of the project and to get a firm grasp on where we stand in the local implementation of the project. Also, this report summarizes actions, international strategic plan and activities undertaken to implement the project. Indeed, administrative tasks, financial issues and suggestions with needs of the TIGRIS project are reported in this bi-annual report.

#### **2. Administrative Reporting**

##### **2.1. Activities and Progress**

There were three activities during this period (April 15, 2019 – October 15, 2019).

1- The first activity was the TIGRIS Project Symposium, which organized by the European partners of the TIGRIS project and Kurdistan Institution for Strategic Studies and Scientific Research, and hosted by the Duhok Polytechnic University (as the local partner) on June 13, 2019, in Duhok. The aim of this symposium was to have a detailed discussion regarding internationalization strategies towards the project progress and exploitation. Each university gave their presentation regarding their activities for Internationalization strategies. After the presentations, a deeper discussion started between the members and some concluding remarks were drawn. Also, review of project budget, financial regulations of Kurdistan Regional Government and adaptation with TIGRIS project were discussed.

2- The second activity was “Workshop on Strategy Development, Change Management and Internationalisation of Doctoral Training & TIGRIS Consortium Meeting”. This activity was organized by the European partners of the TIGRIS project and hosted by the Masaryk University, Brno, Czech Republic on June 24-26, 2019. This workshop aimed to show the updating needs and recommendations of internationalisation strategy that



have been prepared by all Kurdistan partners. Also, change management approaches were explained to gain a bedrock of updating the international strategy plans. Then, best practices in Internationalisation of Doctoral Education were presented by Mr. Jef Schrooten from KU Leuven. Further, the TIGRIS project management meeting was conducting with project moderators to have the current results of the project and next steps required.

3- The third activity was the 2nd annual dissemination conference in titled “Building Internationalization Strategies for Higher Education in Kurdistan Region of Iraq”. This conference has been hosted by KISSR, Sulaimaniya, Kurdistan Region, Iraq for one day. Some of the local partners were presented their international strategic plan and others were presented their poster about international strategic plans as well. The second day was about the project management meeting. All the local and European partners were discussed issues related to the review of 2nd Annual Dissemination Conference, Changes of personnel in TIGRIS Project Management Teams, Post preparation of the EACEA Webinar on Preparation of Final Reports, Quality Assurance in TIGRIS, Development of action plans for implementation of internationalisation strategies by Kurdish partners, Reports on IROs at Kurdish IROs established and preparation of trainings in WP3.4 and Further activities to promote the implementation of the Bologna Process and ECTS within TIGRIS. Also, Development of Management Information System was discussed. Indeed, all related issues and workload of the TIGRIS project were discussed and declared clearly.

Indeed, DPU has organized 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 2nd annual dissemination conference of the TIGRIS project, and also the international strategic plan has been approved by the University Council officially.

## 2.2. 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:

1. Receiving important tools and requirements for facilitating the process of applying the ECTS system in different colleges and institutes of the university.
2. Holding several workshops for the academic staff regarding the procedure of applying ECTS system at different campuses of the university.
3. Forming a special committee to follow up and evaluate the ECTS system implementation.
4. Focusing more on the international market and use social media and university website for this purpose.
5. Forming a special committee to work on the internationalisation strategy of the university.
6. Writing the final draft of the internationalisation strategy of the university.
7. Forming a special committee to work on the implementation of internationalisation strategy of the university for upcoming 5 years (period 2020-2024) and draw the quality plan of this strategy.
8. Preparing students and staff to have good skills in the English language in order to send them abroad.

### 2.3. 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.

### 2.4. 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.

### **3. 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.

#### **3.1. 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:

- 1- Staff Costs (7,995.00€)
- 2- Travel Costs (5,100.00€)
- 3- Cost of Stay (9,480.00€)
- 4- 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 19,970.00€ 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 (34,334.00€) over the pre-financing (33,075.00€), which is meaning that 103% has been claimed and the rest in progress, and waiting the second transferring to claim in order to achieve the project target.

### 3.2. Co-Financing

Not applicable.

