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Transfer of Good Practices
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Internationalisation
Strategies in Kurdistan

Erasmus+ - Key Action 2

Capacity Building within the Field of Higher Education

TIGRIS Project

***Evaluation of the progress of internationalisation
during the time of the TIGRIS project***

Version 1.0

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		Useful for	All others

Content

CONTENT	2
FIGURES	2
TABLES	2
DESIGN	3
RESULTS PER UNIVERSITY	4
01 SALAHADDIN UNIVERSITY – ERBIL (SU)	4
02 CHARMO UNIVERSITY (CHU)	5
03 DUHOK POLYTECHNIC UNIVERSITY (DPU)	6
04 ERBIL POLYTECHNIC UNIVERSITY (EPU)	7
05 KURDISTAN INSTITUTION FOR STRATEGIC STUDIES AND SCIENTIFIC RESEARCH (KISSR)	9
06 UNIVERSITY OF HALABJA (UOH)	10
07 SULAIMANI POLYTECHNIC UNIVERSITY (SPU)	11
08 UNIVERSITY OF RAPARIN (UOR)	12
09 UNIVERSITY OF SULAIMANI (UoS)	13
RESULTS ACROSS ALL KURDISH UNIVERSITIES	14

Figures

Figure 1 Data collection tool, example of UoS.....	3
Figure 2 Results all Kurdish Partner Universities: Outbound Mobility.....	15
Figure 3 Results all Kurdish Partner Universities: Inbound Mobility	15
Figure 4 Results all Kurdish Partner Universities: Other Activities	16
Figure 5 Comparison of three key indicators across the individual universities	17

Tables

Table 1 Results SU.....	4
Table 2 Results CHU	5
Table 3 Results DPU.....	6
Table 4 Results EPU	7
Table 5 Results KISSR	9
Table 6 Results UoH.....	10
Table 7 Results SPU	11
Table 8 Results UoR	12
Table 9 Results UoS.....	13
Table 10 Results all Kurdish Partner Universities: overall development across all sectors	16

Design

The assessment of the overall progress in internationalisation at the Kurdish partner universities during the lifetime of the TIGRIS project was designed in the following way: the GII developed a draft data collection tool.

Figure 1 Data collection tool, example of UoS

Data collection on the activities carried out by Kurdish International Relations Offices from 2017-2020 to establish performance indicators for final reporting									
Name of partner	UoS	2017	2018	2019	2020	TOTAL	Average	Overall	Did you monitor satisfaction regarding advice & services offered?
							per yr	score	Yes/No
Outgoing	Number of outgoing students advised & serviced (incl. B.A., M.A., PhD)**	65	72	91	81	285	1	100%	
	Number of outgoing administrative staff advised & serviced	18	21	25	31	75	2		
	Number of outgoing academic staff advised & serviced	24	29	34	34	125	3		
	TOTAL n.a.	117	132	157	152				
Satisfaction with advice & services offered (only if monitored)									
		2017	2018	2019	2020	Please provide below a reference for satisfaction assessment, e.g. if there was a staff visit, provide the item such as "1 very unsatisfied", "2 unsatisfied", "3 somewhat satisfied", "4 totally satisfied"			
Average satisfaction of all outgoing students advised & serviced									
Average satisfaction of all outgoing administrative staff advised & serviced									
Average satisfaction of all outgoing academic staff advised & serviced									
Average satisfaction of all outgoing students and staff advised & serviced									
Incoming	Number of incoming students advised & serviced (incl. B.A., M.A., PhD exchange, students and engineering students)	4	7	8	1	21	4		
	Number of incoming administrative staff advised & serviced	0	0	0	0	0	0		
	Number of incoming academic staff advised & serviced	13	21	24	18	66	6		
	TOTAL n.a.	17	28	32	19				
Satisfaction with advice & services offered (only if monitored)									
Average satisfaction of all incoming students advised & serviced									
Average satisfaction of all incoming administrative staff advised & serviced									
Average satisfaction of all incoming academic staff advised & serviced									
Average satisfaction of all incoming students and staff advised & serviced									
Activities	Number of MoUs and other cooperation agreements signed	7	7	9	8	25	7		
	Number of international workshops and training, technical and sponsored	25	27	23	41	81	8		
	Number of staff participated in (incl. staff visits, teaching, workshops, seminars)	35	47	41	139	9			
	Number of summer programmes / courses offered	2	1	5	3	9	10		
	Number of int. conferences hosted and/or sponsored	7	12	13	21	31	11		
	Number of int. delegations (depts) received	21	29	30	31	89	12		
	Number of visits by foreign universities requested	6	11	14	4	25	13		
	Number of project proposals (applications) with int. partners submitted	7	8	11	2	29	14		
	Number of M.A. PhD students with int. universities (incl. int. scholarship programmes)*	18	21	15	4	49	11		
	Number of joint programmes with foreign universities established	3	4	6	4	15	14		

Since each university pursued different goals with different activities it made sense to allow for some selection. Thus, while all universities were expected to provide data for the first 6 indicators¹, they were originally free to choose from the 10 activity indicators but had to provide data for at least 2 indicators. In the end, all universities delivered data for these 16 indicators except for one.

