



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 5th Bi-annual Partner Reports

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



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Document Title

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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 5th Bi-annual Partner Report ranges from October 15th, 2019, to April 15th, 2020. 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 18th, 2018.

During the fifth reporting period, most partners developed their quality and implementation plans. SU, UoS, DPU reported establishing a committee for developing and implementing the plans. The developed plans were reviewed by GII and UGOE and feedback were provided to partners. Most Kurdish partners reported taking part in a Questionnaire on Kurdish IROs & existing needs in preparation of trainings in WP3.4. The questionnaire was designed to establish information on the International Relations Offices (IRO) set up by Kurdish partner HEIs in the course of the TIGRIS Project as

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well as to identify existing needs of Kurdish partners to be addressed in the WP3.4 trainings.

During this reporting period, Kurdish partners participated in trainings and workshop for International Relations staff hosted by UGOE in Gottingen, Germany from 2-6 March 2020. Two members from each Kurdish partner HEIs participated in these trainings which were aiming to provide ideas about the future of internationalization for the universities, learning the tools for managing academic mobility, and developing academic mobility and partnerships with international HEIs. Kurdish partners also participated in trainings and workshop on Bologna process and ECTS hosted by RUG in Groningen, Netherlands from 2-6 March 2020. One member from each Kurdish partner institution participated in this workshop during which the participant of each Kurdish partner presented a seminar about implementing the ECTS at their institution, then they attended sessions on Key principles of Bologna & ECTS, Student Workload and Learning outcomes and Assessment. Kurdish partners also participated in one week 'internships' hosted by three of the EU partner institutions: RUG, MU, KUL from 9 – 13 March. One IRO staff member from each Kurdish partner institution participated in the internship during which they gained experience from the international office of the hosting EU institution. Some partners reported that the internship went well. RUG and UoS reported that on the last day of the internship at RUG, the scheduled meetings were done through video calls instead of live meetings because RUG advised all staff to work from home as part of the new COVID-19 measures. Some KR partners reported assisting nominated staff on obtaining visa ahead of participation in the three-international trainings / internship mentioned earlier. Participants took part in evaluation surveys disseminated by the TIGRIS coordinator on the trainings and internships.

Most Kurdish partners reported researching and preparing their list of manuals, journals and online literature on internationalisation. Few went ahead with the literature

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acquisition after getting approval of the project coordinator, while for most others the literature acquisition was halted due to the COVID-19 related lockdown. UGOE, KISSR and UoS reported publishing the TIGRIS project activities on their websites. SU reported purchasing the server after getting approval of the project coordinator. UoS indicated that it also got approval of the project coordinator for the server specification and assigned a provider, however, the server was not delivered yet due to COVID-19 lockdown. UoR, UoS, KISSR and DPU mentioned that they organized local activities such as meeting and seminars in their University Council to discuss the internationalisation process and strategic & quality plans.

Kurdish partners participated in the Questionnaire for the establishment of a Network of Kurdish Internationalisation Practitioners (NKIP). Most partners reported participating in an online project management meeting on 06.02.2020. UGOE, GII and UoS as the TIGRIS Quality Leading Team (QLT) held online QA meetings on 30.11.2019, 14.02.2020 and 25.03.2020. Most partners prepared and submitted their 4th Bi-annual Partner Report to UoS.

In this fifth reporting period, 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 was spent on WP3 – quality plans and implementation plans – and WP4. GII has accompanied all 9 Kurdish partner universities in developing their quality and implementation plans. Then GII analysed and revised the incoming drafts from the Kurdish partners. GII mentioned that at the time of this interim report, still 3 plans are missing, delivered were plans for EPU, UoS, DPU, SU, UoR and KISSR. GII also evaluated the quality of the plans which range from still rudimentary to very good and gave advice on improvement. GII expects the final versions during the next 3 months.

RUG indicated that the first draft of the Action plan for cooperation with EHEA and ERA was written, but needs to be extended and finalized. RUG hosted a training on Bologna and ECTS for 10 participants from 2 to 6 March 2020: one from each partner university

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and one representative from the MHESR, the training was given by the Tuning Academy. The flight cancellations by Turkish airlines the day before the participants were intended to arrive in Groningen complicated matters but in the end 9 people were able to attend the training. RUG hosted interns from UoS, UoH and EPU from 9 – 13 March.

KUL wrote a set of recommendations on university research project management and talent development and organised the internship for the Kurdish partners. Despite of the corona-crisis, there was no need for KUL to alter the programme too much.

KISSR reported that it played role of focal point between the local and foreign partners, arranged training courses for MHESR and UoH, designed the curriculums for the Higher Diploma Programs and calculated ECTS and Workloads for it, prepared a questionnaire for establishing NKIP, prepared an inter-constitutional agreement draft for establishing the NKIP, participated in webinar meeting with UGOE to prepare the tendering process and requirements for the MIS, drafted the agenda of the third symposium.

UoS formed an implementation team to develop the quality and implementation plans. UoS's committee in charge of implementing Bologna process held several seminars for the academic staff to ensure proper application of the Bologna and ECTS system. UoS collected and assessed the 4th Bi-annual Partner Reports from project partners and submitted the assessment report to both WP4 leader GII and the project coordinator UGOE.

DPU held several workshops for the academic staff regarding the procedure of applying ECTS system at different campuses of the university, and formed a special committee to follow up and evaluate the ECTS system implementation.

UoR recently expanded the committee for internationalisation to accommodate for all the colleges and departments, UoR decided to involved students in the project,

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especially at the departments which have already started implementing the ECTS. During the Bologna training by RUG Tuning Academy, UoR's representative asked for permission to translate three books by Dr. Robert from the academy, who granted the permission to translate and publish the books and share them with the Tigris partners.

In Work Package 6, UGOE as Work Package Leader continued the collection as well as extensive reviewing and consultation activities on supporting documents; supervised the acquisition of servers and literature on internationalisation; continuously informed partners about their individual budgets to be claimed; supervised the organisation of the 3rd TIGRIS Project Symposium (Regional PMM) and managed with Kurdish partners the rescheduling of the event due to the Corona crisis; conferred with the EACEA on issues caused by the Corona crisis and related to the implementation of the project and management of the grant; completed the transfer of the 2. Prefinancing to partners; started audit preparations.

In Work Package 5, UGOE continued the administration of the TIGRIS Project Website; drafting posts for project activities such as the 2nd Annual Dissemination Conference and training workshop in Göttingen; coordinated with KISSR on the TIGRIS newsletter; together with KISSR and DPU developed a concept for the Management Information System; drafted a tender for the Management Information System and managed the review and revision process of the tender draft; worked with KISSR on the establishing the Network of Kurdish Internationalisation Practitioners.

In Work Package 4, UGOE submitted the 5th Bi-annual Partner Report to UOS; reviewed and revised the Assessment Report on the 4th Bi-Annual Partner Reports submitted by UOS; worked with GII on the TIGRIS Quality Assurance Mechanism; worked with QLT on data collection to be used in final reporting; coordinated with the External Quality Expert on the evaluation reports on the institutional and ministerial strategies developed (WP4.2); developed and disseminated evaluation surveys for the trainings and internships held in WP3.4.

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In Work Package 3, UGOE reviewed and revised the recommendations on university research project management and talent development drafted and submitted by KUL, disseminated final deliverable to partners; reviewed the draft for the action plan for cooperation with the EHEA and ERA submitted by RUG; coordinated with partners to implement the trainings and internships in WP3.4.; managed the nomination of participants for the trainings and internships in WP3.4, based on eligibility criteria for participation; developed a training programme for International Relations Managers and Officers and conducting the workshop at UGOE from 02.-06.03.2020; managed post-preparation of trainings in WP3.4 as well as Corona-related issues prior to and after the mobilities in WP3.4; monitored and coordinated with the WP3 Leader GII on the progress and implementation of the WP3, namely the finalisation of strategy development and development of implementation and quality plans; in collaboration with GII conducted reviews and revisions of implementation and quality plans of KISSR, DPU, UOR, SU, EPU, UOS, SPU (ongoing). UGOE indicated that WP1 and WP2 were completed and all their deliverables have been produced, therefore no further activities are to be reported.

CHU, EPU and MHESR did not submit their 5th Biannual Partner Reports despite of two reminders.

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. Some partners pointed out that there are no updates since last bi-annual report.

Most Kurdish partners reported receiving the 2nd pre-financing from the coordinator UGOE during this reporting period.

MU reported that it might not be able to use all the days allocated for teaching, however, it may has to increase the number of days for management and administration.

