APPRAIS

governAnce, quality, accountability:
a Piloting Reform PRrocess
in kurdistAn reglon of Iraq

1st Partners Meeting in presence

Salaheddin University-Erbil, Kurdistan region of Iraq

(hosted by the Ministry of Higher Education and Scientific Research in KRG)

29-30 November 2021

MINUTES

Co-funded by the
Erasmus+ Programme
of the European Union

Project:	APPRAIS *«governAnce, quality, accountability: a Piloting Reform pRocess in kurdistAn region of Iraq»*
Event Title:	1st Partners Meeting in presence
Date of the meeting:	29-30 November 2021
Time:	9:30 am – 16:30 pm CEST
Minutes by:	Silvia Marchionne, UNIMED Project Manager and APPRAIS coordinator
Venue of the meeting:	Salaheddin University-Erbil, Kurdistan region of Iraq

Objective of the meeting:

The main purpose of this 1st Partners Meeting held on November 29-30,2021 was to update all the partners on the progress of the activities implemented so far in the past 8 months after the Kick-off meeting and to plan the next steps to be taken in the first half of 2022. In particularly, the meeting was focused to present the work conducted and finalised in WP1, to launch the WP2 and to present the next steps in all other WPs. Indeed, this was the first meeting in presence since the beginning of the project and it was the first opportunity for the partners to meet each-others and plan together activities for the 2022.
Besides the partnership meeting, a first round table has been organised by the Ministry of Higher Education and Scientific Research in KRG on the morning of Monday 29 November 2021, aimed at presenting the APPRAIS project also to universities non partners of the project and present the current status of the art about the Bologna process implementation in Kurdistan region of Iraq.

In annex I, there is the agenda of the 1st Partners Meeting, in Annex II the Participants list and in Annex III the group pictures. The two days meeting were conducted in a hybrid modality with some EU partners connected online: Oslo University and Murcia University as well as the project External evaluator. All the other partners, Pisa and Evora universities, UNIMED and all the Kurdish partners were present in Erbil.

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Summary of the main points of the Round Table:

"Autonomy, good governance and quality assurance: a Roundtable with Kurdish Universities"

Monday 29 November 2021

Morning session

For the first time since the APPRAIS project started in January 2021, the Partners meet in Erbil on November 29 and 30, 2021. Following the willingness of the Ministry of Higher Education and Scientific Research in the Kurdistan region of Iraq, a Roundtable has been organized with the Presidents and staff of more than 15 Kurdish universities. The Roundtable is a momentum for dissemination and an occasion for sharing good practices and experiences about autonomy, quality assurance and good governance.

During the welcoming speeches, Dr. Mohammed Hussein Ahmed, Director General and Head of the Apparatus of Supervision and Quality Assurance at the Ministry of Higher Education and Scientific Research KRG, highlighted the importance of a quality Higher Education system for the advancement of the Kurdish region and the willingness to reform the HE framework as well as changing the culture of education in Kurdistan, to meet international standards and implement new practices of mobility, learning and recognition. The conference is part of the fundamental reflection on the quality of Higher Education, stated Professor Katherine Isaacs from the University of Pisa and member of the Bologna Follow-up Group, and internationalisation is a key tassel for cooperation, dialogue and advancement, added Marcello Scalisi, Director of UNIMED

The Roundtable aims to showcase experiences and hear the voices of Kurdish universities on the reform process, granting continuity and consensus. The discussion is organized in two sessions:

- Panel 1 Bologna process implementation and Higher Education Governance System in Kurdistan: perspectives and challenges
- Panel 2 Strengthening good governance and institutional autonomy for a more accountable, innovative and responsible university

Participants to the Roundtable come from the APPRAIS project partners and other Kurdish universities, involving Presidents, Vice-Presidents, Directors of Quality Assurance offices and International Relations offices, and other strategic figures at the university. Moreover, the Higher Committee for Bologna Process

at the MOHESR-KRG was also invited to attend the conference, to advance in the implementation of practices related to the Bologna process pillars.

Monday 29 November 2021

Afternoon session

WP8 Management

The partnership meeting started with a focus on Work Packages 8, meaning on Project Management by Ms. Silvia Marchionne on behalf of the UNIMED Team. She gave a special focus on the operative management of the project, by reminding the purpose of the meeting which is updating each other about the project activities from the last 3 months, from the online KoM and the other online meetings, share with all the partners the main findings of WP1 and validate them; Kick-off the WP2 "Definition of a roadmap for a better university governance and implementation of bologna process at KRI HEIs "; plan the WP3 and WP4 training activities and agree on the schedule and calendar, consolidation of WP5 objectives and work plan and of course an update on the transversal work packages (WP6, WP7 and WP8).

