APPRAIS

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

2nd Partners Meeting in presence

University of Pisa, Italy

16-17 March 2022

MINUTES

Project:	APPRAIS *«governAnce, quality, accountability: a Piloting Reform pRocess in kurdistAn region of Iraq»*
Event Title:	2nd Partners Meeting in presence
Date of the meeting: **Time:**	16-17 March 2022 9:30 am – 16:30 pm CEST
Minutes by:	Silvia Marchionne, UNIMED Project Manager and APPRAIS coordinator
Venue of the meeting:	University of Pisa, Italy

Objective of the meeting:

The main purpose of this 2nd Partners Meeting held on 16-17 March, 2022 was to update all the partners on the progress of the activities implemented so far in the past 6 months and to plan the next steps to be taken until the end of the year 2022. In particularly, the meeting was focused to present the activities carried out in the framework of the WP3 launched in March 2022 and on the three transversal WPs namely WP6 Quality, WP7 Dissemination and on WP8 Management.

After each WP presentation by the leader and co-leader of the WP, partners had time to discuss, to rise questions and thus to share their views and feedback among each other in order to progress in the activity implementation, to know eventual obstacles and difficulties and more importantly to plan future steps to be taken.

All the 13 partners were present, except Charmo University team, and from the UNIMED Staff, Dr. Marcello Scalisi welcomed the participants and gave his greetings; Ms. Silvia Marchionne, Project Manager and

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project coordinator of APPRAIS introduced the purpose of this Meeting and the importance to go through each WP to better gain knowledge of the project and update all the partners on the progress so far achieved. The UNIMED staff has been also represented by Ms. Martina Zipoli, Project Manager and by Mr. Orlando Luca, Financial Manager of APPRAIS project.

Dr. Mohammed Hussein Ahmed, Director General, Ministry of Higher Education and Scientific Research KRG gave his speech to welcome all the participants and also congratulated with UNIMED and the University of Pisa to coordinate their efforts for organising this second in presence partners meeting. Despite the covid19 and the mobility restrictions that prevent the partners to move and to visit each other's, he underlined the great commitment and engagement of all the partners and the coordinator of the project for all the steps so far achieved and the great job accomplished so far. He also reiterated the Ministry support and collaboration for the success of the APPRAIS project and its willingness to share the results of the project with also other HEIs in Kurdistan non partners of the project. He wished then a successful meeting to the partnership. The welcome greetings have been delivered also by the WP3 Leader, University of Pisa, prof. Marco Abate who jointly shared his gratitude for the partners efforts in working actively and great enthusiasm in this project.

Besides the partnership meeting, a second round table has been organised by the University of Pisa on the morning of Tuesday March 16th, aimed at meeting the Kurdish universities with the local actors in the Tuscany region thus favouring possible synergies and cooperation.

In annex I, there is the agenda of the 2nd Partners Meeting, in Annex II the Participants list and in Annex III the group pictures.

Summary of the main points of the Round Table:

"The University of Pisa welcomed Kurdish Universities and the Ministry of Higher Education and Scientific Research to explore possible collaborations between HEIs, local authorities and stakeholders"

Tuesday 16 March 2022
Morning session

On March 15-16-17, 2022, the University of Pisa welcomed representatives from European HEIs, from 8 Kurdish Universities and the Ministry of Higher Education and Scientific Research of the Kurdistan region of Iraq for a three-days of work in the framework of the APPRAIS project. On March 16th the University of Pisa hosted a public conference titled "Priorities and challenges for a cooperation framework with Kurdish universities: Dialogue with the University of Pisa and local stakeholders" opened by the Rector of the University, Professor Paolo Maria Mancarella, and with the participation of representatives from the Regional Council of Tuscany, the Deputy Major of Pisa, the Research services of the University of Pisa.