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The GII so far used staff costs related to WP1,2,3,4,5 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, now even more with the need to improve the quality of the implementation and quality plans.

RUG reported co-financing consisted out of the input (hours/days) by colleagues from other departments that were not put into timesheets particularly during hosting guests for two weeks: RUG financed the rent for the location (for the training on Bologna and ECTS), and the general costs of hosting guests (e.g. lunches and coffee/tea for all participants and speakers) (both for the training on Bologna and ECTS and for the interns).

KUL indicated that only the expenses for the working hours of Jef Schrooten will be submitted. The speakers (during the visit and their preparation) will not submit their working hours. Some costs, as the welcoming diner, paid by KUL and will not be submitted.

UoS claimed staff cost of 22 manager days, 17 RTT days and 16 administration days during this reporting period. UoS also used the allocated budget for travel & stay for its 3 participants of the TIGRIS Project training and internships. UoS prepared new staff cost claims documents for the fifth half year of the project, but the budget claim was halted due to Corona virus related lockdown. Server and literature acquisition are in progress.

SU purchased the server for the international relations office and mentioned processing literature acquisition (although did not confirm completing the purchasing process).

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DPU reported claiming 4,359.00€ for staff cost and all supporting documents were submitted. For Travel Costs and Costs of Stay: DPU claimed 25,100.00€ and all supporting documents were submitted. For Equipment Costs: DPU claimed 17,505.00€ and all supporting documents were submitted. DPU claimed (46,964.00€) over the pre-financing (60,303.00€) so far, accounting for 77%. Literature acquisition is in progress.

UoH reported filling out the Timesheets and Joint declarations for staff costs, but the allocated budget not withdrawn yet due to the lockdown. The UoH spent the allocated budget which was (760 €) for the UoH participants in the Second Annual Dissemination Conference in Sulaimani. The UoH spent the allocated budget which was (5130 €) for the UoH participants in the TIGRIS Project training and internships.

UoR reported claiming the money for the first reporting period. UoR still have to prepare a few more timesheets to cover some of the tasks done in the same period. Also, UoR purchased the second tranche of equipment and the server (installation was halted due to the Corona virus outbreak. There is still a large portion of staff costs which UoR needs to claim, particularly in the manager category.

Most Kurdish partners listed outbreak of the Corona virus pandemic as the main challenge affecting internationalization processes of all universities involved in the TIGRIS project. Other challenges indicated were amending the rules and regulations in KRG, allocating sufficient budget, encouragement of Kurdish to do the tasks and activities of the project on time, visa issues, weak English language skills of some staff, need for more practical workshops and training courses.

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, giving financial and administrative authorities to the directors of International Offices, fostering the Ministry to allocate budget for internationalization, need to use

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professional tools such as Microsoft Project Management for the project, opening the office for international student's affairs at partner universities, in case lockdown situation or travel restrictions persist, the project consortium might have to consider other options for holding the remaining activities such as online when possible.

RUG pointed out since the project is nearing its end date, the last scheduled activities will have to be adjusted considering the impossibility of travel. Online options will be dependent on the quality of the internet connection of those involved. Because we are nearing the end of the TIGRIS project it will be difficult to set up an entire system for that in the framework of TIGRIS, but some suggestions could be made such as links to interesting new webinars from organizations and universities. Spread of the corona virus and the travel restrictions that came with that led to cancellation of some Turkish Airlines flights just before the training on Bologna / ECTS in forcing most participants to rebook their flights. Because of this, the first day only had 4 participants instead of 10. RUG had to change the content of the programme a bit in order to accommodate for this change. RUG mentioned that sometimes they were surprised during the training by the knowledge that some Kurdish partners did have, even when it was shown otherwise in their answers in the questionnaire in WP1.

UGOE reported that Corona pandemic and counter measures taken by national governments will impede heavily on the implementation of the TIGRIS project in its final year. Since it is more than likely that no further intl. mobilities can be implemented impacting on the Peer Review Visits to Kurdish IROs scheduled for 06/2020 in WP4.3 and the final Dissemination Conference scheduled for 09/2020 in WP5.3. If the 3rd TIGRIS Project Symposium can be implemented as a physical meeting is also questionable, where possible, virtual meetings must serve as a substitute. Submission of supporting documents by partners, especially submission of Time-Sheets for claiming staff costs, is still lacking rendering the management of the grant more and

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more difficult. In addition, not all Kurdish partners have completed the acquisition of equipment and literature on internationalisation.

Overall, most of the partners mentioned activities carried out during the 5th reporting period of the project, outlined the difficulties and the risks which mostly focused on the effect of COVID-19 outbreak and 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. Three partners, CHU, EPU and MHESR did not submit their 5th bi-annual partner report.

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

The following section summarizes and assesses the individual partner report.

3.1. The 5th Bi-annual partner report submitted by Violeta Osouchová, Masaryk University (MU)

1. Introduction

The reporting period for this report ranges from October 15th, 2019 to April 15th, 2020.

2. Administrative Reporting

Masaryk University hosted Internship programme from 9 to 13 March 2020. Two colleagues participated – **Mr. Shirwan Hamid Muhammed** from Sulaimani Polytechnic University and **Dr. Pshtiwan Faraj Mohammed** from Charmo University. They spent the week with colleagues of the International Office of Masaryk university shadowing their work. The programme of the Internship is attached.

3. Financial Reporting

We might not be able to use all the days allocated for teaching, however, we will need to increase the number of days for management and administration.

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

If the situation in the world does not improve, we won't be able to use all the budget allocated for travels and meetings.

No details of finance administration or co-financing provided.

TIGRIS CHU & SPU Internship program

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March 9 - 13, 2020, Masaryk University, Brno

ITINERARY

MONDAY, 9. 3. 2020

Venue: CZS Office, Komenského náměstí 2, Brno

- 9:50** Hotel pick-up
- 10:00 – 11:00** Welcome meeting
Dr. Jan Pavlik, Director of Centre for International Cooperation
- 11:00 – 12:00** Introduction to the program, MU and Centre for International Cooperation (CZS) – structure, basic information
Mr. Adam Hykl, Erasmus+ ICM project manager
- 12:00 – 13:00** Lunch
- 13:00 – 14:00** Information systems of CZS, digital services
Mr. Adam Hykl, Erasmus+ ICM project manager
- 14:00 – 15:00** Economic and administration support of international office
Ms. Anna Hřebeská, Head of Economic and Administration Support Division
- 15:00 – ca 17:00** Tour of Brno city
Mr. Petr Boucník, Partner universities project manager

TUESDAY, 10. 3. 2020

Venue: CZS Office, Komenského náměstí 2, Brno

- 9:00 – 10:30** Erasmus+ management at Masaryk University
Ms. Nikola Maráková, Erasmus+ project manager
- 10:30 – 11:30** European Universities - EDUC project management
Ms. Hoa Mai Nguyenová, EDUC project manager
- 11:30 – 13:00** Lunch
- 13:00 – 14:00** Partner universities and cooperation with MU
Mr. Petr Boucník, Partner universities project manager
- 14:00 – 15:00** Administration of MU outgoing students
Ms. Andrea Štěpánková, International Programme Coordinator
Ms. Denisa Fóldešiová, International Programme Coordinator
Ms. Vendula Stará, International Programme Coordinator
- 15:00 – 16:30** Administration of MU incoming students, student services
Mr. Martin Vašek, Head of Mobility Division
Ms. Kristýna Zemková, International Programme Coordinator

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WEDNESDAY, 11. 3. 2020

Venue: CZS Office, Komenského náměstí 2, Brno

- 9:30 – 10:30** Short term programmes (CELTA, CESP), ISEP
Ms. Šárka Panochová, Project administrator of short term programme
- 10:30 – 12:00** Incoming and outgoing staff mobilities, Freemovers
Ms. Zita Hrabovská, International Programmes Coordinator
- 12:00 – 13:00** Lunch
- 13:00 – 16:00** International Marketing – marketing strategy development, communication channels, SEO, analyses, social networks
Mr. Jakub Motyčka., Manager for marketing
Mr. Lukáš Wiesner, Editor
Ms. Irena Diatelová, Marketing officer

THURSDAY, 12. 3. 2020

Venue: Faculty International offices & CZS Office

- 8:45** Hotel pick-up
- 9:00 – 10:30** Faculty International Office visit – Faculty of Arts
Ms. Michaela Hrazdilková, Faculty International Office Coordinator
Venue: Faculty of Arts, building C/119 – Arna Nováka 1, 602 00 Brno
- 10:30 – 12:00** Faculty International Office visit – Faculty of Social Studies
Ms. Dagmar Hábová, Faculty International Office Coordinator
Venue: Faculty of Social Studies, Joštova 10, 602 00 Brno
- 12:00 – 13:00** Lunch
- 13:00 – 14:30** **(TBC)** Language Centre / Centre for Students with Special Needs visit
Ms. Hana Kuzdasová / Dr. Petr Peňáz
- 14:30 – 16:00** Erasmus Student Network at MU – student club activities and services
Ms. Adéla Fusková, President of MU Erasmus Student Network organization

FRIDAY, 13. 3. 2020

Venue: MU Campus Bohunice, Brno

- 9:00** Hotel pick-up
- 9:00 – 11:00** **(TBC)** Campus Visit
- 11:00 – 12:00** Debrief and farewell

3.2. The 5th Bi-annual partner report submitted by Uwe Brandenburg, Global Impact Institute (GII)

Content report

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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).