Ms. Marchionne congratulated with the partners, because despite some delays in time schedule especially for WP1, due to the covid crisis, no blocking issues are reported. She mentioned that four milestones have been achieved so far:

- Kick-off meeting and WPs sessions (Online, 2-3 February 2021 and 8-9-10 March 2021)
- Establishment of the steering committee, assembly of partners and working groups
- 1st Online Virtual mid-term meeting on 5 July 2021

The project coordinator gave a short overview of each WP about what has been done and what has to be done without entering into details, since then each WP is well presented by the WP leaders.

After the operational management, the Financial Coordinator of the project, Mr. Orlando Luca, took the floor connecting online by reminding the budget categories present in the project and reminding the UNIMED has the centralised budget for travel and cost of stay. In particular he explained how it works the centralised management by UNIMED of this budget category and underlined the supporting documents needed (ITR; boarding pass; pictures; attendance sheets, minutes of the meetings etc). He also gave a focus on how the reimbursement for travel will be done during the project life and finally gave a brief overview about the equipment item, anticipating that on December 7th, a dedicated financial webinar on the equipment will be organised online to attend by all the partners. Finally he introduced the overview on the sub-contracting costs and on the reporting period for the staff cost by the partners.

WP7 - Dissemination and Exploitation

Dr. Muhammad Duhoki, from Duhok Polytechnic University, leader of the WP7 presented the activities under the WP7, with the collaboration of Martina Zipoli, from UNIMED as co-leader. DR. Duhoki presented the aim of dissemination and exploitation which is to ensure the visibility and communication of its actions and results vis-à-vis the main target groups as well as towards all those stakeholders who can be positively impacted by the exploitation of the same results. Duhok Polytechnic University presented the dissemination and exploitation activities, which are very interrelated to communicate with the target audience, make results visible, engage stakeholders and facilitate further use of the project outputs. He informed the partners that ppromotional materials are available, in addition to the templates with the graphical identity of APPRAIS:

- Postcard
- Brochure
- Roll-up
- Word document template
- Deliverable template
- PowerPoint presentation template

Further materials will be needed in the next months to disseminate training activities:

- Training brochure
- Leaflet

He also informed the partners that the website of the project will be translated into Kurdish language, he remembered the partners that a page on the institutional website to present the APPRAIS project (a must-have) and anticipated that a newsletter for the project will be created as well as some social media will be used. Ms. Zipoli from UNIMED, presented instead the main sections of the website, the news section about" APPRAIS in the news" where all the articles and news by the partners on the project activities can be collected and stored there.

WP6 – Project Quality and Evaluation

The meeting for the first day finished with the presentation on the state of the art on the Work Package 6 Quality and Evaluation by the leader of this WP, Dr. Nabil A. Fakhre from Salahaddin University and Dr. Barzan Hama Kareem, co-leader of Halabja University. They presented what was done so far:

1) Validation of the Quality Plan by the Quality Committee and finally sharing with the Steering Committee
2) communicating the decision of the Quality Committee for the name of the External evaluator

3) sending the evaluation questionnaire to the participants of the KoM and Partnership Meeting in February, March and July in order to evaluate the three meetings as requested by the project and the quality plan

It was presented the table of contents for the Quality plan shared with all the partners in July and finally approved in October, the composition of the Quality committee was also shared again with the partners and it was presented the procedure for the selection of the external evaluator that has been carried out between May and June 2021. At this purpose, the WP6 leader gave the floor to Mr. Roberto Righi, External evaluator of APPRAIS, he was connected online and he presented his first draft of the external evaluation plan. He also announced that an evaluation survey will be shared among all the participants for the round table with the aim to assess the satisfaction about the first dissemination conference of the project.

Tuesday 30 November 2021
All the day

WP1 – Needs analysis

Dr. Rund Hammoudi, Leader of WP1, from Duhok University, presented the results of the WP1:

- Report Stock taking of governance framework including Glossary
- Report on the field visits in KRI provinces, which have been replaced by the working groups on governance pillars that were hold on this day
- Final report of the update needs analysis (desk-research, self-assessment and working groups)

In particular she presented the Glossary as a tool to explain and standardize concepts and terminology, to make understandable to everyone the used language and to have all the same level of knowledge on the main topics of APPRAIS.