### 3.3. Resources and Equipment

Manuals, Journals and online literature regarding the internationalisation strategy are in progress. Server and MySQL Enterprise Edition are also in progress

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

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

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



### **3.10. The 4<sup>th</sup> Bi-annual partner report submitted by Arieann Ali Hamid, University of Halabja (UoH)**

#### **Introduction**

For this part, UoH indicated that the reporting period for this report ranges from April 15th, 2019 to October 15th, 2019

In the administration reporting, UoH mentioned that it has participated in the following events:

1- The Second TIGRIS Project Symposium on the 13th of June 2019 which was hosted by the University of Duhok in Duhok, in which Mr. Arieann Ali Hamid, International Relations director and TIGRIS Project coordinator at UoH and Ms. Sazan Salah Saber, International Relations officer and TIGRIS Project Office member at UoH participated in an event.

The first part of the symposium was dedicated to presenting seminars about the Internationalization Strategy of each Kurdish partner University, for which Mr. Arieann offered a short presentation about the UoH Internationalization Strategy.

The second part of the symposium was to have an open discussion and a round table meeting regarding reviews of project budget, financial regulations of KRG and adaptation with TIGRIS Project.

2- Strategy Development, Change Management and Internationalisation of Doctoral Training & TIGRIS Consortium Meeting on 24th-26th of June 2019 at Masaryk University in Brno/ Czech Republic. A delegation from the UoH including Dr. Tahseen Abdulkarim Al-Zanaga, UoH President, and Dr. Dana Abdulla, vice-president for Scientific Affairs participated in this workshop of TIGRIS.

The first day of the workshop was dedicated to Consortium Meeting & Strategy Development. At first, each of Dr. Jan Pavlik, Director – Centre for International Cooperation / Masaryk University, Dr. Uwe Muuss, TIGRIS Project Coordinator / Georg-August-Universität Göttinge and Prof. Dr. Polla Khanaqa, TIGRIS Regional Co-coordinator / KISSR, gave brief speech of welcome in the second day, Change Management was addressed by Dr. Uwe Muuss, TIGRIS Project Coordinator / Georg-August-Universität Göttinge in the morning session.



In the afternoon session, Best practices in Internationalisation of Doctoral Education – Introduction to the topic and best practices identified incl. Q&A was presented by Mr. Jef Schrooten from Humanities and Social Sciences Group / KU Leuven. Later, the focal points took part in an activity of Project Management Meeting by Mr. Jakob Hedderich and Ms. Laura C. Hoffmann. Then, a presentation by UGOE incl. Q&A was offered. After that, HEI Presidents were in a Q&A session with Dr. Jan Pavlik, director – Centre for International Cooperation / Masaryk University.

3- Second Annual Dissemination Conference and Project Management Meeting. On 6th October, Asst. Prof. Dr. Mhabad Kamil Abullah, UoH President, Asst. Prof. Dr. Dana Abdullah Tahir, UoH vice-president for Scientific affairs, Mr. Arian Ali Hamid, International office director and Ms. Sazan S. Saber, Internatioanl Officer participated in another event of “TIGRIS Second Annual Dissemination Conference” in Ramada Hotel which was hosted by KISSER as one of the Kurdish Partners of TIGRIS Project.

Ms. Sazan S. Saber offered the attendants a presentation in which she provided information regarding a brief background of UoH, UoH colleges and the number of lecturers, students and employees both permanent and contract . Then, she gave clarifications concerning the actions that UoH will take to improve each five main goals in its Internationalization Strategy. The second day of the conference was dedicated to Project Management Meeting on the 7th of October 2019. A number of fruitful topics were discussed.

UoH also reported preparing and filling out all the supporting documents regarding the three mentioned events like support letters, ITRs, COCTs, etc. It also made adjustments, developing Internationalization Strategy of UoH in June, July and August 2019.

UoH also reported filling out all the Timesheets and Joint declarations for (Manager, Researcher and Technical) Staff costs. Besides, writing verification of employment of a number of employees.

