



Quality Plan for the Implementation of Internationali- sation Strategy 2020-2024



Purpose of the Project Quality Plan

The Project Quality Plan documents the necessary information required to effectively manage project quality from project planning to delivery. It defines the project's quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

More specifically, the goals for quality for implementation of the internationalisation strategy are to ensure:

- Implementation management processes are appropriately followed
- Implementation deliverables meet their stated requirements

The above goals are to be assured through:

- A quality system that is implemented and maintained
- The identification of responsibilities of all involved parties at the university regarding quality
- The organization and monitoring of all processes relevant to the project at a high level of effectiveness and quality.

Analysis of Progress by Goal Dimension

Goal 1: Increasing the Quality of Education

Goal 1: Increasing the Quality of Education Leader: Research Centres, and Research departments				
Action	Step	Quality standards	Quality assurance activity	Risk
1.1. Increasing the number of international students and employees enrolled or working at KISSR	1.1.1. Developing an internationalisation plan for each study level to prepare a list of master and doctoral programmes for international students, and encourage the creation of dual and joint master and doctoral degrees	Completion of the plan Meeting deadline(s) Proper & thorough analysis and planning Suitable master and doctoral programmes for intl. students identified	Review and approval of plan by institutional council of KISSR Monitoring of development process by institutional council, regular progress reports Proofreading, revision Identifying programmes based on clear and predefined criteria taking into account resources at	Lack of accuracy Failing to meet deadline Failing to identify suitable programmes Failing to include departments in the planning process



			KISSR as well as demand of intl. students; in this, inclusion of departments in process of identifying suitable master and doctoral programmes	
	1.1.2. Implementing the internationalisation plan for each study level to prepare a list of master and doctoral programmes for international students, and encourage the creation of dual and joint master and doctoral degrees	<p>Increasing the number of international students</p> <p>Identified master and doctoral programmes available in English</p> <p>Online catalogue of programmes for intl. students published on institutional website and advertised</p> <p>Admission requirements and procedure for intl. students established and clearly communicated on institutional website</p> <p>Advice and support structure for intl. students developed at LIRO</p> <p>Institutional guidelines for establishing dual/joint mas-</p>	<p>Ensuring high percentage of courses offered for intl. students</p> <p>Assessing the English language proficiency of teaching staff</p> <p>Establishing institutional review process regularly assessing the availability and quality of information as well as support services for intl. students; for this, collecting feedback from intl. students</p> <p>Developing institutional guidelines for establishing dual/joint master and doctoral programmes in accordance with internationally established good practices and quality assurance</p>	<p>Lack of motivation by international students to study at KISSR</p> <p>Lack of motivation of KISSR staff to implement plan</p> <p>Lack of staff at KISSR able to teach in English</p> <p>Lack of comprehensive information and support for intl. students</p> <p>Failing to meet intl. established standards</p>



		ter and doctoral programmes available		
	1.1.3. Facilitating creative teaching activities to be coordinated in cooperation with international institutions by inviting international professors to encourage creative teaching in internationalisation-related subjects at KISSR.	<p>High percentage of visiting professors</p> <p>Advice and support structure for intl. staff developed at LIRO</p> <p>Job and teaching opportunities for intl. staff created and advertised internationally</p>	<p>Offering job opportunities for international professors</p> <p>Establishing institutional review process regularly assessing the availability and quality of information as well as support services for intl. staff; for this, collecting feedback from intl. staff</p>	<p>Lack of motivation by international professors to work and teach at KISSR</p> <p>Failing to create attractive job opportunities for intl. staff</p>
1.2. Obtaining valuable knowledge from foreign universities and to develop and implement new/modern norms and global best practices.	1.2.1. Arranging joint development and capacity building projects with foreign universities	<p>Increasing the number of joint projects</p> <p>Proper research, analysis and planning</p> <p>List with desirable and feasible project proposals established</p> <p>List of suitable cooperation partners established</p> <p>List of suitable funding sources and application deadlines established</p>	<p>Co-funding joint projects</p> <p>Allocating ample time and resources to analysis and planning</p> <p>Conducting need and potential analysis at KISSR</p> <p>Researching suitable partners based on criteria distilled from project proposal</p> <p>Researching suitable funding sources based on criteria distilled from project proposal</p>	<p>Lack of motivation by international researchers and foreign universities</p> <p>Failing to devise feasible and attractive project proposals</p> <p>Failing to identify suitable cooperation partners</p> <p>Failing to identify suitable funding sources and to meet application deadlines</p> <p>Lack of resources to</p>



				co-fund joint projects
	1.2.2. Developing a plan and implementing it for arranging summer training courses, training workshops, exchange training programs and mobility	<p>Completion of the plan</p> <p>Meeting deadline(s)</p> <p>Proper & thorough analysis and planning</p> <p>Plan clearly identifies activities and events to be implemented as well as dates/periods of implementation</p> <p>Participants and partners satisfied with implementation and programme/contents of events</p>	<p>Review and approval of plan by institutional council of KISSR</p> <p>Monitoring of development and implementation process by institutional council, regular progress reports</p> <p>Allocating ample time and resources to analysis and planning</p> <p>Proof reading, revision of plan</p> <p>Approval of plans and timelines by cooperation partners</p> <p>Feedback of participants and partners via surveys</p>	<p>Lack of motivation of KISSR staff to develop and implement plan</p> <p>Failing to meet deadline</p> <p>Failing to allocate necessary time and resources to analysis and planning;</p> <p>Overambitious</p> <p>Lack of coordination with cooperation partners</p>
1.3. Implementation of the Bologna Process and ECTS	1.3.1. Developing and analysing the current status and the flexibility of KISSR for implementing the Bologna Process and ECTS	<p>Completion of the analysis report</p> <p>Meeting deadline</p> <p>Detailed and methodologically sound analysis conducted based on TUNING methodology</p>	<p>Review and approval of analysis report by institutional council</p> <p>Analytical framework follows TUNING methodology and is assessed by intl. Bologna expert</p>	<p>Lack of information, lack of motivation</p> <p>Failing to conduct proper analysis</p>