In the fifth 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 – quality plans and implementation plans – and WP4.

GII has accompanied all 9 Kurdish partner universities in developing their quality and implementation plans. This started with developing the templates for the now upcoming implementation plans and (optional) quality plans mentioned in the 4th biannual partner report and then extended beyond, first by advising how to fill it in, then by various rounds of reminders to prepare the drafts, culminating in serious debates in the skype meeting on Feb 6th, 2020. Then GII analysed and revised the incoming drafts from the Kurdish partners.

At the time of this interim report, still 3 plans are missing, delivered were plans for EPU, UoS, DPU, Salahaddin, UoR and KISSR. GII also evaluated the quality of the plans which range from still rudimentary to very good and gave advise on improvement. We expect the final versions during the next 3 months.

Financial report

The GII so far used staff costs related to WP1,2,3,4,5 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, now even more with the need to improve the quality of the implementation and quality plans.

Administrative issues: None.

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3.3. The 5th Bi-annual partner report submitted by Maaïke Wagenaar, University of Groningen (RUG)

1. Activities since the last bi-annual report

1.1. Action plan for cooperation with EHEA and ERA

A first draft of the Action plan for cooperation with EHEA and ERA was written, but needs to be extended and finalized.

1.2. Training on Bologna and ECTS

From 2 to 6 March 2020 the University of Groningen hosted a training on Bologna and ECTS for 10 participants: one from each partner university and one representative from the MHESR. The flight cancellations by Turkish airlines the day before the participants were intended to arrive in Groningen complicated matters but in the end 9 people were able to attend the training.

The training was given by the Tuning Academy of UG, and well received by the participants.

1.3. Interns

From 9 – 13 March 3 interns (from University of Sulaimani, University of Halabja, and Erbil Polytechnic University) visited the University of Groningen for a week as part of their ‘internships’. They met with different UG staff from all departments that work on internationalization. The visit went well and was well received by the participants. On the last day the scheduled meetings had to be done through videocalls instead of live meetings because the University

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advised all staff to work from home as part of the new corona policy, but this worked out well and all meetings took place through videocall.

2. Ideas for the future:

The corona virus and the actions taken by countries and universities will heavily affect the internationalization processes of all universities involved in the TIGRIS project. Since the project is nearing its end date this autumn, the last scheduled activities will have to be adjusted considering the impossibility of travel. Online options will be dependent on the quality of the internet connection of those involved.

Apart from the TIGRIS activities themselves, the internationalization activities by the universities will obviously also be affected. The goals set in the plans, e.g. for the number of students going on exchange, will likely not be reached in the next year. Depending on the situation in the KRG, a focus on online international experience is the logical adjustment to make. Because we are nearing the end of the TIGRIS project it will be difficult to set up an entire system for that in the framework of TIGRIS, but some suggestions could be made such as links to interesting new webinars from organizations and universities.

3. External factors affecting the implementation:

During this reporting period (October 2019 – April 2020) the most obvious external factor was the spread of the corona virus and the travel restrictions that came with that. The day before the training on Bologna / ECTS in Groningen from 2 – 6 March Turkish Airlines cancelled their flights, forcing most participants to rebook their flights. Because of this, the first day only had 4 participants instead of 10. We decided to change the content of the programme a bit in order to accommodate for this change,

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and to make sure that the delayed participants would not miss the most essential parts.

On the last day of the week that the interns were in Groningen (9 – 13 March) the university, like most organizations in the Netherlands, closed and advised its staff to work from home. However, we were able to move the scheduled meetings to videocalls so the overall programme was not affected and all planned activities took place.

4. Institutional / organizational support by the home institution during implementation of the project

Several departments of UG contributed to different parts of the project. The Tuning academy provided the trainings on Bologna and ECTS. The 'interns' especially met not only with colleagues from the department of international strategy and relations but also visited several faculties and met with many colleagues from other relevant departments.

5. Other remarks

None.

6. Financial reporting

No updates since last bi-annual report.

7. Co-financing:

The co-financing by UG in this reporting period, as in most other reporting periods, consisted out of the input (hours/days) by colleagues from other departments that were not put into timesheets.

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Particular for this reporting period, in which UG hosted guests for two weeks, UG financed the rent for the location (for the training on Bologna and ECTS), and the general costs of hosting guests (e.g. lunches and coffee/tea for all participants and speakers) (both for the training on Bologna and ECTS and for the interns).

No details of finance administration provided.

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3.4. The 5th Bi-annual partner report submitted by Jef Schrooten, KU Leuven (KUL)

Introduction

The reporting period for this report ranges from October 15th, 2019 to April 15th, 2020.

Administrative Reporting

During the period mentioned above, KU Leuven undertook two activities:

1. We wrote a set of recommendations on university research project management and talent development.
2. We organised the internship for the Kurdish partners.

Set of recommendations on university research project management and talent development

To write this paper, we used several sources, both on paper as via conversations. The conversations took place in an informal way (telephone calls, informal discussions) and were mostly used to direct us to online (open) sources and to verify our information. We talked to teams in KU Leuven responsible for HR and for research support and checked our internal information first, before using external documents.

Internship for the Kurdish partners

The second initiative we undertook was organising the internship for the Kurdish partners. Where the first visit to KU Leuven was a general introduction, this internship aimed at visiting all kinds of organisations that are involved in internationalisation at KU Leuven. Finding the speakers, taking into account their availabilities and trying to make the programme interesting, but not too heavy were the main attention points.

Despite of the corona-crisis, there was no need to alter the programme too much.

Financial Reporting

Only the expenses for the working hours of Jef Schrooten will be submitted. The speakers (during the visit and their preparation) will not submit their working hours.

Some costs, as the welcoming diner, will be paid by KU Leuven and will not be submitted.

Suggestions as well as current risks, issues, needs identified

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We were sometimes surprised by the knowledge that the Kurdish partners did have, even when it was shown otherwise in their answers in the questionnaire in WP1.

No details of finance administration or co-financing provided.

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3.5. The 5th Bi-annual partner report submitted by Bryar Hassan, Zana Kareem, Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)

Introduction

This report discusses the third bi-annual report of the project entities “Transfer of Good practices & Reinforcement of Internationalization Strategies in Kurdistan – TIGRIS “. The report is organized as follows:

Section one and two, reviews the role of KISSR as both partner and regional coordinator during this phase. Section three, briefly references the dissemination and exploitation phase of the project. Finally, section four discusses the current status of the project including the activities that worked well and those which did not work well. In addition, the possible risks are assessed.

1. Regional coordination

These are the 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.
3. Arranging training courses for MHESR and University of Halabja.
4. Consulting with the Kurdish partners for the affairs related to the TIGRIS project.