The conference was opened by a speech from the Rector of the University of Pisa, Professor Paolo Maria Mancarella: "The opportunities to reinforce collaboration and interconnections are essential to deal with future challenges. Only cooperating on a shared framework allows distant countries to become closer. For

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over 30 years the University of Pisa has been at the forefront of the changes related to the Bologna Process in Europe, pursuing principles of openness to the outside and the global community". Second speaker of the day was Dr. Mohammed Hussein Ahmed, Director General and Head of the Apparatus of Supervision and Quality Assurance of the MOHESR of the Kurdistan region of Iraq. Dr. Hussein thanked the University of Pisa for the hospitality and welcome, and underlined that Kurdish universities are much looking forward to further collaborations in particular with universities in Italy to learn from their long-lasting experience. Third on stage to open the public conference was Marcello Scalisi, Director of UNIMED, coordinator of the project APPRAIS: "The way to avoid conflict (as it is unbelievably happening in Europe) and support mutual understanding is to improve our relations, working together to define future strategies for international cooperation, listening to each other's priorities and responding to common needs and challenges".

The day was also the occasion to commemorate the deaths occurred due to the chemical attack in Halabja in 1988, during the closing days of the Iran–Iraq War. Professor Mahabad Abdullah, President of the University of Halabja, asked the audience to join the Kurdish colleagues with a minute of silence.

The discussion was then split into two roundtables, the first one was titled Priorities, needs, strategies and challenges for a cooperation framework with Kurdish universities, chaired by Professor Marco Abate, Vice-Rector for Teaching at the University of Pisa. Dr. Hussein opened the discussion with a speech on enhancing the level of quality of the HE system as the top priority for the Kurdish universities: "We look forward to connect with relevant actors at local, national and international level". The will to enhance the dialogue between universities in the region was reiterated by Marcello Scalisi, who also stated the importance for universities (in Europe and in Kurdistan) to play a role in the global scenario and reinforce the strategic position that Kurdish HEIs may have, becoming more attractive to European colleagues, to international students and showing how strong Kurdish researchers and graduates are. Antonio Mazzeo, President of the Regional Council of Tuscany and President of AICCRE Toscana (the Italian Association for the Council of Municipalities and Regions of Europe) centered his speech on the importance to promote initiatives of mutual knowledge and collaboration, exchanges and twinning, between the local and regional authorities of the different countries of Europe and outside Europe, to try give active support to countries not associated with the EU for socio-economic recovery, the growth and prosperity and to respond also to issues of general interest of these countries such as globalization of the economy, fragility and increasing social inequalities, economic and environmental developments. On the conference panel also the President of Duhok Polytechnic University, Professor Aree Adel Abdulqader who highlighted the fact that the Kurdistan Region is rapidly growing especially from 2014 where the number of institutions has expanded dramatically. Despite the many challenges, Kurdish HEIs fully commit to academic improvement, raise the educational level and participation in international adventures. To conclude the first roundtable was Associate Professor Jesper Eidem from the University of Pisa who praised the Kurdish academics for their activism and collaboration: "After 2004 I was able to come back to Iraq and I was very surprised by the openness, efficacy and competence of the Kurdish colleagues and partners, it is always a great pleasure to work in such environment".

The second roundtable, titled international cooperation from different perspectives: Municipality, Region and University, was chaired by Professor Francesco Marcelloni, Vice-Rector for international cooperation and relations of the University of Pisa, and started with an opening from Raffaella Bonsangue, Deputy Mayor of Pisa City. Among the priorities for the future, the Deputy Major spoke of co-development as the key for the future, being international cooperation initiatives an inalienable element of Italy's foreign policy. "The 2030 Agenda has fundamentally changed the nature of international cooperation initiatives, deeply revising their purely solidarity-based nature, which was essentially based on financial aid, to convert it into a new vision of

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shared responsibility and programmed commitments for every country in the world". Second on the floor was Filippo Giabbani from the Council of the Tuscany Region, who highlighted the great tradition of international cooperation of the Tuscany Region, more and more intense in the past 20 years, which granted it the title of the top region in Italy for international collaborations. The recent focus is indeed on the large area of the Mediterranean, including the Middle-East. Last three speakers in the roundtable were: Francesca Zampagni of the Research services Unit of the University of Pisa, who presented the funding opportunities opened by Horizon Europe; Sumodip Sarkar, Vice-Rector for Innovation, Cooperation and Entrepreneurship at the University of Evora who delivered a speech on the relevance for universities to engage in collaborations with firms, local authorities, the municipalities, the private sector, for employability through internationalisation; Professor Ridha Hassan Hussein, President of Sulaymania University presenting the priorities of its university as an example of a starting point for factual collaborations in the Kurdistan region of Iraq.