Data was collected for 2017-2020, however, due to the fact that the 2020 data would not be complete by the time of the final data collection and many Kurdish partners accordingly could not report correct values for this year, only the years 2017 to 2019 were taken into account.

For these years then, for each university the following results were calculated:

- Average annual development in %
- Average development over the entire period in %
- Share of indicators with an increase over the entire period in %
- Monitoring of satisfaction: this was a yes/no and only in case of a yes, related indicators would be analysed.

A development from 0 to 1 was calculated as +100%, and a development from 1 to 0 as -100% in order to avoid the problem of division by 0.

¹ If data was not provided for one of these indicators (outgoing and incoming), it was assumed that the value is "0" and the respective value was added to the cell in red.

Results per University

01 Salahaddin University – Erbil (SU)

Table 1 Results SU

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (<i>incl. B.A., M.A., PhD</i>)*	50	66	55	0	171	7.7%	10.0%	1
Number of outgoing administrative staff advised & serviced	11	15	21	0	47	38.2%	90.9%	1
Number of outgoing academic staff advised & serviced	36	40	50	0	126	18.1%	38.9%	1
TOTAL p.a.	97	121	126	0		14.4%	29.9%	1
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (<i>incl. B.A., M.A., PhD; exchange students and degree-seeking students</i>)	15	22	18	0	55	14.2%	20.0%	1
Number of incoming administrative staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	25	23	24	2	74	-1.8%	-4.0%	0
TOTAL p.a.	40	45	42	2		2.9%	5.0%	1
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	15	18	12	0	45	-6.7%	-20.0%	0
Number of international workshops and trainings hosted/or and sponsored	5	7	6	0	18	12.9%	20.0%	1
Number of staff participated in intl. staff weeks, trainings, workshops abroad	40	52	46	6	144	9.2%	15.0%	1
Number of summer programmes / courses offered	3	2	4	0	9	33.3%	33.3%	1
Number of intl. conferences hosted and/or sponsored	3	5	6	0	14	43.3%	100.0%	1
Number of intl. delegations (visits) received	15	22	18	0	55	14.2%	20.0%	1
Number of visits to foreign universities organised	10	13	12	4	39	11.2%	20.0%	1
Number of project proposals (applications) with intl. partners submitted	12	13	6	2	33	-22.8%	-50.0%	0
Number of M.A./PhD cotutelle with intl. universities (<i>e.g. incl. Split-Site Programme</i>) *	20	16	15	0	51	-13.1%	-25.0%	0
Number of joint programmes with foreign universities established	6	4	2	2	14	-41.7%	-66.7%	0
Overall						7.4%	13.2%	66.7%

SU provided data for all 16 indicators but 1 showed no cases in any of the years (incoming admin staff). 66.7% of these indicators show an increase between 2017 and 2019, while 5 indicators decreased effectively.

The average increase per year is 7.4% and the average development from 2017 to 2019 is 13.2%.

Satisfaction was not measured.

Therefore, we would conclude that, during the time of TIGRIS, the internationalisation at SU has improved overall.

02 Charms University (CHU)

Table 2 Results CHU

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (<i>incl. B.A., M.A., PhD</i>)*	0	0	0	20	20	0.0%	0.0%	0
Number of outgoing administrative staff advised & serviced	0	0	0	5	5	0.0%	0.0%	0
Number of outgoing academic staff advised & serviced	0	0	0	5	5	0.0%	0.0%	0
TOTAL p.a.	0	0	0	30		0.0%	0.0%	0
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (<i>incl. B.A., M.A., PhD; exchange students and degree-seeking students</i>)	0	0	0	0	0	0.0%	0.0%	0
Number of incoming administrative staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	0	0	0	5	5	0.0%	0.0%	0
TOTAL p.a.	0	0	0	5		0.0%	0.0%	0
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	3	3	3	5	14	0.0%	0.0%	0
Number of international workshops and trainings hosted/or and sponsored	1	1	1	0	3	0.0%	0.0%	0
Number of staff participated in intl. staff weeks, trainings, workshops abroad	0	0	0	5	5	0.0%	0.0%	0
Number of summer programmes / courses offered	1	1	1	1	4	0.0%	0.0%	0
Number of intl. conferences hosted and/or sponsored	0	0	0	0	0	0.0%	0.0%	0
Number of intl. delegations (visits) received	0	0	3	0	3	150.0%	300.0%	1
Number of visits to foreign universities organised	0	0	2	4	6	100.0%	200.0%	1

Number of project proposals (applications) with intl. partners submitted	0	0	0	4	4	0.0%	0.0%	0
Number of M.A./PhD cotutelle with intl. universities (e.g. incl. Split-Site Programme) *	0	0	2	2	4	100.0%	200.0%	1
Number of joint programmes with foreign universities established	0	0	0	1	1	0.0%	0.0%	0
Overall						20.5%	38.9%	16.7%

CHU provided data for all 16 indicators. 16.7% of these indicators show an increase between 2017 and 2019. The average increase per year is 20.5% and the average development from 2017 to 2019 is 38.9%. It has to be said that CHU is a special case since all its outbound and inbound activities only seem to have really started in 2020. For this year we see a huge increase in both areas but due to the approach chosen for this evaluation, they do not show in the assessment.