2. KISSR activities as a partner:

1. Co-organizing the arrangement of the third symposium of TIGRIS project at the University of Halabja, Kurdistan Region of Iraq.
2. Arranging a series of meetings for preparing, writing, and reviewing the Action Plans, and timeline for implementing the Internationalization Strategies at Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)
3. Arranging a series of meetings for preparing, writing, and reviewing the Quality Plans for quality assurance related to implementing the Internationalization Strategies at Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)
4. Designing the curriculums for the Higher Diploma Programs of KISSR based on the Bologna Process

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5. Calculating ECTS and Workloads for the Higher Diploma Programs of KISSR based on the Bologna Process
6. Preparing a questionnaire for establishing the Network of Kurdish internationalisation Practitioners (NKIP), and distributing the questionnaire among all the Kurdish partners
7. Preparing an inter-constitutional agreement draft for establishing the Network of Kurdish internationalisation Practitioners (NKIP)
8. Preparing and revising JDs, timesheets, and travel reports for the staffs working on TIGIRIS project at KISSR
9. Arranging a meeting with the TIGRIS Financial Officer and Project Manager on financial related topics on TIGRIS project at the University of Gottingen, Germany
10. Attending project management webinar meeting dealing with the preparation of the activities related to the project.
11. Participating a webinar meeting with Jakob to prepare the tendering process and requirements for the Management Information System (MIS)
12. Provision virtual learning tools for KISSR
13. Participation in Training Workshop for International Relations Managers and Officers at the University of Göttingen
14. Participation in Training Workshop on Bologna and ECTS Tuning Academy at the University of Groningen, the Netherlands
15. Participation in one-week internship training program at the KU Leuven, Belgium
16. Translating the financial guidelines of the TIGRIS project for the auditors and financial officers of KRG.
17. Arranging local symposium at KISSR about related topics of TIGRIS project, such as mobility, research collaboration, and Information Office of Gottingen University at KISSR.
18. Writing reports, translations, answering queries for the preparation phase of the project.
19. Helping the TIGRIS team of some Kurdish partners on finance and administration of the project.

3. Dissemination and exploitation phase

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

1. Drafting the agenda of the TIGRIS third symposium meeting

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2. One day workshop on calculating ECTS for three Higher Diploma Programs of KISSR
3. Guiding the local partners regarding the project activities and dissemination affairs.
4. Providing the tendering process for subcontracting professional printing and publishing activities related to TIGRIS project
5. Preparing and revising a list of Manuals, Journals and online literature on best practices on internationalisation for KISSR
6. One day symposium on TIGRIS related topics, such as mobility process, joint research collaboration, and Information Office of Gottingen University at KISSR for international students
7. Writing and revising newsletters of TIGRIS project
8. Spreading brochures in three languages on the TIGRIS project
9. Arranging a local symposium of TIGRIS project at KISSR
10. Preparing and printing posters in the conference for poster walk and mass media.
11. Arranging about several TV and radio interviews, online publications, and magazines about the results of TIGRIS project
12. Writing and publishing newspapers articles regarding the project activities.
13. A series of Interview done discussing the importance and roles of TIGRIS project in internationalizing the Kurdish universities
14. Publishing the outcomes of the project at KISSR website
15. Disseminating the outcomes of TIGRIS project on KISSR open day.

4. Project implementation

This section gives a brief overview concerning status of the project.

4.1. 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.

4.2. Challenges

1. Amending the rules and regulations
2. Allocating sufficient budget for the MHESR, KISSR, and the universities

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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. Giving financial and administrative authorities to the director of International Office
6. COVID-19

4.3. Weaknesses

1. We do not meet regularly
2. The tasks and activities are sometimes not clear for the Kurdish partners
3. The tasks and activities, such as quality plan and action plan are not explained to us by the EU partners
4. Lack of follow-up and tracking the activities by the EU partners
5. We need good and practical workshops and training courses by the EU partners.

4.4. Recommendations

1. We need to use professional tools, such as Microsoft Project Management for manage such a big project. Email is not a proper way to manage projects
2. Fostering the Ministry to amend the rules and regulations
3. Fostering the Kurdish partners to involve proactive staff in this project
4. Fostering the Ministry to allocate budget for researches and financially support joint degree programs and joint research.

KISSR reported helping the TIGRIS team of some Kurdish partners on some matters without mentioning the Kurdish partner's names.

No details of finance administration or co-financing provided.

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3.6. The 5th Bi-annual partner report submitted by Dr Karzan G. Khidhir, University of Sulaimani (UoS)

1. Introduction

The reporting period for this report ranges from October 15th, 2019 to April 15th, 2020. 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 University of Sulaimani (UoS) is a member of Work Package 4 (Quality control and monitoring) and it's s responsible for collecting the Bi-annual Partner Reports from all project partners, assessing them and send the assessment report to both WP4 leader and the project coordinator.

2. Administrative Reporting:

In the fifth half year of TIGRIS, the UoS carried out the following activities:

- **UoS developed its quality and implementation plans.** The plans were drafted by Implementation Team of UoS. The plans were reviewed by GII in cooperation with UGOE and their suggestions will be implemented and the final version will be re-submitted soon. The UoS Implementation Team includes: Assistant Professor Dr Ridha H. Hussein (President), Professor Dr Kawa A.M. Amin (Vice President for Scientific Affairs), Assistant Professor Dr Karzan G. Khidhir (Director of International Office), Assistant Professor Dr Ava O. Fatah (Director of Teaching Quality Assurance and Curriculum Development; Member of the Bologna process committee), Assistant Professor Dr Rezhen H. M. Rashid (Member of the Bologna

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process committee; Member of the Center for Pedagogical Training and Academic Development; and Member of the Bologna process committee and Curriculum Development at MHESR-KRG.), Dr Aysser A. AbdulRahman (Director of Information Technology and Statistics; Member of the Bologna process committee; and Member of the Center for Pedagogical Training and Academic Development), Mr Stam K. Saeed (MA; Director of Center for Pedagogical Training and Academic Development), Dr Zana M. Hassan (Director of Language and Culture Center & Member of the Bologna process committee), Dr Mustafa Ibrahim Khaleel (member of Center for Pedagogical Training and Academic Development), Chro S. Marif (Head of Media Office).

- **UoS filled a Questionnaire on Kurdish IROs & existing needs in preparation of trainings in WP3.4.** The questionnaire was designed to establish information on the International Relations Offices (IRO) set up by Kurdish partner HEIs in the course of the TIGRIS Project as well as to identify existing needs of Kurdish partners that should be addressed in the upcoming trainings for Kurdish IRO staff in WP3.4.
- **UoS staffs Participated at Meetings and workshop for International Relations staff at Gottingen/Germany from 2-6 March 2020.** IRO staff members of UoS Mrs. Sivan T. Hama Saeed and Mr. Aari K. Rifat both participated in this workshop. The aim of this workshop was providing ideas about the future of internationalization for the universities, learning the tools for managing academic mobility, and developing academic mobility and partnerships with international HEIs.
- **UoS staffs Participated at Meetings and workshop on Bologna process and ECTS at Groningen University, Netherlands from 2-6 March 2020.** Dr. Rezhen

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H. M. Rashid (Member of the Bologna process committee; Member of the Center for Pedagogical Training and Academic Development at UoS) participated in this workshop. In this workshop, the participant of each KR partner presented a seminar about implementing the ECTS at their University, then they attended two sessions, entitled (Key principles of Bologna & ECTS. Student Workload) and (Learning outcomes and Assessment). Then training sessions were conducted to transfer knowledge about ECTS Tools and Quality Assurance and about Building on own strengths/Action plan by EU partners.

- **UoS staff participated in a week ‘internships’ at the University of Groningen from 9 – 13 March.** IRO staff member of UoS Mrs. Sivan T. Hama Saeed participated in the internship during which she met with different UG staff from all departments that work on internationalization. This internship was aiming to deepen understanding on activities and gaining experiences from the staff of international office at RUG. The internship went well and was well received by the participants. On the last day, the scheduled meetings were done through video calls instead of live meetings because the University advised all staff to work from home as part of the new COVID-19 measures, and it worked out well.
- **UoS nominated staff and prepared supporting documents required for the three-international meeting/workshop/ internship mentioned above.** UoS participants were assisted to obtain visa, supporting letters issued and travel plans were arranged.
- **Researching and preparing a list of manuals, journals and online literature on best practices on internationalisation for UoS.**

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- **Publishing the TIGRIS project activities on UoS website.** Information on the three-international meeting/workshop/ internships held in March were published on the UoS's IRO website.
- **UoS carried out the process of purchasing the server for the international relations office.** The server specification was approved by the coordinator UGOE and the supplier was found. Due to COVID-19 lockdown the server was not delivered to UoS yet.
- **UoS has organized local activities such as meeting and seminars in the University Council.** These meetings and seminars were held to discuss the internationalisation process and the university strategic & quality plans.
- **UoS committee in charge of implementing Bologna process held several seminars for the academic staff.** The seminars were about the procedures of implementing the Bologna and ECTS system at different colleges of the university.
- **UoS has participated in the Questionnaire for the establishment of a Network of Kurdish Internationalisation Practitioners (NKIP).**
- **UoS has participated in an online project management meeting on 06.02.2020.**
- **UoS as a member of Quality Leading Team (QLT) has participated in online QA meetings with the TIGRIS QLT (UGOE & GII).** During this reporting period, UoS took part in 3 online QA meetings with the coordinator and QLT leader on 30.11.2019, 14.02.2020 and 25.03.2020.