She reminded that University of Pisa, University of Oslo, University of Murcia, University of Evora and UNIMED have shared the responsibility of drafting the Glossary from April to June 2021, with a first presentation on July 2021 with editing in September 2021 and finally sharing with all Partners for validation in November 2021. Some copies of the Glossary were distributed during the meeting. She announced the proposal to translate into Kurdish the Glossary and to create and interactive online version of the Glossary on the APPRAIS website.

Further, the main results on the WP1 self-assessment were presented following the self-assessment sessions held online between UNIMED and each Kurdish university between June and July 2021.

Martina Zipoli from UNIMED introduced now the working groups and the main objective: to discuss the main results emerged from the WP1 analysis and self-assessment in order to validate them and finalise the WP1 report.

For the results of these working groups, please see the report on the field visit (working groups) of WP1 (T1.3.)

WP2 - Roadmap for Bologna process implementation in Kurdistan region of Iraq

Following the plenary session where the results of the working groups were shared by each rapporteur, there was a presentation about the work plan on WP2 by the Evora University, leader of the WP and by Charmo University, co leader. This latter in particular explained why Bologna process is essential for Kurdish higher education system by mentioning that Kurdistan needs to ratify the application of Bologna system as a best strategy and make a Declaration to integrate the system into a global educational space and to acquire certain political and economic benefits by 'turning to Europe' "Europeanization".

Dr. Pshtiwan from Charmo University presented some of the core questions in designing the roadmap for WP2:

1. Why are there frequent attempts to discredit Bologna process in the eyes of students and teaching staff?
2. Bureaucracy and the academic community are not willing to carry out reforms.
3. Conduct a survey among the partner (non-partner) universities to examine the level of awareness of what is Bologna Process and its objectives.
4. What are the differences between the old system and Bologna System?
5. Should implementing Bologna Process be the same as that of Europe? Do they have the same objectives?
6. How has BP been brought and implemented to Kurdistan, is it an individualistic and or systemic effort?
7. Is there a general framework for the implementation of Bologna Process published by Ministry of Higher Education?
8. What are the obstacles? Are kurdish universities ready for it? How to localize BP?
9. Who is monitoring and evaluating the BP? Is it the ministry, an independent board? Or a European agency should do it?
10. How to overcome the challenges of BP?
11. How to improve and accelerate the process?
12. little systematic knowledge gathered about which countries outside of Europe have responded to the BP and why they do so
13. Should we look beyond Europe and to engage in cooperation with other regions?

He also added that a double survey will be prepared and shared with all the partners address to the teachers on one side and to the students on the side, the answers to those questions will certainly help to understand the current situation of the Bologna process implementation, the main obstacles and challenges.

He finally reminded the partners the main pillars for Bologna process:

1. Introduction of the European Credit Transfer and Accumulation System (ECTS);
2. Create the Diploma Supplement to graduates;
3. Transition to the three-cycle system (Bachelor, Masters and Doctorates);
4. Promotion of mobility of students, faculty, and administrative staff;
5. Provision of quality assurance mechanisms; and
6. Finally, creation of the European Higher Education Area (EHEA) in Kurdistan taking into account each stage in the deliberate realization of a new education reform.

Following this presentation, the leader from Evora University thanked the colleague from Charmo for this very useful insight and stressed the importance to understand where Kurdish HE system is in terms of Bologna process adaptation in order to better design a roadmap template for the Kurdish universities which is the objective of the WP2.

WP3 - Strategic Planning, Management and Quality Assurance: Capacity Building action

With regards the WP3, under the coordination of Pisa University and the co-leader Sulaimani University, it was presented the general plan of trainings: three training activities have to be organised according to the plan, for the benefits of the 8 Kurdish HEIs and the Ministry : A first training week to be hosted by Oslo University from May 9-13, 2022 (T3.1), dates to be confirmed where 32 representatives from the 8 KRG university will attend, about university governance, strategic planning, quality assurance, accreditation and external evaluation, social responsibility.