Satisfaction was not measured.

Therefore, we would conclude that, during the time of TIGRIS, the internationalisation at CHU has improved. CHU is the one case in which we dare to conclude that TIGRIS is the direct incubator of internationalisation, since both mobility areas were non-existent before and during the first years of TIGRIS but are now flourishing. This clearly indicates a direct positive and substantial effect of the TIGRIS project.

03 Duhok Polytechnic University (DPU)

Table 3 Results DPU

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (incl. B.A., M.A., PhD)*	8	11	29	0	48	100.6%	262.5%	1
Number of outgoing administrative staff advised & serviced	0	0	0	1	1	0.0%	0.0%	0
Number of outgoing academic staff advised & serviced	0	1	1	0	2	100.0%	100.0%	1
TOTAL p.a.	8	12	30	1		100.0%	275.0%	1
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (incl. B.A., M.A., PhD; exchange students and degree-seeking students)	24	16	0	0	40	-66.7%	-100.0%	0
Number of incoming administrative staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
TOTAL p.a.	24	16	0	0				
ACTIVITIES	2017	2018	2019	2020	TOTAL			

Number of MoUs and other cooperation agreements signed	7	3	4	1	15	-11.9%	-42.9%	0
Number of international workshops and trainings hosted/or and sponsored	2	2	0	0	4	-50.0%	-100.0%	0
Number of staff participated in intl. staff weeks, trainings, workshops abroad	0	18	1	6	25	1705.6%	100.0%	1
Number of summer programmes / courses offered	0	1	0	0	1	0.0%	0.0%	0
Number of intl. conferences hosted and/or sponsored	0	2	1	0	3	100.0%	100.0%	1
Number of intl. delegations (visits) received	5	13	5	0	23	49.2%	0.0%	1
Number of visits to foreign universities organised	3	5	6	4	18	43.3%	100.0%	1
Number of project proposals (applications) with intl. partners submitted	3	2	3	0	8	8.3%	0.0%	1
Number of M.A./PhD cotutelle with intl. universities (e.g. incl. Split-Site Programme) *	12	0	0	0	12	-1200.0%	-1200.0%	0
Number of joint programmes with foreign universities established	0	1	1	0	2	100.0%	100.0%	1
Overall						54.9%	-42.5%	50.0%

DPU provided data for all 16 indicators but 2 of the incoming indicators showed no cases in any of the years. 50% of these indicators show an increase between 2017 and 2019, while 4 indicators (25%) effectively decreased.

The average increase per year is 54.9% and the average development from 2017 to 2019 is -42.5% but this mainly due to a substantial outlier: the number of M.A./PhD cotutelles started at a rather high number of 12 in 2017 and then decreased to zero – following our logic to avoid division by zero resulting in a -1200% development. If this outlier is taken out, the average development is an average increase of 34.6%.

Satisfaction was not measured.

Therefore, we would conclude that, during the time of TIGRIS, the internationalisation at DPU has improved but with mixed results.

04 Erbil Polytechnic University (EPU)

Table 4 Results EPU

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (incl. B.A., M.A., PhD)*	0	22	24	0	46	1104.5%	2400.0%	1
Number of outgoing administrative staff advised & serviced	6	6	41	1	54	291.7%	583.3%	1
Number of outgoing academic staff advised & serviced	4	13	9	1	27	97.1%	125.0%	1
TOTAL p.a.	10	41	74	2		195.2%	640.0%	1

	2017	2018	2019	2020	TOTAL			
INCOMING								
Number of incoming students advised & serviced (<i>incl. B.A., M.A., PhD; exchange students and degree-seeking students</i>)	14	17	39	0	70	75.4%	178.6%	1
Number of incoming administrative staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
TOTAL p.a.	14	17	39	0		75.4%	178.6%	1
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	7	12	8	5	32	19.0%	14.3%	1
Number of international workshops and trainings hosted/or and sponsored	0	0	4	2	6	200.0%	400.0%	1
Number of staff participated in intl. staff weeks, trainings, workshops abroad	16	43	108	20	187	160.0%	575.0%	1
Number of summer programmes / courses offered	0	0	0	0	0	0.0%	0.0%	0
Number of intl. conferences hosted and/or sponsored	1	1	3	2	7	100.0%	200.0%	1
Number of intl. delegations (visits) received	0	2	9	2	13	275.0%	900.0%	1
Number of visits to foreign universities organised	9	22	21	2	54	69.9%	133.3%	1
Number of project proposals (applications) with intl. partners submitted	3	2	3	3	11	8.3%	0.0%	1
Number of M.A./PhD cotutelle with intl. universities (<i>e.g. incl. Split-Site Programme</i>) *	1	1	2	2	6	50.0%	100.0%	1
Number of joint programmes with foreign universities established	0	0	1	1	2	50.0%	100.0%	1
Overall						154.0%	362.7%	83.3%

EPU provided all 16 indicators. 83.3% of these indicators show an increase between 2017 and 2019, no indicator decreased.

The average increase per year is 154% and the average development from 2017 to 2019 is 362.7%.

Satisfaction was not measured.