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- **Prepared the 4th Bi-annual Partner Report of UoS.**
- **Collected and assessed the 4th Bi-annual Partner Reports from all project partners.** UoS reminded partners to submit their reports. The 4th Bi-annual Partner Reports were collected from all project partners, assessed and the assessment report was submitted to both WP4 leader and the project coordinator.
- **UoS participants took part in evaluation surveys disseminated by the TIGRIS coordinator on the trainings and internships held in WP3.4.**

3. Financial Reporting

This section gives information about the financial administration of the TIGRIS Project by UoS in regard to its own budget.

3.1. Financial administration at UGOE

- For staff cost, UoS claimed 22 manager days, 17 RTT days and 16 administration days during this reporting period. UoS also claimed the allocated budget for travel & stay for its 3 participants of the TIGRIS Project training and internships: Meetings and workshop for International Relations staff at Gottingen/Germany, 2-6 March 2020. Meetings and workshop on Bologna process and ECTS at Groningen University, Netherlands, 2-6 March 2020. Internships at the University of Groningen, 9 – 13 March.
- UoS has prepared new staff cost claims documents for the fifth half year of the project, but the budget claim was halted due to lockdown. UoS will send the new staff cost claims documents to UGOE for approval as soon as university reopens.
- UoS has received the second Prefinancing of the project budget which was transferred by the project manager UGOE.

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3.2. Co-Financing

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

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

- The biggest risk for the TIGRIS project at the time of this reporting is the outbreak of the Corona virus pandemic, that prevented us from working in the office.
- The outbreak of the Corona virus pandemic and consequent travel restrictions is delaying the scheduled activities such as the 3rd symposium planned for April.
- The outbreak of the Corona virus pandemic also makes internationalisation efforts more challenging.
- If lockdown situation continues, the project consortium might have to consider other options for holding the remaining activities before mid-October 2020.
- UoS recommends organizing the remaining activities online when possible.
- Flight cancellations by Turkish airlines caused one day delay for our participants who intended to arrive in Gottingen and Groningen for the trainings, however, they managed to get there on time for the start of the trainings.
- Apart from the TIGRIS activities, some other international activities of UoS such as staff and student exchanges have been also affected by the pandemic.

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3.7. The 5th Bi-annual partner report submitted by Dr. Mohammed Azeez Saeed, Salahaddin University-Erbil (SU)

Introduction

The reporting period for this report ranges from October 15th, 2019 to April 15th, 2020.

Project title: Transfer of Good practices & Reinforcement of Internationalization Strategies in Kurdistan - TIGRIS

The TIGRIS Project has been awarded for EU co-funding within the framework of the Erasmus+ programme “Capacity Building in the Field of Higher Education”. Capacity building projects in the field of higher education support the modernization, accessibility, and internationalization of higher education in Partner Countries, in this case Kurdistan.

The TIGRIS Project, which will run for 3 years from 2017 – 2020, is coordinated by the Georg-August-Universität Göttingen, Germany. The project consortium is further composed of 4 European partners and 10 Kurdish partners, including the Ministry of Higher Education and Scientific Research (MHESR), as well as 2 associate partners.

Salahaddin University-Erbil (<http://www.su.edu.krd>) is an active partnership of Erasmus+ TIGRIS - European Union Program.

Administrative Reporting

Salahaddin university (SU) has been participating in all meetings and activities of TIGRIS project conducted so far, as follow:

Implementation Plan and Quality Plan: Salahaddin University-Erbil through a qualified team of academic staff has prepared the first draft of implantation plan and quality plan for the four years intenational strategy plan whchich was already written and approved

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by TIGRIS and by SU council. The working team were Prof. Dr. Nabil Adil fakhre, Director of Quality Assurance - SU. Assist.Prof.Dr. Mohammed Azeez Saeed, Erasmus+Institutional Coordinator-SU. Dr.Isam Khalil Abdullah, Director, International Relations Office-SU. Mrs. Bayan faraidoon Mohammed, Protocols,IRO - SU

Meetings and Workshops: Salahaddin University-Erbil Participated actively in the following meetings and workshops;

Meeting and workshop at Kisser in Sulaimane in the period 6-7, October 2019. SU submitted poster of international strategy plan. Both the president of SU and Erasmus+ Institutional Coordinator were participated in the two days workshop.

Meetings and workshop for International Relations staff at gottingen/Germany in the period 2-6, March 2020. Dr.Isam Khalil Abdullah and Mrs.bayan faraidoon Mohammed were participated actively in the workshop.

Meeting and workshop on Bologna process and ECTS at Groningen University, Netherlands in the period 2-6, March 2020. Dr.Dleen was participated in the workshop.

Meetings and workshop at catholic University Leuvenl Belgium in the period 9-13, March 2020. Dr.Isam Khalil Abdullah was participated in the workshop.

Financial Reporting

*The process of purchasing the server for the international relations office was conducted. The receipt to Gottingen and approved. The equipment consist of the following

Server HP DL380
 BASE SFF MODEL - 2 x INTEL XEON SILVER 8-CORE 4110/2.1 GHZ
 64GB DDR4 SDRAM
 6 x 300GB SAS 10K 2.5",+ 2x480GB SSD
 SMART ARRAY P408I-A
 1GB 4-PORT 331I ADAPTER
 2x 500W FS PS 2U RACK SERVER
 Redhat Enterprise Linux (One year license)

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MySQL Database
Apache Server

2 Inverters (3KV)
4 GEL batteries (15ahm)
The complete pequipment purchase costs 7450.00Euros

*Materials and text books on Internationalisation of higher educations were processed via Amazon bookstore-Erbil Branch. List of international higher education professionals books

1. The SAGE Handbook of International Higher Education
Darla K. Deardorff, Hans de Wit, John D. Heyl and Tony Adams
SAGE Publications, 2012
2. International Handbook of Higher Education
Part One: Global Themes and Contemporary Challenges
Part Two: Regions and Countries
James J.F. Forest and Philip G. Altbach
Springer, 2011
3. Developing the Global Student: Higher education in an era of globalization (Internationalization in Higher Education Series)
David Killick
Routledge, 2014
4. Cross-Cultural Teaching and Learning for Home and International Students: Internationalisation of Pedagogy and Curriculum in Higher Education
Janette Ryan
Routledge, 2012
5. Comprehensive internationalisation – Institutional pathways to success
John K. Hudzik
Routledge, 2014
6. Internationalisation of Higher Education Handbook
Eva Egron-Polak, Madeleine F. Green, Christian Müller, Lewis Purser, and Hanneke Teekens
DUZ Academic Publishers price: \$ to be subscribed
2-year subscription:
7. Internationalization of the Curriculum
Betty Leask
Routledge, 2015.
8. The Routledge Handbook of International Planning Education
by Nancey Green Leigh, Steven P French, et al.
9. The Handbook of Career and Workforce Development
by V. Scott H. Solberg and Saba Rasheed Ali | Feb 23, 2017

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10. Handbook on Measurement, Assessment, and Evaluation in Higher Education
by Charles Secolsky and D. Brian Denison | Aug 24, 2017
 11. International Handbook of Curriculum Research (Studies in Curriculum Theory Series)
by William F. Pinar
 12. Developing A Leadership Role Within The Key Stage 2 Curriculum: A Handbook For Students And Newly Qualified Teachers
by Mike Harrison
 13. The Future Agenda for Internationalization in Higher Education (Internationalization in Higher Education Series) 1st Edition
 14. Leading Internationalization: A Handbook for International Education Leaders Paperback – June 30, 2018
 15. Comprehensive Internationalization: Institutional pathways to success (Internationalization in Higher Education Series) 1st Edition
 16. The Jossey-Bass Reader on Educational Leadership 3rd Edition
- The materials cost about 2000.00Euros

Suggestions as well as current risks, issues, needs identified

- The continuation of the project after the end of the TIGRIS program is necessary to complete the implementation procedure
- Opening the office for international student's affairs at partner universities
- The current international disaster of coronavirus (COVID19) which the universities closed down has negative impact from all aspects.

SU mentioned 2nd annual dissemination conference which is outside the time span of this project.

No details of finance administration or co-financing provided.

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3.8. The 5th Bi-annual partner report submitted by Dr. Pshtiwan Faraj Mohammed, Charmo University (CHU)

CHU did not submit a report in time.

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3.9. The 5th Bi-annual partner report submitted by Dr. Nawzat Sadiq Ahmed, Duhok Polytechnic University (DPU)

Introduction

Bi-annual Partner Report

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 5th bi-annual report ranges from October 15th, 2019 to April 15th, 2020. 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.