### **Financial Reporting**

UoH reports that it spent the allocated budget which was (1080 €) for the UoH participants in the Second TIGRIS Project Symposium on the 13th of June 2019 which was hosted by



the University of Duhok. UoH also spent the allocated budget which was (1920 €) for the UoH participants in Strategy Development, Change Management and Internationalisation of Doctoral Training & TIGRIS Consortium Meeting which was lasted for three days from 24th-26th of June 2019. The UoH spent the allocated budget which was (2310 €) for manager staff cost for (30) days

The UoH spent the allocated budget which was (2679 €) for researcher staff cost for (47) days. The UoH spent the allocated budget which was (160 €) for technical staff cost for (4) days

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





### **3.11. The 4<sup>th</sup> Bi-annual partner report submitted by Araz Mohammed Ismail, University of Raparin (UoR)**

#### **Introduction**

For this part, UoR indicated that the reporting period for this report ranges from April 15th, 2019 to October 15th, 2019. Following the submission of the third bi-annual report, the University of Raparin continued its commitment to implementing the Tigris project and its goals. During the fourth bi-annual partner report period, the main focus was on the preparation of the strategy of internationalisation. Also, during this reporting period, we have been working on the purchase of the second tranche of equipment as well as material on internationalisation.

#### **Administrative Reporting**

UoR indicated that it has continued working on the strategy for internationalisation. It started by establishing a committee including the university president, director of the international office, director of the Research Centre, the Language and Development Centre, the Career Development Centre, the Continuing Training and Professional Development Centre, as well as the Media Section. The committee also included representatives of the departments, to make sure they would have their input in the development of the strategy. After multiple drafts, the final version of the strategy was ratified in September 2019 by the university council, and is now approved as the university's strategy towards internationalisation. Recently, the committee met twice to plan for the next steps of implementing but also evaluating the quality of the implementation. We have already sent the strategy for the colleges, and we are going to run a number of seminars across the university to make sure all the staff members and students a clear idea of what the university is planning to do in terms of internationalisation.

#### **Financial Reporting:**

UOR indicates that during this period, it prepared documents for all the money claimed up until April 15th, 2019 across the different categories. The original documents were also submitted to the project coordinator in June 2019. It claimed over 70% from the first Pre-financing and still have to buy the second tranche of equipment, namely two computers, a data base server, which task has been charged to our IT department to find the items, so



we can purchase them as soon as the second Pre-financing is transferred. UoR says its prepared a provisional list of books on internationalisation for purchase in October, but that yet has to be confirmed by UOGE before the purchase can be made.

No co-financing was mentioned by UoH.

### **Suggestions as well as current risks, issues, needs identified.**

As of October 2019, and after the second Dissemination Conference early in October 2019, we think the project is on track, with some pressing issues and risks still to be handled. To start with, we still have to get to grips with the participation of students both in the preparation as well as implementation of the strategy. UoR has to work harder to get students involved and represented in the strategy, for the students are the ones who will after all be internationalised. Second, the current structure of the IRO has to be adjusted in a way that fits the typical structure of an IRO that is, new skills need to be added to the staff apparatus, namely IT and Accounting professionals are needed at the office, the lack of whom has presented huge challenges in the administration of Tigris. On par with this is the lack of female staff members at the IRO, which issue needs urgent solution, and the president of the university has agreed to bridge the gap before the turn of the year. This last issue proves problematic while trying to keep gender balance in participation of Tigris events and workshops, so we are now recruiting female staff members at the IRO.

On a higher level, the project itself is facing some risks which entail joint efforts and cooperation by the partners. With Dr. Yousif Goran, former Minister of MoHE, leaving the office, the project consortium needs to make sure that the implementation of the project is not halted. It is very important that the Ministry buys into the project more actively and acts as a main stakeholder. The Kurdish partners seek the confirmation they need to go ahead with implementing the project goals.

In the selection of participants for the workshops, especially the one carried out in Europe, it is very important that staff members who hold BA are given the opportunity to take part. Some Kurdish partners seem to find it difficult to send BA holders on such trainings, but if UOGE sends a written confirmation to the university presidents about that, I am sure the trainings for the IRO staff will bring many new people into the project, people who until this

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point, may have worked on the project only as an assistant in the office. We at UoR plan to send people who NEED to take the training, regardless of their academic certificate.