Therefore, during the time of TIGRIS, the internationalisation at EPU has improved measurably and more than at any other Kurdish university in the project.

05 Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)

Table 5 Results KISSR

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (incl. B.A., M.A., PhD)*	50	175	240	145	610	143.6%	380.0%	1
Number of outgoing administrative staff advised & serviced	20	30	50	25	125	58.3%	150.0%	1
Number of outgoing academic staff advised & serviced	5	12	17	15	49	90.8%	240.0%	1
TOTAL p.a.	75	217	307	185		115.4%	309.3%	1
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (incl. B.A., M.A., PhD; exchange students and degree-seeking students)	6	5	7	3	21	11.7%	16.7%	1
Number of incoming administrative staff advised & serviced	25	18	25	20	88	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	25	8	30	16	79	103.5%	20.0%	1
TOTAL p.a.	56	31	62	39		27.7%	10.7%	1
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	8	18	16	20	62	56.9%	100.0%	1
Number of international workshops and trainings hosted/or and sponsored	12	17	24	22	75	41.4%	100.0%	1
Number of staff participated in intl. staff weeks, trainings, workshops abroad	35	46	56	32	169	26.6%	60.0%	1
Number of summer programmes / courses offered	6	6	8	8	28	16.7%	33.3%	1
Number of intl. conferences hosted and/or sponsored	3	2	2	2	9	-16.7%	-33.3%	0
Number of intl. delegations (visits) received	22	24	26	22	94	8.7%	18.2%	1
Number of visits to foreign universities organised	8	12	11	14	45	20.8%	37.5%	1
Number of project proposals (applications) with intl. partners submitted	45	68	60	75	248	19.7%	33.3%	1
Number of M.A./PhD cotutelle with intl. universities (e.g. incl. Split-Site Programme) *	1	2	14	14	31	350.0%	1300.0%	1
Number of joint programmes with foreign universities established	6	6	7	7	26	8.3%	16.7%	1
Overall						58.8%	154.5%	87.5%

KISSR provided all 16 indicators. 87.5% of these indicators show an increase between 2017 and 2019, only one indicator decreased (Number of international conferences hosted).

The average increase per year is 58.8% and the average development from 2017 to 2019 is 154.5%.

Satisfaction was not measured.

Therefore, during the time of TIGRIS, the internationalisation at KISSR has improved measurably.

06 University of Halabja (UoH)

Table 6 Results UoH

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (<i>incl. B.A., M.A., PhD</i>)*	11	12	19	0	42	33.7%	72.7%	1
Number of outgoing administrative staff advised & serviced	0	0	0	2	2	0.0%	0.0%	0
Number of outgoing academic staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
TOTAL p.a.	11	12	19	2		33.7%	72.7%	1
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (<i>incl. B.A., M.A., PhD; exchange students and degree-seeking students</i>)	0	0	0	0	0	0.0%	0.0%	0
Number of incoming administrative staff advised & serviced	1	1	0	0	2	-50.0%	-100.0%	0
Number of incoming academic staff advised & serviced	0	2	4	4	10	200.0%	400.0%	1
TOTAL p.a.	1	3	4	4		116.7%	300.0%	1
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	6	4	4	2	16	-16.7%	-33.3%	0
Number of international conferences, workshops and trainings hosted/or and sponsored	0	4	5	2	11	250.0%	500.0%	1
Number of staff participated in intl. staff weeks, trainings, workshops abroad	4	8	4	17	33	25.0%	0.0%	1
Number of summer programmes / courses offered	1	0	0	0	1	-50.0%	-100.0%	0
Number of intl. conferences hosted and/or sponsored	1	3	2	0	6	83.3%	100.0%	1
Number of intl. delegations (visits) received	3	6	5	6	20	41.7%	66.7%	1
Number of visits to foreign universities organised	1	5	3	2	11	180.0%	200.0%	1
Number of project proposals (applications) with intl. partners submitted	0	0	1	0	1	50%	100.0%	1
Number of M.A./PhD cotutelle with intl. universities (<i>e.g. incl. Split-Site Programme</i>)	1	0	0	0	1	-50.0%	-100.0%	0
Number of joint programmes with foreign universities established	0	0	0	0	0	0.0%	0.0%	0

Overall	46.9%	82.2%	55.6%
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UoH provided all 16 indicators. 55.6% of these indicators show an increase between 2017 and 2019, 4 indicators decreased.

The average increase per year is 46.9% and the average development from 2017 to 2019 is 82.2%.

Satisfaction was not measured.

Therefore, during the time of TIGRIS, the internationalisation at UoH has improved measurably.