Summary on the TIGRIS Project

The TIGRIS project has been awarded for EU co-funding with the framework of the Erasmus+ programme “Capacity Building in the Field of Higher Education”. Such project supports the modernisation, accessibility, and internationalisation of higher education in partner universities in Kurdistan, as a case study. Also, it is supporting eligible partners to address challenges in the management and governance of their higher education institutions.

The TIGRIS project is coordinated by the Georg-August-University Gottingen, Germany. The project will run for 3 years from 2017, till 2020. The partners of TIGRIS project are composed of 4 European partners and 10 Kurdish partners, including the Ministry of Higher Education and Scientific Research (MHESR), as well as 2 associate partners.

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The aforementioned project aims to work on three different levels in order to support the modernisation, accessibility, and internationalisation of higher education in Kurdistan. At institutional level, the project will capitalise upon internationalisation as a process with potential to further develop higher education institutions in Kurdistan. At national level, the project supports the MHESR's objective to modernise its Higher Education system and to align it more concretely with European models of practice and the Bologna process. At an international level, it is hoped that aligning the Kurdish Higher Education system with the European Higher Education system.

Administrative Reporting

Activities and Progress

There were five activities during this period (October 15, 2019 – April 15, 2020).

- 1- The first activity was the development of Internationalisation Strategic Plan for DPU, which prepared by Strategic Plan Committee's members at DPU and this strategy was reviewed by the European partners of the TIGRIS project in order to have the final draft. The aim of this activity was to have a complete plan regarding the internationalisation strategy for each local partner.
- 2- The second activity was the development of implementation plan and quality plan for the aforementioned strategy in the first point. Further, the TIGRIS project management meeting was conducting using webinar with project moderators to have the current results of the project and next steps required.
- 3- The third activity was the workshop entitled "TIGRIS Training Workshop for International Relations Managers & Officers". This workshop has been hosted by the University of Göttingen on March 2-6, 2020, in Göttingen, Germany. The aim of this workshop was providing ideas about the future of

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internationalization for the university. Also, took part in the daily activities provided by the lecturers in formulating the strategic plan for the future projects to apply to EU with a number of partner universities and country universities. In the same time, learning the tools for managing academic mobility, and developing academic mobility and partnerships with international HEIs were explained.

- 4- The fourth activity was the TIGRIS training on Bologna and ECTS Tuning Academy which organized by the University of Groningen on March 2-6, 2020 in Groningen, Netherlands. In this training the participant of each local partner was presented a seminar about implementing the ECTS at their University, then they attended two sessions, entitled (Key principles of Bologna & ECTS. Student Workload) and (Learning outcomes and Assessment). Then, in the next day two training sessions were conducted to transfer knowledge about ECTS Tools and Quality Assurance and also about Building on own strengths/Action plan by EU partners.
- 5- The fifth activity was internship which organized by KU Leuven on March 9-13, 2020 in Leuven, Belgium. One of DPU's staff was participated in this internship in order to deep understanding of activities and gaining experiences form the staff of international office at KU Leuven. During the time of this internship our participant has been known and clarified details about: international office at KU Leuven, Development cooperation, Commission risk destinations, UNA Europa, Internationalization and languages, and International liaison for the group of humanities and social sciences. Also, our participant was visiting and getting field tour to: Registration office, Registration, admissions office and alumni engagement div, Marketing and communications office, Pangaea (help students and counseling services), Housing service office and residence halls for students, Library and introduce to KU history, Scholarly publishing office,

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Doctoral school office, International Liaison for Bio- Engineers and Engineers (Haverlee Campus), and Research support humanities and social sciences office.

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 the university strategic plan.

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. Completing 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.

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8. Preparing students and staff to have good skills in the English language in order to send them abroad.

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 and second stage of pre-financing have been transferred.

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Pre-financing

The first 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). Based on the aforementioned amount, 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. More details can be found in the 4th Biannual Partner Report (4th BPR) of DPU. The second amount of a pre-financing for DPU is 27,228.00€ that has been transferred on 7 Nov, 2019 by the TIGRIS project manager (University of Gottingen). Based on the aforementioned amount, DPU already submitted some the correct supporting documents for claiming costs from the project's budget and others in progress. Also, this amount should be spent by DPU based on the TIGRIS project rules and activities. 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 25,100.00€ and all supporting documents were submitted
- For Equipment Costs: DPU was claimed 17,505.00€ and all supporting documents were submitted

Indeed, DPU was claimed (46,964.00€) over the pre-financing (60,303.00€), which is meaning that 77% has been claimed and the rest in progress.

Co-Financing

Not applicable.

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Resources and Equipment

Manuals, Journals and online literature regarding the internationalisation strategy are in progress.

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.
- 5- Nowadays, the general closure that occurring around the world due to the Coronavirus COVID-19 has a major impact on all of our activities, especially regarding the TIGRIS project's activities.

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3.10. The 5th Bi-annual partner report submitted by Arieann Ali Hamid, University of Halabja (UoH)

The UoH participated in three events of TIGRIS:

- ***The Training on European Credit Transfer and Accumulation System (ECTS)***

Dr. Barzan Hadi Hama Karim, was invited to participate on behalf of the University of Halabja, which is one of the partners of the Erasmus + Capacity Building in Higher Education project 'TIGRIS' to follow trainings and attend workshops at the Tuning Academy of the University of Groningen, on the topics of the Bologna process and ECTS from 1 - 7 March 2020.

The main aim of this workshop was to get participants acquainted with the European Credit Transfer and Accumulation System (ECTS). The system was based on the notions of student workload and learning outcomes, making use of the concept of student-centred and outcomes-based learning. ECTS is also used in the EHEA as a planning mechanism for curriculum development and for quality assurance purposes. The intention was to address these different aspects – so that I become knowledgeable and skilled in these topics with the aim of supporting me to inform and train others at my institutions.

My participation in this training helped me to learn how to:

1. design action plans for achieving full implementation of ECTS-compatible credit system at institutional level based on the full set of ICT-implementation indicators and deep understanding of tools and strategies that have proven instrumental in international context.
2. help faculty, staff and students of my home university (University of Halabja) and other universities in Iraqi Kurdistan understand the key principles of

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Bologna process and European Credit Transfer and Accumulation System (ECTS) and distinguish such key principles from most common misconceptions or myths that act as obstacles to successful implementation of Bologna process.

3. cooperate with others on creating resources and preparing professional development activities that will equip faculty, staff and students of the University of Halabja with knowledge, skills and attitudes necessary for successful adoption of an ECTS-compatible credit system at university level.

- ***TIGRIS Training Workshop for International Relations Managers & Officers***

Ms. Sazan Salah Saber and Ms. Bayan Othman Mohammed got invitation letters to participate in a one-week training workshop for Kurdish International Relations Officers which was scheduled to take place at Georg August University of Göttingen on the 2nd-6th of March 2020.

The main aim of the training was to work with Kurdish partner universities on developing practices and working procedures to establish functioning International Relations Offices.

The two staff members were provided information with a number of topics regarding:

- 1- Dr. Hartje Kriete explained the recognition of study which is the fundamental or core part of each international mobility programme. Besides, without this process, no mobility(results) can be achieved and not be successful because in each mobility one has to recognize the period of study ,transfer credits and also does credit and grade conversion.

Dr. Kriete categorized the recognition of study as follows:

- ✓ Recognition of Degree:

-HR

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-academic program

✓ credit Transfer:

- recognition of periods of study(number of semesters)or how many years

-credit transfer from one country system to another

✓ conversion:

- credit conversion

- grade conversion

The above-mentioned procedures are steps that have to be taken after each mobility and sometimes before the mobility.

2- Mr. Achim Dohrenbusch from Faculty of Forest Sciences and Forest Ecology discussed International mobility, International teaching cooperation, International research and International cooperation in institutional development.

One of the important points that he mentioned is the process of signing a Memorandum of Understanding. Firstly, a relation must be built between two faculties of the two universities. In another words, the two deans should find point of interest between the two faculties. Secondly, the deans will approve of signing the MoU and the MoU will be signed. This is a vital point of understanding this process for Kurdish partners.

In addition, he mentioned that a university has to find its own strength point and put something on the table when meet with other partner at the aim of attracting the other one to have partnership with.

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Mr. Netra Bhandari offered the participants a lot of information regarding What is Project Proposal? Why do we write a project proposal? Project proposal writing process, components of a project proposal. He shed some light on the point that only writing a good proposal is not enough, the way you indicate the implementation or managing it is also important. In addition, he mentioned that in the proposal one has to convince the funding party why it is important that your University win this fund.