### **3.12. The 4<sup>th</sup> Bi-annual partner report submitted by Bakhtiar Aubaid Sharif, Sulaimani Polytechnic University (SPU)**

#### **Introduction**

SPU reports that the period of preparation of this report ranges from 15 April 2019 to 15 October 2019 and includes all the activities that took place during this period. This is the fourth periodic report of SPU which explains the administrative and financial aspects of the Tigris project.

#### **Administrative Reporting**

- SPU mentioned that it had sent the draft Strategic Internationalizations draft to Georg-August University Gottingen on Jun 2019.
- Two staff members from SPU participated in the workshop on 24-26 Jun.2019 at the University of Masaryk.
- SPU sent the Final Strategic Internationalization that approved by university council on Sept.2019 to Georg-August University Gottingen.
- SPU participate by printing a poster about the Strategic Internationalization for the Second Annual Conference on 06-07 Oct.2019 at the KISSR .
- Three SPU staff members participated in the Second Annual Conference on 06-07 Oct.2019 at the KISSR.

#### **Financial Reporting**

SPU only indicated that it has remained only 99 EUR from the first instalment of the budget without mentioning any details of financial reporting.

SPU neither mentioned any co-financing.

#### **Suggestions as well as current risks, issues, needs identified**

- Sending invitations to participants from the International Office as soon as possible until the visa is issued.
- The course should be about how the International Office works and includes how to deal with international students and how to provide services.
- An intensive training course about the Bologna Processes.

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- Send the second installment of the budget as soon as possible



### **3.13. The 4<sup>th</sup> Bi-annual partner report submitted by Vian Mahmud Abdullah, Ministry of Higher Education and Scientific Research (MHESR)**

#### **Introduction**

MHESR submitted combined 3rd and 4th bi-annual reports covering the time frame October, 2018- October, 2019.

This report is the combination of both the 3rd and 4th bi-annual reports. MHESR is an active partner of Erasmus+ TIGRIS Program.

#### **Administrative Reporting**

In the period mentioned above, MHESR conducted and participated in each of the following activities:

1. Translating the relevant documents from Kurdish into English and submitting them to the EU partners which are the following: the central admissions rules and regulations, Master admissions rules and regulations, PhD admissions rules and regulation, MHESR laws.
- 2- Participating in the workshop on (The Bologna Process & the Implementation of ECTS in Kurdish HEIs) at University of Raparin from 11th – 13th December 2018.
- 3- Facilitating and providing the support letter of (Directorate of Foreign Relations/KRG) to issue Schengen Visa to (27) participants from Kurdish partners universities to participate in Gottingen University workshops.
- 4- Participating in the workshop on (Project Writing, International Marketing & the Use of Management Information Systems for Smart Administration of Internationalisation) at University of Charmo from 4th – 6th February 2019.
- 5- Attending the workshop on the (Development of internationalization strategies, international mobility and research cooperation) at Georg-August-Universität Göttingen/ Germany, from February 19th – 21st 2019.





6- Participating in the workshop on (The Curricular Reforms for Internationalisation and the International Classroom) at Georg-August-Universität Göttingen/ Germany, from February 19th – 21st 2019.

7- Forming a high committee at the MHESR assigned by the minister to prepare the draft of the Internationalization Strategy in collaboration with Global Impact Institute. The strategy was further developed and still a comprehensive draft due to the cabinet change and ministerial restructuring and the approval will soon be given to make vial.

8- In this very stage, the University of Gottingen is also participating in developing the MHESR strategy of internationalization. The time frame work of the strategy is from 2019-2027.

9- Participating in the (Second TIGRIS Project Symposium) at Duhok Polytechnic University on June 13, 2019 for the annual regional project management meeting. The MHESR focal point had a presentation in regard to the development took place so far regarding the internationalization strategy.