A more practical and operational training has to be organised as a second training activity. The WP3 leader presented the original plan that foreseen the organisation of three small workshops of 1 day and half each in the three KRG provinces. During the discussion, the partners raised their concern about the efficiency to have three different workshops with divided groups of universities, they have suggested indeed to have only single training to be organised at the University of Sulaimani since they are co-leader of the WP3 to be held in mid-June. The project coordinator, Ms. Silvia Marchionne, informed the partners that a first prior authorization would have been needed from the Project Officer in order to proceed with the organisation. The rationale behind the Sulaimani training was to allow all the Kurdish universities to “learn by doing” all together around pivotal topics: strategic planning, the definition of learning outcomes, the transition to the ECTS system, the definition of the core features of the QA software for research and third mission, the QA

mechanisms on specific actions, etc. Finally, the WP3 saw the organisation of a field visit in Italy (Pisa) and Portugal (Evora) which is more on-the-job training aimed for Kurdish staff to meet the European counterparts (Heads of departments, Deans and Vice Rectors , responsibles of QA and other relevant university staff) where they can have the opportunity to compare their ways of implementing procedures and mechanisms in key areas such as the implementation of quality standard, the management of the internationalisation units, the management of research activities. The field visits should be very practical with a number of visits at the main university offices with the purpose of sharing experiences and go in depth into the institutional mechanism, to fully understand how to implement in practice the university procedures and strategic decisions.

WP4 - Bologna process implementation at KRI Universities: Recognition of credits and learning mobility

Following the presentation about the WP3, it was the turn of the two leaders of WP4, Prof. Maria Periago from Murcia University, leader (online connection) and prof. Yaseen Mustafa from Zakho University, co-leader (in presence in Erbil) who have jointly presented the work plan foreseen by the WP4 to be launched in the next year.

First all, they remember the overall objective of the WP which is to provide an efficient support for the implementation the Bologna process in KRI universities, particularly related to the recognition of credits and learning mobility and to try to facilitate or improve the exchange of students in the KRI universities, providing training for the implementation of mobility programme, for both outcoming and incoming students. Then, the leader presented the three main activities to be realised in this WP: the field visit at UNIMED premises in Rome and at Murcia University to transfer best operative practices to the KRI universities. The second main result is the production of a Massive Open Online Course (MOOC) which will enhance and multiplicate the training effect because it will reach further international universities staff in Kurdistan region and will be also used as teaching tool for the training activities of WP5.

Finally, the last result for the WP4 is the preparation of a Training Handbook, which aims at providing information about governance and Bologna process implementation. The EU experts will work in collaboration with KRI partners on the elaboration of a “Good Governance Guidelines Handbook”.

WP5 Restitution and harmonization phase towards a Shared Strategic Plan for University Reform

Finally, the last WP of development which is coordinated by the Ministry of HE in Kurdistan and the University of Garmian was presented according to the work plan of the project application.

This WP will be start only in February 2023, therefore the co-leader Garmian University, in the person of Dr. Omer-Bali Ahmed Tawfik, presented what is planned. In particular he mentioned that three main tasks:

T5.1 Restitution event preparation at the Ministry in Kurdistan (Erbil) where the WP5 will be launched

T5.2 ToT at institutional and national level at each HEIs in Kurdistan

T5.3 Definition and Validation of Institutional Strategic Plan for University reform

The main aim of the restitution event at the Ministry is to present the training results from the previous WPs and to share the respective experiences and learnings and to transmit and build this logic of complementarity between all the beneficiaries. Following this workshop, the harmonization phase is launched and in the logic of "cascade" training. This training should follow the logic undertaken since the start of the project. Training at the local level will be intended for at least 20 people from the university, as a priority among the personnel involved in the various bodies involved in developing the strategic planning, quality assurance directorate, IROs, administrative management project. Trainers will be able to use the training material developed as part of the WP3 training activities as well the online platform (MOOC) and guidelines handbook. Finally, the last result for this WP5, is to ensure the definition of a Shared Strategic Plan for University reform among the involved stakeholders for each university that would be validated by the leadership of each university and by the Ministry. This strategic plan will be based on the planned roadmap defined in WP2.

The UNIMED project coordinator, Ms. Silvia Marchionne, after the presentation of all the WPs, summarizes the main deadlines for the next months in particular related to the progress of the WP2 activity and the launching of the training activities in WP3. She thanked all the WPs leaders and co-leaders and of course all the partners for their contribution and active participation, both in presence and online.

The meeting has been concluded at 4:30 pm Erbil time.