- 3- Besides, he discussed the process of internationalization in eight steps.
- 4- Dr. Uwe Muss gave information regarding IRO of Gottingen and its tasks. He also provided the participants with information concerning International Office main Structure and (selected) central partners, etc.
- 5- The presentation entitled, “Erasmus+ Key Action 107 – Individual Credit Mobility” was discussed by Ms. Olga Uchlina. During her presentation, she discussed the different Actions of Erasmus+ Program as Key Action 1 which is dedicated to Learning Mobility of Individuals, Key Action 2 which is related to Cooperation Projects and Key Action 3 which is dedicated to Policy Support.

Besides, she shed some light on the first Action by giving a number of important points regarding who can apply for the program, what are eligible countries, what are eligible activities and financial support for students (successful candidates)...etc. She further explained the mentioned Action by providing information for the participants regarding DAAD which is the best example of the Erasmus+ Key Action 1.

- 6- Mr. Patrick Lajoie, the Coordinator at University of Göttingen, discussed the process of Mobility and Financial Management. He also mentioned the online portals which is an online access to application forms, travel reports, mobility status, tracking and history. Besides, he talked about Online Application Forms which is allowing document attachments, mandatory fields/rules for fields and ability to save to complete at the users pace.

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7- Dr. Philipp Jeserich, Head of the Incoming Office, discussed in detail the support they offer international students and academic staff.

- ***One-week Internship at the International Relations Office at the University of Groningen in Netherlands***

Ms. Bayan Othman Mohammed participated in a One-week Internship at the International Relations Office at the University of Groningen in Netherlands on the 9-14 March of 2020. She shared the information she got with UoH in general and her colleagues at IRO by writing a report.

The following is the outline of her report as she mentioned that the internship helped her to:

- 1- Learn to achieve the goals of our internationalization Strategy we need to have a team of experienced people and policy advisors and each dedicated to a region .
- 2- find a strategic partner it will take time and effort at least 5-8 years
- 3- have and build new relations each university needs to send its staff members to the Educational Fairs and International Conferences in order to make contact with representative of Universities. Our university has to be specific in choosing a partner which will have the same academic level like our university and also the programs of study which are somehow similar in terms of course descriptions and learning outcomes of the students. Academic calendars and language of instruction is always to be considered before any exchange or mobility program, besides it is better to have one partner in each country and not more and start the exchange with small numbers like two for each to see if it works or not.
- 4- have a successful exchange, the contact person or coordinator at the faculty

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level is always required. Besides, the involvement of faculty members or Board is also a must because they are doing the academic part.

- 5- engage with society is part of the study at Hanze university and you have to do something like cleaning the Environment and it is compulsory and the student get credit for it, we can also do the same according to our culture need.
- 6- familiarize with International Credit Mobility ICM which we can get benefit from as University of Halabja and also some other funding programs like Horizon 2020 for research. We will inform our researchers regarding these funds and as well as encouraging them to apply for it.
- 7- Know that Groningen University is paying attention to the social events and arrange a number of events for international students and new employees at the University to familiarize them with the University regulations, discipline and atmosphere, also what the university expect them and what they do expect from the university.
- 8- Realize that Advertising and Marketing is one of the essential tools for internationalization and attracting international students for example they have Masters day event yearly.
- 9- Apply for a job, it is important to have international experience which encourages students to go on an exchange program. Even if they don't have enough money, the Government will give loan to them and they can repay back when they have a good job, which we don't have it at all.

Strategic Planning Workshop

On January 23rd, 2020, Directorate of International Academic Relations in cooperation with the Directorate of Quality Assurance at the University of Halabja hosted a full-day workshop entitled Strategic Planning Workshop: Winter Leadership Meeting.

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The purpose of the workshop was to bring together a variety of policymakers at the University of Halabja to learn about and identify opportunities for supporting and expanding active and sustainable implementation of the Strategic Internationalization Plan from 2020 to 2024. The 40 workshop participants represented five colleges and related academic and administrative units of the university.

The keynote speech was delivered by the president of the university. The president presented the case for greater emphasis on the opportunities that the university has to implement the components of the strategic plan of the university.

The balance of the day consisted of interactive small group and plenary discussions in which the participants identified a need for ‘top-down’ support (leadership and funding) and ‘bottom-up’ implementation of a sustainable implementation of the university strategic plan. They also recommended that the university should formally recognize essential contextual considerations of how to instill confidence in the capacity for sustainable implementation of the internationalization initiatives in order to make a difference and how common objections to sustainable university internationalization can and have been overcome.

The UoH filled Questionnaire on Kurdish IROs & existing needs in preparation of trainings in WP3.4

The questionnaire was designed to establish information on the International Relations Offices (IRO) set up by Kurdish partner HEIs in the course of the TIGRIS Project as well as to identify existing needs of Kurdish partners that should be addressed in the upcoming trainings for Kurdish IRO staff in WP3.4.

Our IRO staff as a team worked hard to fill in the form. The form included a number of questions regarding the number of staff who currently work at IRO and giving their names and responsibilities in IRO and also indicating the level of English language

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proficiency of individual staff members working in the IRO, how many full-time equivalents (FTE) does the IRO comprise?, etc.

Besides, during the first day of the training workshop, Mr. Jakob discussed this topic with the staff of each Kurdish partner university of TIGRIS. In general, UoH questionnaire was very good and well filled out but Mr. Jakob has comments on our institution chart which is to show the structure of IRO because we did not highlight the IRO's relation to and interactions with other central units, e.g. the presidency, unit for curriculum development, research, marketing, etc.

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Administrative Reporting

First, preparing and filling out all the supporting documents regarding the three mentioned events like support letters, etc.

Second, filling out all the Timesheets and Joint declarations for (Administrative) and (Technical) Staff costs. Then, After checking the mentioned documents by Mr. Jakob and Ms. Laura, they informed us that the forms are correct except for a few routine mistakes. UoH has not withdrawn the allocated budget for the mentioned Timesheets yet because KRG government place the cities on lockdown to halt the spread of coronavirus.

Financial Reporting

- ✓ The UoH spent the allocated budget which was (**760 €**) for the UoH participants in the Second Annual Dissemination Conference in Sulaimani.
- ✓ The UoH spent the allocated budget which was (**5130 €**) for the UoH participants in The Training on European Credit Transfer and Accumulation System (ECTS), TIGRIS Training Workshop for International Relations Managers & Officers.

No Suggestions as well as current risks, issues, needs identified



3.11. The 5th Bi-annual partner report submitted by Araz Mohammed Ismail, University of Raparin (UoR)

Introduction

The reporting period for this report ranges from October 15th, 2019 to April 15th, 2020.

Following the approval of the strategy for internationalisation by the university council in August 2019, the university president as head of the decision-making body met with the main stakeholders who will be responsible for implementing the strategy.

Administrative Reporting

In terms of administration, the University of Raparin has recently expanded the committee for internationalisation to accommodate for all the colleges and departments, which are expected to embark on the Bologna process. There are now more people at the university directly involved in the implementation of the goals of the project. In the last meeting headed by the university president, it was also decided to involve students in the project, especially at the departments which have already started implementing the ECTS. We thought we have not been able to evaluate our steps from the students' perspective, but now few students are carrying out a research project aimed at just that: the evaluation of the Bologna process at UoR from the perspective of students. We will invite the researchers to share the findings of their survey with the internationalisation committee so that we will have a better grasp of areas we have to work on more.

In terms of participation of project activities, UoR has participated in all the events during the time period of the current report, namely the Questionnaire for the establishment of a Network of Kurdish Internationalisation Practitioners, an online project management meeting in February, Data Collection on IRO offices, a Tigris Training for IRO staff at UOGE followed by an internship at Leuven University, and a Tigris Training on the Bologna by the Tuning Academy in Groningen. However, the participants are still not back to work to share the experience and the knowledge they have gained. During the Bologna training by Tuning Academy, UoR's representative asked for permission to translate three books by Dr. Robert from the academy, who kindly granted us the permission to translate and publish the books



and share them with the Tigris partners, which we think will be very good sources for all Kurdish HEIs.

Financial Reporting: As of April 10th, 2020 the University of Raparin has claimed (with correct documents) the money for the first reporting period. We still have to prepare a few more timesheets to cover some of the tasks done in the same period, to make sure we keep balance in spending the project staff money over the three-year timespan.