10- Participating in the workshop and Consortium Meeting on (Strategy Development, Change Management and Internationalisation of Doctoral Training) at University of Masaryk/ Czech Republic from 24th – 26th of June 2019. During this workshop, the draft of internationalization strategy of all the partner universities was reviewed and good positive comments were outlined.

11- Active participation in the (Second Dissemination Conference and Management Meeting) at Silemani from 6th- 7th October, 2019. The MHESR had a presentation performed by (Vian Mahmud Zamdar, MHESR focal point to TIGRIS) and participated in the panel to further elaborate the topic and answer the questions of the audience.

12- The MHESR was permanently offering administrative facilities to the universities within the TIGRIS framework. The ministry was providing them with administrative permission to participate in the activities by issuing them official decrees to the presidency of the Kurdish partner universities.

## **Financial Reporting**



- For financial activities, the MHESR reported that it co-financed the travel of the participants from both MHESR and KISSR and covered their financial budget shortage when they participated at the workshops of Gottingen and Masaryk Universities.
- The MHESR also assigned a certain budget to translate the required documents into the English language which was 2600\$.
- MHESR indicates that it has been having continuous communication with the finances staff at University of Gottingen in regard preparing the financial documents of the project.

### **Suggestions**

- MHESR suggests that it should be given the chance to participate at the next year workshop in Brno at Masaryk University which is intended to develop the capacities of the international office staff. The MHESR does not have an office under that title, but the capacity building is highly necessary for the staff of TIGRIS project along with those directly involved.
- The development of a solid and comprehensive Quality Plan needed to guarantee the sustainability of the positive outcomes of TIGRIS after the termination of the project in Kurdistan.

MHESR did not mention detailed financial claims from the TIGRIS budget.



### **3.14. The 4<sup>th</sup> Bi-annual partner report submitted by Dr. Nageb Rassam, Erbil Polytechnic University (EPU)**

#### **Introduction**

EPU reported that it is one of the partnerships of Erasmus+ TIGRIS European Union Program.

#### **Administrative reporting**

EPU indicates that it has participated in all meetings and activities held for TIGRIS project and completed the following tasks:

The 2<sup>nd</sup> TIGRIS Project Symposium, 13<sup>th</sup> June 2019, in which the Kurdistan partners of the TIGRIS Project met at Duhok Polytechnic University for their annual regional project management meeting. The workshop was about developing a framework for internationalization strategies for the (MHESR) and the universities of the Kurdistan Region of Iraq, issues related to the management and implementation of the project, the project budget in relation to the financial regulations of the KRG. EPU were represented by Dr Nageb Toma Bato Rassam, TIGRIS coordinator at EPU, and Dr Ranj Sirwan Abdullah, Head of International office.

EPU has participated in the Workshop and Consortium Meeting on 24<sup>th</sup> – 26<sup>th</sup> of June 2019 at Masaryk University, Brno. The workshop was about Strategy Development, Change Management and Internationalization of Doctoral Training, Q & A session on internationalisation and HEI governance, project management. EPU were represented by Dr Nageb Toma Bato Rassam, TIGRIS coordinator at EPU, and Dr Ranj Sirwan Abdullah, Head of International office.

EPU has participated in the ANNUAL DISSEMINATION CONFERENCE OF THE ERASMUS+ TIGRIS Project held on 6<sup>th</sup> October 2019 at Ramada Hotel (Sulaymaniyah). The conference was about how to develop an international strategy, presenting some developed international strategies ( MoHE&SR, EPU, Charmo University, Halabja University), Poster Walk and Round table discussion. EPU were represented by Asst. Prof. Dr. Kawa Sherwani, President of EPU; Dr Nageb Toma Bato Rassam, TIGRIS coordinator at EPU; Dr Ranj Sirwan Abdullah, Head of International office-EPU.