07 Sulaimani Polytechnic University (SPU)

Table 7 Results SPU

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (incl. B.A., M.A., PhD)*	7	11	29	0	47	110.4%	314.3%	1
Number of outgoing administrative staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
Number of outgoing academic staff advised & serviced	0	2	5	0	7	100.0%	100.0%	1
TOTAL p.a.	7	13	34	0		123.6%	385.7%	1
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (incl. B.A., M.A., PhD; exchange students and degree-seeking students)	8	12	2	0	22	-16.7%	-75.0%	0
Number of incoming administrative staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	0	5	11	0	16	0.0%	1100.0%	0
TOTAL p.a.	8	17	13	0		44.5%	62.5%	1
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	12	9	9	0	30	-12.5%	-25.0%	0
Number of international conferences, workshops and trainings hosted/or and sponsored	11	39	55	22	127	147.8%	400.0%	1
Number of staff participated in intl. staff weeks, trainings, workshops abroad	8	17	19	3	47	62.1%	137.5%	1
Number of summer programmes / courses offered	0	0	3	0	3	0.0%	0.0%	0
Number of intl. delegations (visits) received	22	27	39	0	88	100.0%	100.0%	1
Number of visits to foreign universities organised	9	7	19	0	35	74.6%	111.1%	1
Number of project proposals (applications) with intl. partners submitted	2	1	0	0	3	-75.0%	-100.0%	0

Number of M.A./PhD cotutelle with intl. universities (e.g. incl. Split-Site Programme)	0	0	1	0	1	0.0%	-50.0%	0
Number of joint programmes with foreign universities established	1	2	2	0	5	50.0%	100.0%	1
Number of papers that have impact factors	9	17	40	0	66	112.1%	344.4%	1
Overall						45.2%	161.4%	55.6%

SPU also provided all 16 indicators. 55.6% of these indicators show an increase between 2017 and 2019, 3 indicators decreased.

The average increase per year is 45.6% and the average development from 2017 to 2019 is 161.4%.

Satisfaction was not measured.

Therefore, during the time of TIGRIS, the internationalisation at SPU has improved measurably.

08 University of Raparin (UoR)

Table 8 Results UoR

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (incl. B.A., M.A., PhD)*	3	10	35	30	78	241.7%	1066.7%	1
Number of outgoing administrative staff advised & serviced	7	10	15	15	47	46.4%	114.3%	1
Number of outgoing academic staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
TOTAL p.a.	10	20	50	45		125.0%	400.0%	1
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (incl. B.A., M.A., PhD; exchange students and degree-seeking students)	0	0	0	0	0	0.0%	0.0%	0
Number of incoming administrative staff advised & serviced	3	5	5	0	13	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	5	7	7	0	19	20.0%	40.0%	1
TOTAL p.a.	8	12	12	0		25.0%	50.0%	1
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	4	4	4	1	13	0.0%	0.0%	0
Number of international workshops and trainings hosted/or and sponsored	1	3	3	1	8	100.0%	200.0%	1
Number of staff participated in intl. staff weeks, trainings, workshops abroad	2	4	10	3	19	125.0%	400.0%	1
Number of summer programmes / courses offered	3	3	3	0	9	0.0%	0.0%	0

Number of intl. conferences hosted and/or sponsored	1	1	2	1	5	50.0%	100.0%	1
Number of intl. delegations (visits) received	1	5	7	1	14	220.0%	600.0%	1
Number of visits to foreign universities organised	2	2	4	1	9	50.0%	100.0%	1
Number of project proposals (applications) with intl. partners submitted	1	3	6	3	13	150.0%	500.0%	1
Number of M.A./PhD cotutelle with intl. universities (e.g. incl. Split-Site Programme)	0	0	0	1	1	0.0%	0.0%	0
Number of joint programmes with foreign universities established	1	0	0	0	1	-100.0%	-100.0%	0
Overall						56.4%	188.8%	56.3%

UoR provided all 16 indicators. 56.3% of these indicators show an increase between 2017 and 2019, one indicator decreased (number of joint programmes).

The average increase per year is 56.4% and the average development from 2017 to 2019 is 188.8%.

Satisfaction was not measured.

Therefore, during the time of TIGRIS, the internationalisation at UoR has improved measurably.

09 University of Sulaimani (UoS)

Table 9 Results UoS

	2017	2018	2019	2020	TOTAL	Average increase per yr	Overall increase	% of improved indicators
OUTGOING								
Number of outgoing students advised & serviced (incl. B.A., M.A., PhD)*	65	72	91	37	265	18.6%	40.0%	1
Number of outgoing administrative staff advised & serviced	18	21	25	11	75	17.9%	38.9%	1
Number of outgoing academic staff advised & serviced	34	39	56	24	153	29.1%	64.7%	1
TOTAL p.a.	117	132	172	72				
INCOMING	2017	2018	2019	2020	TOTAL			
Number of incoming students advised & serviced (incl. B.A., M.A., PhD; exchange students and degree-seeking students)	4	7	8	2	21	44.6%	100.0%	1
Number of incoming administrative staff advised & serviced	0	0	0	0	0	0.0%	0.0%	0
Number of incoming academic staff advised & serviced	13	21	24	8	66	37.9%	84.6%	1
TOTAL p.a.	17	28	32	10				
ACTIVITIES	2017	2018	2019	2020	TOTAL			
Number of MoUs and other cooperation agreements signed	7	7	9	2	25	14.3%	28.6%	1