Also, we have purchased the second tranche of equipment in terms of laptops and software, and we have claimed the money with the receipts given to the Coordinator in the original copy. Recently, we also bought the MSQL server database and have it ready for installation, which was halted due to the outbreak of the Coronavirus. All in all, UoR has now claimed all the money for equipment. However, there is still a large portion of staff costs which we need to claim, in particular in the manager category.

Suggestions as well as current risks, issues, needs identified

Each reporting period has its own risks, and this one is no exception. Some of the risks are at the university level, others project-wise. Probably, the biggest risk for the project at the time of this reporting is the outbreak of the Coronavirus pandemic, for not only it has prevented us from working in the office, but it has also proven a real challenge to all internationalisation efforts. Should this situation continue into the summer, the project consortium might have to consider postponing some of the activities envisaged to take place before October 15, 2020. Another risk is a lack of ownership of the project, as well as evaluation of outcomes. It might be time for the project consortium to look back at the last two and a half years of the project's life and try to see how much of its goals have been met. Of course, a lot progress has been made, and very important steps taken and decisions made. Yet, if we do not wrap up everything at this level, it is always possible for certain things to slip through without being accomplished.

At the university level, the biggest risk that can be seen in front of the project is what the future holds for the strategy for internationalisation. Drafting, finalising and even approving the strategy is all one thing; implementing it, however, is another. By the end of the project

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all the partners will have a strategy, an implementation plan too, but how many will actually lead the university in a direction to fit in with and underpin that strategy?

Hence, I recommend that UOGE arranges an online meeting with members of the consortium in which they will be asked to present their respective strategies, but will also explain how they are already thinking about its implementation.



3.12. The 5th Bi-annual partner report submitted by Bakhtiar Aubaid Sharif, Sulaimani Polytechnic University (SPU)

Introduction

- A. The period of preparation of this report ranges from 15 October 2019 to 15 April 2020 and includes all the activities that take place during this period at Sulaimani Polytechnic University.
- B. This is the fifth periodic report of Sulaimani Polytechnic University, which explains the administrative and financial aspects of the Tigris project.

Administrative Reporting

- a. Presenting and nominating three university members in November and assisting them to obtain a visa to participate in the March 2020 workshops.
- b. Two staff members from the Sulaimani Polytechnic University participated in the workshop on 2-6 March. 2020 at the Georg-August University Gottingen.
- c. One staff member from the Sulaimani Polytechnic University participated in the workshop on 2-6 March. 2020 at the University of Groningen.
- d. One staff member from the Sulaimani Polytechnic University participated in the workshop on 9-13 March. 2020 at the Masaryk University.
- e. Sent the Implementation Plan of Internationalisation Strategy Sulaimani Polytechnic University to Dr. Uwe Brandenburg at 5th April 2020.

Financial Reporting

Receive the second instalment of the project budget in 18/11/2019.



Suggestions

We propose changing the dates for the Symposium and conference that previously scheduled.

We propose to extend the project for a period of two months to replace the lost period due to the outbreak of coronavirus.

No details of finance administration or co-financing provided.

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3.13. The 5th Bi-annual partner report submitted by Vian Mahmud Abdullah, Ministry of Higher Education and Scientific Research (MHESR)

MHESR did not submit a report in time.

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3.14. The 5th Bi-annual partner report submitted by Dr. Nageb Rassam, Erbil Polytechnic University (EPU)

EPU did not submit a report in time.



3.15. The 5th Bi-annual partner report submitted by Jakob Hedderich, Göttingen University (UGOE)

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 15th, 2019 to April 14th, 2020.

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.

Administrative Reporting

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

Activities and outputs in Work Package 6

In Work Package 6, UGOE as **Work Package Leader**

- continued the collection as well as extensive reviewing and consultation activities on supporting documents;
- supervised the acquisition of servers and literature on internationalisation; for this, reviewed the list of literature to be purchased by Kurdish partners;
- continuously informed partners about their individual budgets to be claimed for participating in workshops and project activities such as the Annual Dissemination



Conference 2019, Trainings and Internship conducted in WP3.4 at UGOE, RUG, MU, KUL);

- supervised the organisation of the 3rd TIGRIS Project Symposium (Regional PMM) to be hosted at UOH 09.04.2020 and managed with Kurdish partners the rescheduling of the event due to the Corona crisis;
- conferred with the EACEA on issues caused by the Corona crisis and related to the implementation of the project and management of the grant;
- completed the transfer of the 2. Prefinancing to partners;
- held a project management meeting with all Kurdish partners and GII on 06.02.2020;
- started audit preparations;

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;
- drafting posts for project activities such as the 2nd Annual Dissemination Conference and training workshop in Göttingen;
- coordinated with KISSR on the TIGRIS newsletter; for this, reviewed and revised newsletters submitted;
- together with KISSR and DPU developed a concept for the Management Information System; for this, held a dedicated online meeting with KISSR and DPU on 20.02.2020
- drafted a tender for the Management Information System and managed the review and revision process of the tender draft;
- worked with KISSR on the establishing the Network of Kurdish Internationalisation Practitioners; together with KISSR developed a first concept for the network, for this developed, conducted and evaluated a survey for Kurdish partners; after survey, developed a revised concept of the network;
- revised the draft of the inter-institutional cooperation agreement to establish the Network of Kurdish Internationalisation Practitioners submitted by KISSR;



Activities and outputs in Work Package 4

In Work Package 4, UGOE

- submitted the 5th Bi-annual Partner Report to UOS on 14.04.2020;
- conducted 2 QA meeting with the TIGRIS Quality Leading Team (GII & UOS) on 14.02.2020 and 25.03.2020;
- reviewed and revised the Assessment Report on the 4th Bi-Annual Partner Reports submitted by UOS on 04.02.2020;
- worked with GII on the TIGRIS Quality Assurance Mechanism.
- worked with QLT on data collection to be used in final reporting; for this, developed a reporting template for Kurdish partners;
- coordinated with the External Quality Expert on the evaluation reports on the institutional and ministerial strategies developed (WP4.2) and reviewed and assessed the final report;
- developed the evaluation surveys for the trainings and internships held in WP3.4; disseminated the surveys to the participants of the trainings and internships;

Activities and outputs in Work Package 3

In Work Package 3, UGOE

- reviewed and revised the recommendations on university research project management and talent development drafted and submitted by KUL; dissemination of final deliverable to partners;
- reviewed the draft for the action plan for cooperation with the EHEA and ERA submitted by RUG;
- coordinated with partners to implement the trainings and internships in WP3.4.; for this developing a time schedule and developing, conducting and evaluating survey for Kurdish partners for need analysis and collection of data;
- managed the nomination of participants for the trainings and internships in WP3.4, for this devising eligibility criteria for participation;



- developed a training programme for Training Workshop for International Relations Managers and Officers and conducting the workshop at UGOE from 02.-06.03.2020.
- managed post-preparation of trainings in WP3.4 as well as Corona-related issues prior to and after the mobilities in WP3.4; for this, providing advice and support to Kurdish participants, especially those stranded in EU and coordinating with hosts and home institutions.
- monitored and coordinated with the WP3 Leader GII on the progress and implementation of the WP3, namely the finalisation of strategy development and development of implementation and quality plans for the intl. strategies developed;
- in collaboration with GII conducted reviews and revisions of implementation and quality plans of KISSR, DPU, UOR, SU, EPU, UOS, SPU (ongoing);

Activities and outputs in Work Package 2

Work Package 2 was completed in 06/2019 will all trainings and workshops implemented, therefore no further activities are to be reported.

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.

Co-Financing



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

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

Due to time having already progressed, unclear if deliverable can be produced.

Corona pandemic

The Corona pandemic and counter measures taken by national governments will impede heavily on the implementation of the TIGRIS project in its final year.

Although the situation is developing, it is more than likely that no further intl. mobilities can be implemented impacting on the Peer Review Visits to Kurdish IROs scheduled for 06/2020 in WP4.3 and the final Dissemination Conference scheduled for 09/2020 in WP5.3. If the 3rd TIGRIS Project Symposium can be implemented as a physical meeting is also questionable. Where possible, virtual meetings must serve as a substitute.

Apart from mobilities, the Corona pandemic also impedes on project implementation in many other ways such as the ability to work from home and increased workloads due to crisis-related measures at individual partner HEIs resulting in reduced productivity of the staff working on the project.

Financial administration of the project and the grant

Submission of supporting documents by partners, especially submission of Time-Sheets for claiming staff costs, is still lacking rendering the management of the grant more and more difficult. In addition, not all Kurdish partners have completed the acquisition of equipment and literature on internationalisation.

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Transfer of Good Practices
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