The APPRAIS Partners took the occasion of the gathering in Pisa also to hold a workshop on the definition of a roadmap for a better university governance and implementation of Bologna process at Kurdish HEIs (see report D2.2 Consultative workshop) and to have the 2nd Partnership Meeting of the project (minutes below).

<div align="center">
Tuesday 16 March 2022
Afternoon session
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WP3 - Strategic Planning, Management and Quality Assurance: Capacity Building action

The first session of the 2nd Partners Meeting in Pisa was focused on the current WP3 and the next activities of WP4. Since a dedicated workshop was dedicated to WP2 on March 15th, and since the results and deliverables were presented during the 1st Partners meeting in Erbil in November 29-30,2021 and having accomplished the objectives of W1, the Pisa management meeting was dedicated more to the work of WP3 and on the transversal WPs that were presented on the day after, March 17th. Prof. Marco Abate, from Pisa University, leader of WP3, delivered to the partnership, together with his co-leader, Sulaimani University, represented by Dr. Karzan Khidir, the presentation on WP3 work plan and the next steps with a particular attention to: setting the calendar for the trainings and field visits, target groups, main content of the training. It was stressed again the main aim of WP3: provide training to selected internal staff of participating KRI universities and of the Kurdistan Ministry of Higher Education in strategic planning, university management and quality assurance according to the European Standards and Guidelines for Quality Assurance (ESG) and the Bologna process. Prof. Abate remembered that according to the needs' assessment of WP1, the training scheme should cover some or all of the following topics:

Strategic planning:
- university leadership and strategic planning;
- university autonomy and social responsibility;
- employability and the relation with the private sector;
- students' empowerment in decision-making.

University management:

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- Bologna process implementation;
- Management of quality assurance in research, third mission and students 'services

Quality assurance:

- evaluations and feedbacks in quality assurance;
- accreditation procedures;
- modernisation of teaching and learning practices;
- quality assurance in research;
- quality assurance in third mission;
- quality assurance in students' services.

Furthermore, he stressed the point that the training should be conducted via frontal lectures, comparative analysis of case studies, exchange of best practices, group activities, open discussions among participants. Finally, he presented how the training in WP3 will be performed in 3 steps:

T3.1 - 1st Training in Oslo, Norway

Organization: University of Oslo, Norway

Where: Oslo, Norway

When: May 9–13, 2022

What: one-week modular training

Participants: 4 representatives from each KRI university

(President, 1 vice-president, director of quality assurance, head of international relations office) and 4 representatives from the Kurdistan Ministry of Higher Education

Aim: provide a solid understanding of quality, governance, strategic organisation and quality assurance procedures from the point of view of the governing bodies.

In terms of content of the training:

- provide a solid understanding of the general framework given by the Bologna process (ECTS, Qualification frameworks, ESG);
- discuss from the point of view of *quality governance* about:
- strategic planning;
- academic freedom and autonomy;
- social responsibility;
- students' empowerment, placement and follow-up;
- involvement of the stakeholders;
- accreditation;
- quality assurance (in teaching, research and third mission);
- evaluation processes and feedbacks.
- see how this is implemented in the Norwegian setting;
- meet important Norwegian external stakeholders.

T3.2 Training Workshop in Sulaymania

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Organisation: University of Pisa, Italy, and University of Sulaimani, with the participation of all EU and KRI partners
Where: Sulaymania, KRG
When: June 13-16, 2022
Participants: 5 representatives from each KRI university and 5 representatives from the Kurdistan Ministry of Higher Education
Aim: sharing and transferring knowledge, good practices and skills concerning the actual implementation of governance, quality assurance and strategic planning
Content: similar to the content of the Oslo training week but presented with practical implementations in mind, sharing good practices coming both from the EU and the KRI partners
Training methodologies: presentation of good practices, study cases, group works, discussion among participants.

The partners validated the plan of the two training in May in Oslo and in June in Kurdistan in terms of number of beneficiaries, dates, content and training methodology. The WP3 leader has then presented the plan for the last training activity T3.3, for which two tentative dates were suggested: second week or third week of October, to be confirmed later by the project coordinator and WP3 leader.