ANNEX I / Agenda

APPRAIS

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in kurdistAn region of Iraq

1st Partnership Meeting

Erbil, 29-30 November 2021

AGENDA

Venue of the two days:
Cultural and social centre of Salahaddin University-Erbil
42VC+445, Erbil, Kurdistan region of Iraq

Co-funded by the
Erasmus+ Programme
of the European Union

Monday 29 November 2021

10.00-16.30 (Erbil time)

10.00 – 10.30	**Greetings and introduction to the APPRAIS Round Table** **Mohammed HUSSEIN AHMED**, Representative of the Minister of the Higher Education and Scientific Research KRG **Marcello SCALISI,** UNIMED Director **Ann Katherine ISAACS,** University of Pisa, Bologna Expert (online connection)
10.30 – 11.15	**1st Panel of the Round Table:** ***Bologna process implementation and Higher Education Governance System in Kurdistan: perspectives and challenges*** **Mohammed HUSSEIN AHMED**, Director General and Head of the Apparatus of Supervision and Quality Assurance, Ministry of Higher Education and Scientific Research KRG **Jawhar Fattah SAEED**, President of Salaheddin University **Ridha Hassan HUSSEIN**, President of Sulaymania University
11.15 – 11.30	***Coffee Break***
11.30 -12.30	**2nd Panel of the Round Table:** ***Strengthening good governance and institutional autonomy for a more accountable, innovative and responsible university*** *UNIMED Network and its role of promoting university governance* **Marcello SCALISI**, UNIMED Director *Overall presentation of APPRAIS project* **Silvia MARCHIONNE**, UNIMED Project Manager and APPRAIS coordinator *HE structures, differences and impact that institutional governance has on quality and decision-making processes* **Marco ABATE**, Pro-rector for teaching University of Pisa **Salah Raza SAEED**, President of Charmo University **Soumodip SARKAR**, Vice-Rector for Innovation, Cooperation and Entrepreneurship, University of Evora
12.30 -13.30	***Debate and conclusion***
13.30-14.30	***Lunch***

14.30-14.40	**First part of the APPRAIS Partnership Meeting** **Brief overview on APPRAIS project: Where we are and next steps** **Silvia MARCHIONNE,** UNIMED Project Manager and APPRAIS coordinator
14.40-15.00	**Overview of the transversal WPs:** **WP8 Management (operational, financial and administrative aspects)** By UNIMED staff
15.00-15.45	**WP6 – Project Quality and Evaluation** **Presentation on the progress of the WP and next steps:** **The composition of the Quality Committee, the Quality plan and the report on the results of the KoM and online PM questionnaires** University of Salaheddine & University of Halabja **External evaluation: Presentation of the External Evaluation Plan** APPRAIS External Evaluator, Roberto Righi
15.45 - 16.15	**WP7 – Dissemination and Exploitation** **Presentation on the progress of the WP and next steps:** **The dissemination plan, the website, the promotion material and dissemination activity by the partners** Duhok Polytechnic University & UNIMED
16.15 – 16.30	**Wrap up and conclusions**

Tuesday 30 November 2021

09.00-16.00 (Erbil time)

09.00 – 09.15	**Greetings and introduction to the 1st Partnership Meeting of the project** **Mohammed HUSSEIN AHMED**, Director General Head of the Apparatus of Supervision and Quality Assurance, Ministry of Higher Education and Scientific Research KRG **Marcello SCALISI,** UNIMED Director
09.15 – 10.15	**WP1 – Update of Needs Assessment** **Presentation of the WP1 results:** • **The University Governance Glossary** • **Report on the State of the art on the desk research and self-assessment results** University of Duhok & UNIMED
10.15 – 10.30	***Coffee break***
10.30 – 12.00	**WP1 – Update of Needs Assessment** **Working groups to discuss and validate the results of WP1** University of Duhok & UNIMED with all the partners
12.00 - 13.00	**WP1 – Update of Needs Assessment** **Restitution phase in plenary session with all the partners**
13.00 - 14.00	***Lunch***
14.00 - 14.30	**WP2- Definition of a roadmap for a better university governance and implementation of Bologna process at KRI HEIs** Presentation of the WP2 work plan and discussion about the roadmap (template, objectives, structure)