EPU has participated in the Project Management Meeting on 7th October 2019 at Ramada Hotel (Sulaymaniyah). The Meeting was about Quality assurance in TIGRIS; DEVELOPEMENT of ACTION PLAN for IMPLEMENTATION of STRATEGIES, REPORT on IROs / PREPARATION for TRAININGS in WP 3.4; NETWORK of KURDISH INTERNATIONALISATION PRACTITIONERS (NKIP), Management of the Grant and Supporting Documents. EPU were represented by Asst. Prof. Dr. Kawa Sherwani, President of EPU; Dr Nageb Toma Bato Rassam , TIGRIS coordinator at EPU; Dr Ranj Sirwan Abdullah, Head of International office-EPU.

EPU has established a committee to develop his internationalization strategy. To achieve internationalization, EPU has four strategies: Teaching, research and Innovation, community engagement, a nd globalization. The University has taken an advisory role to raise awareness on the significance of internationalization, students and staff mobility, and high- quality international research.

EPU took steps toward Internationalization: this is because internationalization is considered as a factor of high quality accreditation for the university and academic program. Also, internationalization is considered as a tool for developing global capabilities for students and staff.

EPU assigned new staff for its international office and built a new structure for the international office to serve the requirements of the internationalization process.

EPU also mentioned some none TIGRIS related activities or activities outside the time frame of this report such as signing MOU with IREX, UTHM and Bielefeld University of Applied Science; as well as holding a joint international conference titled “The 2nd International Conference on Social Transformation and Regional Development (ICoSTRD 2020) during 4th-5th Feb. 2019.

## **Financial Reporting**

EPU reported that its expenses during the last six months were as follows:

- The 2nd TIGRIS Project Symposium, 13th June 2019, (1080 € ) for two participants (June 13th, 2019 incl. 2 travel days).



- The Workshop at Masaryk University and Consortium Meeting at Masaryk University. 24th – 26th. The budget is calculated for 2 participants for 5 days (3 days workshop, 2 travel days). (1920 €)
- The 2nd Annual Dissemination Conference and Project Management Meeting: the costs are calculated for 2 participants and 3 days (arrival on the 5th (evening), activities on the 6th and 7th, and departure on the 7th as well). (1080 €)

Total expenses during the last six months = 4080 €

### **Suggestions as well as current risks, issues, needs identified**

#### **Current risks:**

EPU do not have a budget for travel dues, for the last six months.

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



### **3.15. The 4<sup>th</sup> Bi-annual partner report submitted by Jakob Hedderich, Göttingen University (UGOE)**

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

UGOE indicated 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 content and structure of the report adheres to the Guidelines for Bi-annual Partner Reports, drafted by UGOE and distributed to the project partners on April 18<sup>th</sup>, 2018.

On administrative reporting, UGOE reports the following activities and actions undertaken for the implementation of the TIGRIS Project:

#### **Activities and outputs in Work Package 6**

##### UGOE as Work Package Leader

- continued the collection as well as extensive reviewing and consultation activities on supporting documents;
- continuously informed partners about their individual budgets to be claimed for participating in workshops and project activities
- on 24.05.2019 received the EACEA evaluation on behalf of the TIGRIS Project with a rating of “GOOD”;
- supervised the organisation of the 2nd TIGRIS Project Symposium (Regional PMM) at DPU on 13.06.2019 and provided Briefing Notes for the meeting;
- organised the TIGRIS Consortium Meeting as well as a separate project management meeting during the WS at Masaryk University (24.-26.06.2019). During the Consortium Meeting, UGOE updated all partners on the financial management of the grant & discussed issues in claiming costs. In addition, the meeting included a joint review of the EACEA evaluation of the progress report including planning of follow-ups to address the EACEA’s recommendations for further project implementation. Furthermore, the Consortium members conducted a comprehensive review of all past and future activities and outputs of the project and planed their implementation;





- worked with partners to create the conditions to request the 2. Prefinancing from the EACEA with the request being submitted on 15.08.2019;
- Initiated the procedure to transfer the 2. Prefinancing, which was received end of September 2019, to the partners;
- held a project management meeting with the regional co-coordinator Prof. Polla Khanaqa at UGOE on 25.09.2019;
- held a project management meeting with Kurdish partners, RUG and the External Quality Expert during the 2<sup>nd</sup> Annual Dissemination Conference at Ramada Hotel, Sulaymaniyah, (07.10.2019). The meeting addressed the planning for further project activities in the third year as well as financial management of the grant incl. 2. Prefinancing;
- held a separate project management meeting with RUG and the External Quality Expert during the 2<sup>nd</sup> Annual Dissemination Conference (06.10.2019);
- together with KISSR, RUG and the External Quality Expert held a meeting with the Minister of Higher Education and Scientific Research and selected General Directors of the Ministry.