T3.3 Field visit in Pisa & Evora

Organization: University of Pisa, Italy and University of Evora, Portugal
Where: Pisa, Italy and Evora, Portugal
What: circular on-the-job training visits
Participants: 3 representatives from each KRI university (chosen among the participants of the previous training workshops and including both administrative and academic staff) and 3 representatives from the Kurdistan Ministry of Higher Education
Aim: to meet their European counterparts and to compare with them ways of defining and implementing quality assurance procedures and mechanisms in the day-by-day management of universities.

The project Coordinator, Ms. Silvia Marchionne, from UNIMED; has then remembered which are the deliverables for this WP3:

1. Report on the training week in Oslo, focusing on the results of the training and exchange of practices, methodology and teaching materials.
2. Report on the local training workshop, synthesizing the experience at local level and the possible developments triggered by them.
3. Report on the study visits, including an evaluation of the overall training by the participants and plans for future activities.

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

Finally, after the presentation, discussion and validation of the work plan for WP3, the two leaders of WP4, Prof. Maria Periago from Murcia University, leader, and prof. Yaseen Mustafa from Zakho University, co-leader, have presented the work plan foreseen by the WP4 to be launched in October 2022.

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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 informed that another circular field visit is foreseen in this WP: a circular visit to be organised at UNIMED premises in Rome and to Murcia University, that should be organised in November 2022 (dates to defined) to transfer best operative practices to the KRI universities.

UNIMED will contribute to the training activity on recognition of credits and learning mobility based on its solid experience as coordinator of a previous project called COMMO (K107), while the Murcia University will organise a training course to transfer the procedures that they use in the learning mobility (for student, academic and administrative staff) and how we recognise the credits (ECTS) for outcoming and incoming student. Dr. Yaseen from Zakho University presented the second pillar of WP4 which is the production of a Massive Open Online Course (MOOC) which means including practical and theoretical implementation with the following topics: *governance, learning mobility, credit recognition and quality assurance.*

The MOOC 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.

Prof. Periago explained that it is NOT possible to host the MOOC in the Learning Space of Murcia University Options:

- UMU has an agreement with Miriadax platform
- UNIMED Learning Space (https://learn.uni-med.net/)

The project coordinator, UNIMED, suggested to host the MOOC in its own online training platform. This decision will lately confirm to all the partners.

The final result for the WP4 is the preparation of a Training Handbook, which provides information to train the academic and staff of the KRI universities, with the aim to improve the capacity building. The EU experts will work in collaboration with KRI partners on the elaboration of a "Good Governance Guidelines Handbook".

This Handbook will summarize the main recommendations and methodological techniques for building strategical planning to improve governance and to implement the Bologna process in KRI universities.

Prof. Periago finally stressed that in order to design the MOOC it is needed the final deliverables of previous WPs (WP1, WP2 and in WP3). The MOOC for training has to be designed properly according to the needs of the KRI universities as mapped in WP1 and according to the roadmap of WP2. The different level of the Bologna process implementation in the KRI Universities have to be taken into consideration, as it is necessary to described the different steps by the Handbook. The first management session of Tuesday 16th March has been concluded at 5 pm Italy time.

<div align="center">

Wednesday 17 March 2022
Morning session

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WP8 Management

The partnership meeting in its second day on March 17th 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

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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 previous 1st PM in Erbil and plan the WP3 and WP4 training activities and agree on the schedule and content; update on the transversal work packages (WP6, WP7 and WP8); assess the project progress, workload, resources, effectiveness of the management and internal communication (what works, what doesn't) and finally to plan and detail the activities for the next 6 months.

Ms. Marchionne congratulated with the partners, because working teams and communication tools have been established within the partnership and despite some delays in time schedule especially for WP1 and WP2, 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)
- Glossary and self-assessment (WP1)
- 1st Partnership meeting in Erbil
- WP2 workshop for the roadmap definition

The project coordinator reminded that a google group has been set up for all the partners representatives (apprais@googlegroups.com) where general information on the project activities addressed to all the partners will be then shared with all. This Google group by now included mail addresses from the Assembly of Partners and from Scientific Committee, for the moment we have included all to avoid missing information among partners. She finally informed about the calendar for the next activities and training of the project for the 2022 as planned in W3 and WP4.