	University of Evora & Charmo University
14.30-15.15	**WP3 - Strategic Planning, Management and Quality Assurance: Capacity Building action** **Presentation on WP work plan, setting the calendar for the trainings and field visits** University of Pisa & Sulaymania University
15.15-15.45	**WP4 - Bologna process implementation at KRI Universities: Recognition of credits and learning mobility** **Presentation on WP4 work plan, discussion on the MOOC and the training handbook** University of Murcia & Zakho University
15.45-16.00	**WP5 - Restitution and harmonization phase towards a Shared Strategic Plan for University Reform** **Presentation on WP tasks, deliverables and timeline** Ministry of Higher Education and Scientific Research KRG & Garmian University
16.00	**Wrap up and conclusion of the 1st APPRAIS Partnership Meeting**

ANNEX II / Participants List

1st Partner Meeting in Erbil
29-30 November 2021

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Project Number:
618781-EPP-1-2020-1-IT-EPPKA2-CBHE-SP

Institution	First Name	Family Name	Role in the Institution
UNIMED	Marcello	Scalisi	Director
UNIMED	Silvia	Marchionne	Project manager
UNIMED	Martina	Zipoli	Project manager
Univerisity of Pisa	Marco	Abate	Pro-Rector for teaching
University of Evora	Soumodip	Sarkar	Vice-Rector for Innovation, Cooperation and Entrepreneurship
Salahaddin University-Erbil	Mohammed Azeez	Saeed	Erasmus+ Institutional Coordinator
Salahaddin University- Erbil	Nabil	Fakhre	Director of Quality Assurance Directorate
Salahaddin University-Erbil	Hardawan	Mahmoud	Member of Quality Assurance
Salahaddin University-Erbil	Manhal	Boya	Quality Assurance member
Salahaddin University-Erbil	Jawhar Fattah	Saeed	President
University of Sulaimani	Karzan Ghafur	Khidhir	Head of International Office/ project coordinator
University of Sulaimani	Ridha	Hussein	President
University of Sulaimani	Rezhen	M.Rashid	Head of Bologna Process
University of Sulaimani	Ava	Fatah	Director of Teaching quality assurance and curriculum development
University of Duhok	Rund	Hammoudi	Project coordinator
University of Duhok	Sarhat	Adam	Quality Assurance Director
University of Duhok	Lukman	Hasan	Vice President for the scientific affairs and postgraduate studies
University of Duhok	Dawood	Atrushi	President
University of Duhok	Ismail Amin	Ali	Lecturer, member of the higher committee for Bologna Process
University of Halabja	Barzan	Hama Karim	Direcot of International Relations office
University of Halabja	Mahabad	Abdullah	President
University of Halabja	Aram	Qadir	Quality Assurance Director
University of Halabja	Dana	Tahir	Vice-president for scientific affairs
Duhok Polytechnic University	Masood	Abdulrahman	Dean of Health and Medical Techniques college
Duhok Polytechnic University	Karzan Awni	Abduljabar	Quality Assurance Director
Duhok Polytechnic University	Aree	Abdulqader	President
Duhok Polytechnic University	Muhammad A.	Ahmad Duhoki	Director of International Relations
Duhok Polytechnic University	Bareen	Sadiq	Director of International Relations
Duhok Polytechnic University	Ahmed	Zeerak	Professor
University of Garmian	Ahmed	Tarkhany	Quality Assurance Director
University of Garmian	Ahmed	Omer-Bali	Director of the International Academic Relations and Media, and LEAR of the University
University of Garmian	Drivan Jalal	Bajalan	External Relations Coordinator / Director of Career Development Center
University of Garmian	Farhad Qadir	Zand	President
University of Zakho	Dler	Jameel	Quality Assurance Director
University of Zakho	Yaseen	Mustafa	Vice President for Scientific and Postgraduate Affairs
University of Zakho	Nazim	Jacksi	President
University of Zakho	Dlofan	Salman	Lecturer
Charmo University	Pshtiwan	Mohammed	Director of International Relations Office
Charmo University	Omed	Al-jaf	Dean of Charmo Center for Research, Training, and Consultancy
Charmo university	Salah	Saeed	President
Charmo University	Lanja	Hayder	Quality Assurance Director
Charmo University	Zhwan	Othman Ahmed	Director of Bologna Process
Ministry of Higher Education and Scientific Research-KRG	Mohammed Hussein	Ahmed	Director General & Head of the Apparatus of Supervision and Quality Assurance
Ministry of Higher Education and Scientific Research-KRG	Hawkar Rashid	Arab	Director of Quality Assurance and Accreditation

ANNEX III / Group Pictures