## 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;
- Supervised and supported the organisation of the 2<sup>nd</sup> Annual Dissemination Conference held at Ramada Hotel, Sulaymaniyah on October 6<sup>th</sup>, 2019;
- finalised the TIGRIS Project Brochure in English, Kurdish and Arabic in collaboration with KISSR;

## Activities and outputs in Work Package 4

In Work Package 4, UGOE



- submitted the 3<sup>rd</sup> Bi-annual Partner Report to UOS on 25.04.2019;
- submitted the 4<sup>th</sup> Bi-annual Partner Report to UOS on 11.10.2019;
- conducted 1 QA meetings the GII on 12.07.2019;
- conducted 1 QA meeting with the TIGRIS Quality Leading Team (GII & UOS) on 17.06.2019;
- reviewed and revised the Assessment Report on the 3<sup>rd</sup> Bi-Annual Partner Reports submitted by UOS on 22.08.2019;
- worked with GII on the TIGRIS Quality Assurance Mechanism.
- assisted the External Quality Expert in the evaluation of the Workshop on Strategy Development, Change Management and Internationalisation of Doctoral Training held at MU;
- coordinated with the External Quality Expert on the evaluation reports on the institutional and ministerial strategies developed (WP4.2).

### **Activities and outputs in Work Package 3**

In Work Package 3, UGOE

- monitored and coordinated with the WP3 Leader GII the progress and implementation of the strategy development;
- conducted reviews and comprehensive revisions of all institutional strategies developed by Kurdish partners;
- monitored and advised on the official adoption of the strategy by Kurdish partners;
- reviewed the strategy draft developed by the MHESR and developed a new comprehensive draft for the ministerial strategy, which was submitted to the MHESR on 29.08.2019;
- initiated the planning with partners for the trainings in WP3.4;
- coordinated with KUL and RUG on scope and contents of their deliverables as well as on trainings for supporting the implementation of Bologna / ECTS in Kurdistan Region.

### **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);
- coordinated with MU and other partners on the implementation of the WS at MU (24.-26.06.2019);
- participated in the Workshop on Strategy Development, Change Management and Internationalisation of Doctoral Training held at MU (24.-26.06.2019) and provided a training on Change Management during the WS.

### **Activities and outputs in Work Package 1**

Work Package 1 was completed in 01/2019 with all deliverables produced, therefore no further activities are to be reported.

### **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.

#### **Financial administration at UGOE**

Since the last report, no new financial data can be reported currently.

#### **Co-Financing**

Since the last report, no new financial data can be reported currently.

### **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.

#### **Development of Management Information System**



As already stated during the Consortium Meeting (24.06.2019) and repeated during the Project Management Meeting in Sulaymaniyah (07.10.2019), the development of the Management Information System needs to be a priority now in order to establish this key deliverable before the end of the project.

### **Establishing a Network of Kurdish Internationalisation Practitioners**

Again, as already stated during the Consortium Meeting (24.06.2019) and repeated during the Project Management Meeting in Sulaymaniyah (07.10.2019), Kurdish partners need to take action establish this network, which also constitutes a key deliverable, before the end of the project

### **Ensuring the proper flow of information**

A proper flow of information is key for implementing the TIGRIS Project. All Focals should be reminded that it is their responsibility to ensure a proper and timely dissemination of project-related information at their institution. In addition, changes in the local project management teams should be reported immediately to all partners.

### **Financial administration of the project and the grant**

Costs, especially Staff Costs for the 2<sup>nd</sup> project year need to be claimed now. In addition, Kurdish partners should go forward with the acquisition of equipment and literature on internationalisation. Otherwise, costs can be render ineligible.



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