After the operational management, the Financial Coordinator of the project, Mr. Orlando Luca, took the floor to present the state of the art with regards the 1st internal staff cost report and to remember the necessity to provide documents and evidences to justify the days (the existence of a formal contractual relationship between the employee and the beneficiary institution: work contract or equivalent, salary slips, proofs of payment, proofs of work performed (a brief report on the activities implemented by the staff member, official emails, minutes/photo/video of the meetings, ppt presentations, training materials, other deliverable).He informed the partners about the next payment: 2nd Advance payment: 20% *Staff costs* budget: 20% of the estimated Erasmus+ grant contribution for staff costs upon delivery of the internal financial report for the period from 15th January 2021 to 31st December 2021. This tranche will be issued only if 70% of the previous instalment has been spent and duly justified.

After that, a focus on the equipment budget has been dedicated, in particular he gave the floor to dr. Barzan Hama Karim from Halabja University who presented the first characteristics and features that the software for quality assurance management in research, third mission and students' services should have, following the online meeting on this issue held between December 2021 and February 2022. Mr. Orlando Luca remember also that since the budget for the software exceeds the 25.000 (there is a budget of 48.000), the beneficiaries shall launch a tendering procedure and obtain competitive offers from at least three suppliers and retain the one offering best value for money, observing the principles of transparency and equal treatment of potential contractors and taking care to avoid conflicts of interests. He also explained that when it comes to tendering a key aim of each beneficiary institution is to purchase the most qualitative equipment at the best price (sound financial management) while also ensuring that the required equipment are made available within agreed

timeframes. Tender specifications are mandatory and instrumental in achieving this goal. Tender specifications describe what the beneficiary institution is going to buy. The quality of the description determines not only the quality it will get, but also the price that it will pay.

UNIMED will work together with the Kurdish partners to finalise the tender specifications in order to launch the call. In particular, UNIMED will have to inform the Project Officer at the EACEA that there would be this change in purchasing the kind of equipment, therefore, only after the green light from Brussels, UNIMED with the Kurdish partners can proceed in this direction.

WP7 - Dissemination and Exploitation

Dr. Masood A Abdulkareem , Duhok Polytechnic University, leader of the WP7 presented the activities under the WP7, with the collaboration of UNIMED as co-leader. The aim of dissemination and exploitation 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. Sharing results, lessons learned and outcomes and findings beyond the participating organizations will enable a wider community to benefit from the APPRAIS 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 that a dedicated website and promotional materials have been developed. Further dissemination activities will be scheduled to coincide with major events and thematic conferences organized by the partner institutions, other university networks in Europe and beyond. All Partners are required to actively contribute to dissemination activities. At this purpose he presented the templates for dissemination activities.

It has been underlined the importance to publish in the institutional website of each partner a reference to the APPRAIS project and the link to the formal website and to re-publish news. Also, traditional media as radio, newspaper, tv should play an important role at local level when events are organised in KRI. The Ministry agreed to support all the partners to give greater visibility to the projet and exploit as much as possible the results of APPRAIS, beyond the project and current partnership.

WP6 – Project Quality and Evaluation

The meeting 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. Attention has been directed on the presentation about the results of the assessment of the Partnership Meeting held in Erbil which was very positive. The majority of respondents were satisfied and happy with the meeting, as the first occasion for all Partners to meet in presence. They confirmed that the meeting was well organized and they had space and time to share views and ideas about the project. The meeting in Erbil achieved its objectives, met expectations and allowed all Partners to contribute to the APPRAIS development. As recommendations for the next meetings, Partners pointed out that the hybrid participation was not optimal (despite great efforts) and that it may be improved in the next occasions. Also, more interactive and collaborative group activities will be appreciated. As a final comment, limiting all the big events to be attended by the universities top management only may limit the impact of the project, while involving the new generation of university staff members can be an added value and bring new perspectives. Finally, some of the participants suggested

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to increase the roundtable discussions, to help the policymakers of the Kurdish universities to share their views and reflect on the up-to-date topics of higher education system.

Finally, since the presence of the external evaluator who participated in the meeting, the last session was focused on the organisation of an evaluation activity together with the partners, whose results were collected and analysed in a specific Report. The exercise aimed at detecting inputs and feedback by partners about the development of the project tasks.