Number of international workshops and trainings hosted/or and sponsored	10	12	15	4	41	22.5%	50.0%	1
Number of staff participated in intl. staff weeks, trainings, workshops abroad	36	41	43	18	138	9.4%	19.4%	1
Number of summer programmes / courses offered	2	2	5	0	9	75.0%	150.0%	1
Number of intl. conferences hosted and/or sponsored	7	11	13	1	32	37.7%	85.7%	1
Number of intl. delegations (visits) received	21	28	30	19	98	20.2%	42.9%	1
Number of visits to foreign universities organised	9	13	14	6	42	26.1%	55.6%	1
Number of project proposals (applications) with intl. partners submitted	7	8	11	3	29	25.9%	57.1%	1
Number of M.A./PhD cotutelle with intl. universities (e.g. incl. Split-Site Programme)	18	16	13	2	49	-14.9%	-27.8%	0
Number of joint programmes with foreign universities established	3	4	6	2	15	41.7%	100.0%	1
Overall						25.4%	55.6%	87.5%

UoS provided all 16 indicators. 87.5% of these indicators show an increase between 2017 and 2019, only one indicator decreased (Number of M.A./PhD cotutelle with intl. universities (e.g. incl. Split-Site Programme) and the explanation was that the funding has been stopped recently.

The average increase per year is 25.4% and the average development from 2017 to 2019 is 55.6%.

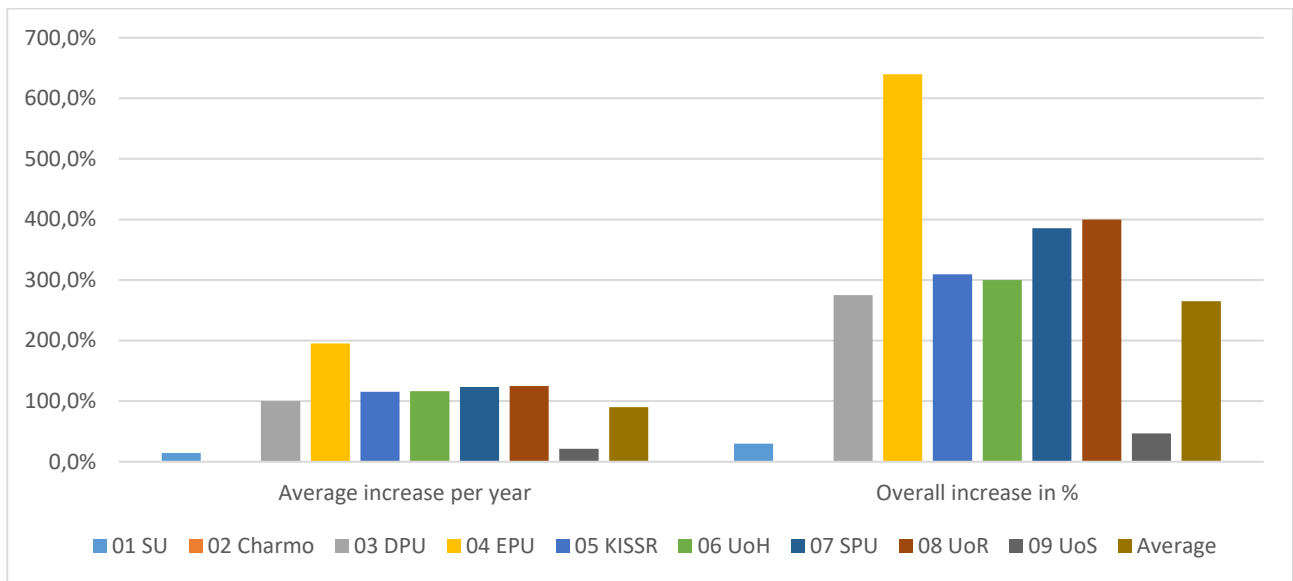
Satisfaction was not measured.

Therefore, during the time of TIGRIS, the internationalisation at UoS has improved measurably.

Results across all Kurdish Universities

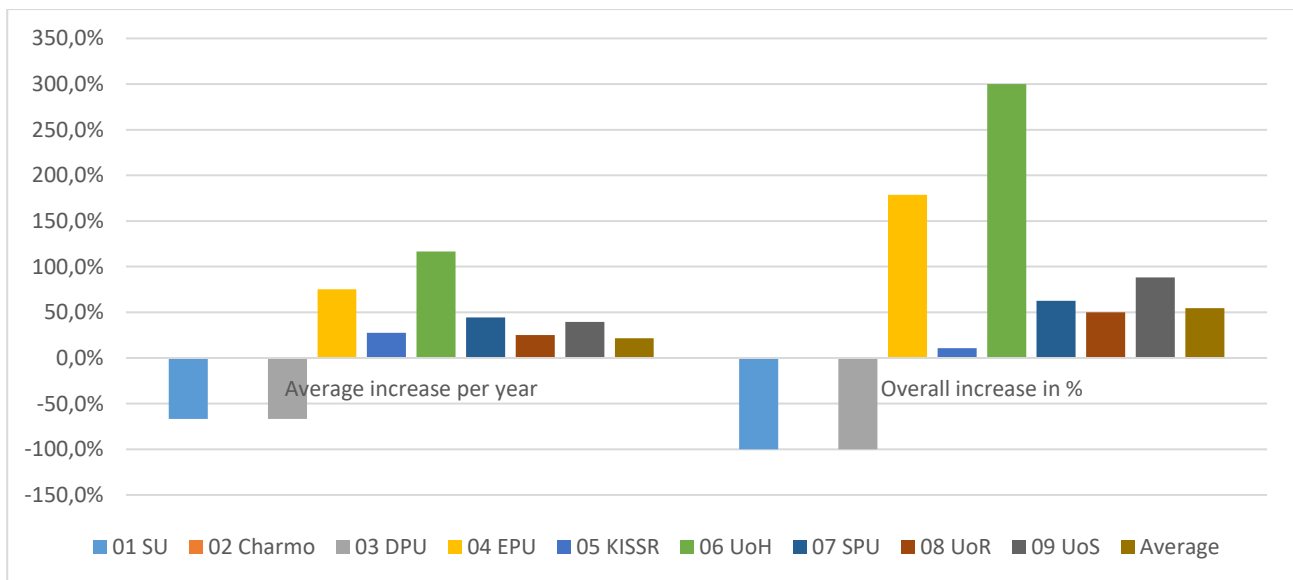
If we compare all the three key indicators across the Kurdish partner universities, we can assess whether the universities made progress during the time of the TIGRIS project.