The meeting concluded then by thanking once again all the partners for their commitment and efforts in advancing well in the overall APPRAIS project that despite the difficulties to be a project started and launched virtually due to the covid19, didn't know any particular obstacle or problem in the past months and all the partners were very cooperative.

At the 1.30 pm CEST, the meeting ended.

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2nd Partnership Meeting

Pisa, 16-17 March 2022

AGENDA

Venue of the event:
Polo Congressuale Le Benedettine
Address: Piazza S. Paolo a Ripa d'Arno, 16 - Pisa, Italy

Wednesday 16 March 2022

14.30 – 16.30

14.30 – 15.30   **First part of the APPRAIS 2nd Partnership Meeting**

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

Presentation on WP work plan and the next steps (setting the calendar for the trainings and field visits, target groups, main content of the training)

University of Pisa & Sulaymania University

15.30 – 16.00   **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

16.00 – 16.30   **Wrap up**

20.00 – 22.00   *Social dinner*

Thursday 17 March 2022

09.30 – 13.30

09.30 – 11.00   **Overview of the transversal WPs:**

WP8 Management (operational, financial and administrative aspects) + a session dedicated to the software purchase

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By UNIMED staff

11.00 – 11.15	*Coffee Break*

11.15 – 11.45   **WP7 – Dissemination and Exploitation**

Presentation on the progress of the WP and next steps

Duhok Polytechnic University & UNIMED

11.45 – 13.00   **WP6 – Project Quality and Evaluation**

Presentation on the progress of the WP and next steps:

University of Salaheddine & University of Halabja

External evaluation exercise with the partners by the APPRAIS External Evaluator, Roberto Righi

13.00 – 13.30   **Wrap up about the main decisions of the partnership meeting and conclusions**

13.30 – 14.30   *Lunch*

14.30 – 15.30   *Cultural visit of the Pisa city (optional, for those are interested)*

20.00   *Free dinner*

ANNEX II / Participants List

Institution	First Name	Family Name
UNIMED	Marcello	Scalisi
UNIMED	Silvia	Marchionne
UNIMED	Martina	Zipoli
Univerisity of Pisa	Marco	Abate
Univerisity of Pisa	Francesco	Marcelloni
University of Oslo	Bjarne	Skov
University of Oslo	Therese	Gjessing
University of Murcia	Maria Jesús	Periago Castón
University of Evora	Soumodip	Sarkar
University of Evora	Maria Dulce	Alfaiate Caldeira
University of Evora	Carlos	Godinho
Salahaddin University-Erbil	Sherwan Salih Khidher	Jaf
Salahaddin University-Erbil	Mustafa Saber Mustafa	Al-Attar
Salahaddin University-Erbil	Nabil Adil	Fakhre
Salahaddin University-Erbil	Muhammed Abdulbaki	Ibrahim
University of Sulaimani	Karzan Ghafur	Khidhir
University of Sulaimani	Ridha Hasan	Hussein
University of Sulaimani	Kawa	Amin
University of Duhok	Lukman H.	Hasan
University of Duhok	Sarhat	Adam
University of Duhok	Ismail Amin	Ali
University of Duhok	Nashwan Shawkat	Mahmood
University of Halabja	Barzan	Hama Karim
University of Halabja	Mahabad	Abdullah
University of Halabja	Aram	Qadir
Duhok Polytechnic University	Masood	Abdulrahman
Duhok Polytechnic University	Karzan Awni	Abduljabar
Duhok Polytechnic University	Aree	Abdulqader
University of Garmian	Ahmed	Tarkhany
University of Garmian	Yadgar Ali Mahmood	Roghzai
University of Garmian	Drivan Jalal	Bajalan
University of Garmian	Farhad Qadir	Zand
University of Zakho	Dler	Jameel
University of Zakho	Yaseen	Mustafa
University of Zakho	Karwan Fahmi Sami	Jaksi
University of Zakho	Nizar Ismat	Ali
Ministry of Higher Education and Scientific Research-KRG	Mohammed Hussein	Ahmed
Ministry of Higher Education and Scientific Research-KRG	Hawkar Rashid	Arab
Ministry of Higher Education and Scientific Research-KRG	Khattab Ahmed	Mustafa
Ministry of Higher Education and Scientific Research-KRG	Jala Saeed	Yahya

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