Figure 2 Results all Kurdish Partner Universities: Outbound Mobility



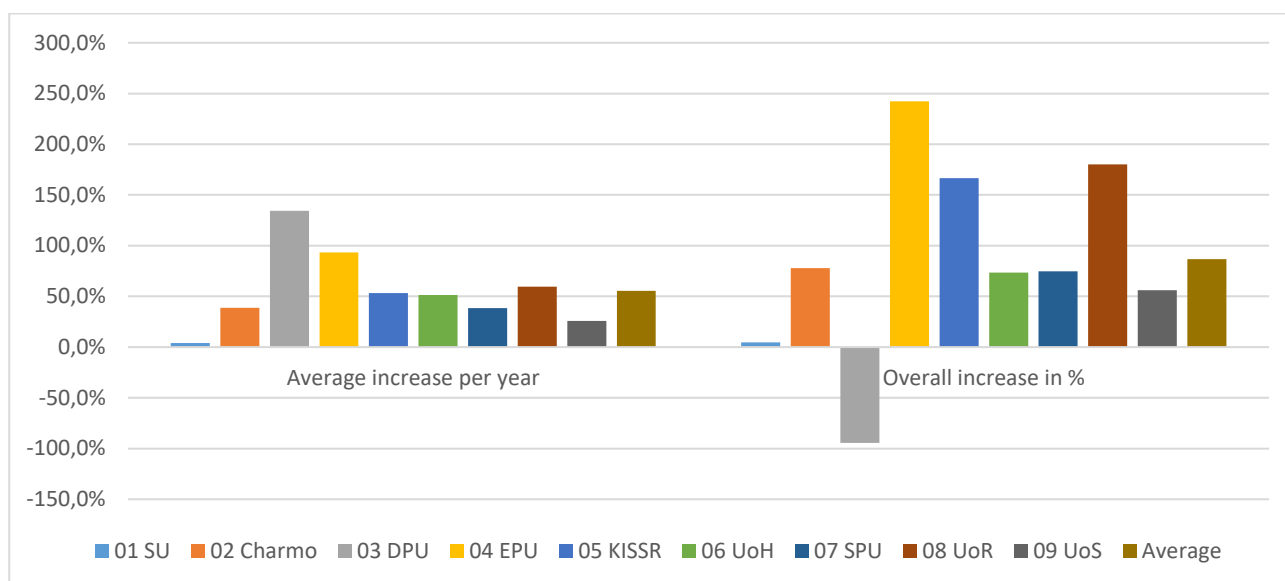
We see a fairly similar annual increase across all partners except for CHU with EPU being a positive outlier at nearly 200% and UoS being more modest at 21.6%. Similarly, most Kurdish universities show substantial growth overall, logically again with the same outliers: EPU at more than 600% and UoS at 47%. Consequently, the average development in outbound mobility during the TIGRIS phase across all Kurdish partner universities is very positive at 90.2% average annual increase and 265.2% overall increase. 8 out of 9 of the Kurdish TIGRIS partners improved in this area.

Figure 3 Results all Kurdish Partner Universities: Inbound Mobility



The results for inbound mobility are much more mixed for both, the annual and the overall development. We see universities with a substantial decrease (SU and DPU) and others with outstanding increase (again EPU and UoH). For the others, the increase ranges between 10.7% (overall increase for KISSR) and 88.2% (overall increase for UoS), CHU again shows not development during that time range. The average is consequently much lower than for the outbound mobility with 21.7% for annual and 61.3% for overall increase. However, still overall 54.4% of the Kurdish universities also managed to improve the incoming mobility, which was much more difficult for them than outbound mobility due to problems of attracting exchange and degree students. 6 out of 9 of the Kurdish TIGRIS partners improved in this area.

Figure 4 Results all Kurdish Partner Universities: Other Activities



The results for other activities are again much more evenly distributed. Only DPU shows a rather weird result with a good annual average growth of 134.5% (putting it on place 1 in this category) but an overall substantial decrease of -94.3%. This is mainly due to an immense growth of staff participating in staff weeks from 2017 (0) to 2018 (18) which then again dropped to 1 case in 2019, limiting the overall development to 100%. For the annual increase, this immense growth from 2017 to 2018 compensated for a large decrease in cotutelles (1200%) from which DPU never recovered, therefore generating a massive overall loss of -1200% regarding the overall development. Otherwise, EPU is again the strongest performer for overall development (242.3%) followed by UoR (180%) and KISSR (166.6%). Thus, also for this aspect, the average annual increase is 55.5% and the overall development is an increase of 86.8% during the time of the TIGRIS project. 8 out of 9 of the Kurdish TIGRIS partners improved in this area.

Table 10 Results all Kurdish Partner Universities: overall development across all sectors

Name	Average increase per year	Overall increase in %	% of indicators with increase	Monitoring of satisfaction done (yes=1, no=0)
01 SU	7.4%	13.2%	66.7%	0
02 Charmo	20.5%	38.9%	16.7%	0
03 DPU	54.9%	-42.5%	50.0%	0
04 EPU	154.0%	362.7%	83.3%	0
05 KISSR	58.8%	154.5%	87.5%	0
06 UoH	46.9%	82.2%	55.6%	0
07 SPU	45.2%	161.4%	55.6%	0
08 UoR	56.4%	188.8%	56.3%	0
09 UoS	25.4%	55.6%	87.5%	0
Average	52.2%	112.8%	62.1%	0

Finally, we compare the overall results across all three areas (outbound, inbound, other activities). We can observe that 8 out of 9 TIGRIS partners (only DPU did not) perceived positive average overall development in their key performance indicators for internationalisation. Across all partners, the average increase per year across all indicators is 52.2% and the average overall development is very

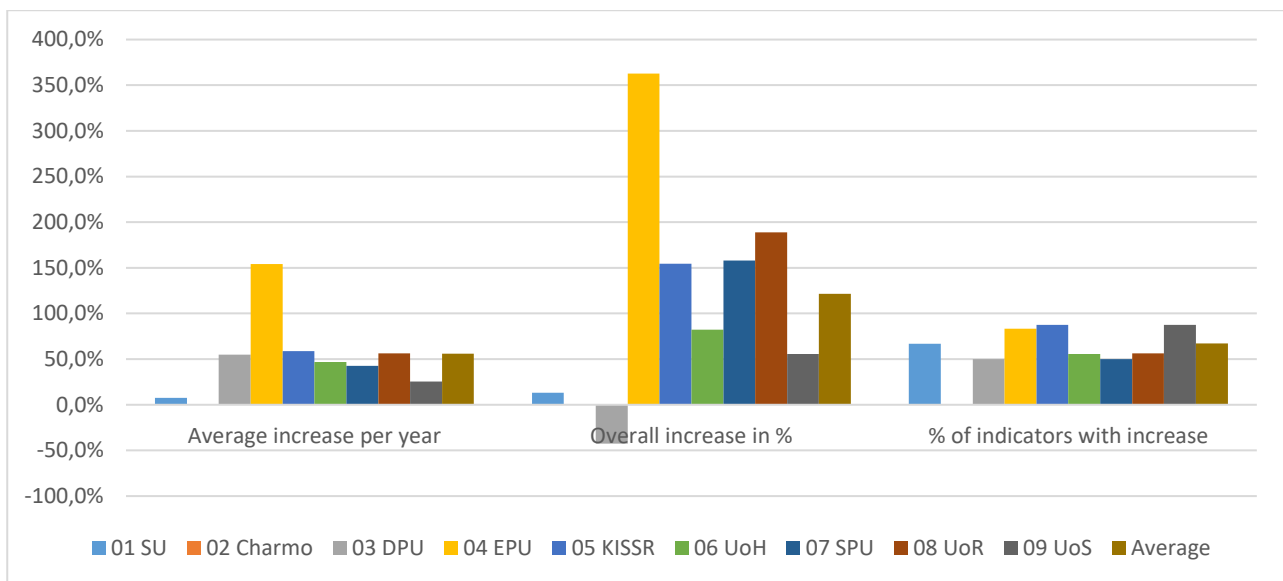
positive at 112.8%. Results are also fairly evenly distributed across indicators, since on average 62.1% of the indicators showed an improvement.

This does not prove causality, i.e. we can not be sure that the increase is a direct effect of the TIGRIS project, but we can state a correlation between the time of the project and the perceived effect. However, the peculiar case of CHU gives a strong indication that TIGRIS might have had direct positive effects especially for the – in the area of internationalisation - previously less or not developed universities.

None of the Kurdish universities, however, monitored satisfaction of staff and students yet. This is an aspect that we would strongly suggest implementing after the TIGRIS phase.

We also compare the overall performance between the individual universities:

Figure 5 Comparison of three key indicators across the individual universities



We see only one considerable outlier in the average increase per year (EPU) and none regarding the number of indicators showing an increase. Nonetheless, a few universities outperform the others regarding the overall development with overall increases beyond 100%. These are EPU, KISSR, SPU and UoR. EPU is outperforming all other Kurdish partner university by far with a more than 3-fold average increase of internationalisation during the project phase. DPU is the only institution showing an overall decrease.



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