	1.3.2. Implementing the Bologna Process and ECTS	<p>KISSR staff knowledgeable about the Bologna Process and its standards and their application</p> <p>High percentage of courses follow Bologna standards and apply ECTS</p> <p>Adherence to Bologna standards</p>	<p>Training programme for KISSR staff developed and implemented</p> <p>Redesigning the courses and their modules based on the Bologna Process and calculating ECTS for them</p> <p>Review by external Bologna expert(s), report with recommendations</p>	<p>Not designing proper training programme</p> <p>Low percentage of courses in Bologna Process and ECTS</p> <p>Failing to adhere to Bologna standards</p>
1.4. English as a medium of instruction	1.4.1. Offering in-session English training courses to academic and administrative staffs, if needed	<p>Offering in-session English courses</p> <p>Participation rate</p> <p>Increase of English language proficiency levels</p>	<p>Developing English language training capacities at KISSR</p> <p>Participation of academic and administrative staff in the offered in-session courses, if needed</p> <p>Assessing English language proficiency levels</p>	<p>Failing to provide adequate training capacities</p> <p>Low number of participants</p> <p>Low impact on improving the level of English language proficiency of academic and administrative staff</p>
	1.4.2. Enforcing English requirement for recruiting academic, administrative staff, and students	The minimum language proficiency requirement for recruiting staffs and students	Defining the minimum language proficiency requirement for recruiting staffs and students	The defined minimum language proficiency level might not comply with the regulations of MHESR



	1.4.3. Offering pre-session English courses for students, if needed	Offering pre-session English courses for students Participation rate Increase of English language proficiency levels The minimum language proficiency requirement for allowing students to take pre-session course	Developing English language training capacities at KISSR Participation of students in the offered pre-session courses, if needed Assessing English language proficiency levels Defining the minimum language proficiency requirement to allow students to take this course	Failing to provide adequate training capacities Low number of participants Low impact on improving the level of English language proficiency of students Low participant rates due to courses fees
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Goal 2: Increasing the Quality of Research

Goal 2: Increasing the Quality of Research Leader: Research Centres, Research departments, and Local and International Relations Office				
Action	Step	Quality standards	Quality assurance activity	Risk
2.1. internationalising KISSR's staff by contracting with international researchers, engineers and technicians to work at KISSR	2.1.1. Defining the current financial and academic needs contracting with international researchers, engineers and technicians to work at KISSR	Compliance with the plan of MHESR, the Ministry of Planning, and the Ministry of Finance and Economics	Internal / external review, report on compliance	Lack of commitment of participants (Presidency Office of KISSR, and Local and International Relations Office)
	2.1.2. Issuing a policy based on the needs of KISSR for contracting foreign staff at KISSR	Completion of the policy for contracting foreign staff at KISSR	Internal monitoring on issuing the policy for contracting foreign staff at KISSR	Lack of commitment of partners and sense of ownership, especially Presidency Office of



			External review on policy delivered and implemented by KISSR	KISSR, and Local and International Relations Office.
2.2. Establishing staff exchange with international universities and research centres	2.2.1. Seeking for a partner for agreeing upon mobility for staff, master, and doctoral students and young researchers	The number of partners	Recognition of standards for mobility and training courses	Lack of motivation from participants Missing deadline
	2.2.2. Giving an opportunity for participating staff, master, and doctoral students, and young researchers in mobility programmes	Rate of students participated in mobility programs and training courses	Monitoring of participation rates Reports	Lack of motivation of staff and students to participate in mobility programmes Lack of funding
2.3. Conducting multidisciplinary and joint international research projects	2.3.1. Establishing a support (bursary) scheme for incoming international researchers at KISSR	The number of partner relations	Recognition of standards for conducting multidisciplinary and joint international research projects	missing deadline, and lack of motivation from participants
		Providing housing and additional support for incoming intl. researchers Satisfaction of intl. researcher	Developing capacities at KISSR to offer support (bursary) scheme Collecting feedback	Lacking capacities to provide support (bursary) scheme Low satisfaction of support services
	2.3.2. Encouraging cooperation between KISSR and international research groups by arranging and chairing conferences yearly	Implementation of conferences Number of joint research collaborations established as follow-up of conference	Internal monitoring Report	Failing to host conference Low participation rate



2.4. Gaining additional financial support for joint research through international fund-raising.	2.4.1. Establishing a committee to create a database, which gives information about the international donors	Completion of database Comprehensiveness of database	Monitoring of development process, report on completion Thorough mapping of intl. donors	Failing to develop database Failing to take into account those donors that they previously have projects with KISSR
	2.4.2. The committee provides advice and training (e.g. via workshops) to researchers at KISSR for applying for intl. funding	Gaining a certain amount of funds Completion of training events Satisfaction of researcher with advice and training	Writing, proof-reading, and revising good applications for funding Monitoring and assessing satisfaction via questionnaires	Missing application deadlines Misguiding the researchers and low quality advice and training
2.5. Continuously developing existing international research collaborations with established international partners, especially in the EU and the United States	2.5.1. Yearly steps: - A research programme is established. - A selection committee is established. - Funding is agreed on by international partners or donors.	Completion rate of international research work KISSR's presence in the citation index is improved	Internal evaluation and monitoring the Office of Postgraduate Studies and Scientific Affairs Monitoring of citation index	Inability to sustain established collaborations Lack of financial resources

Goal 3: Preparing Students for a Globalized World



Leader: Local and International Relations Office				
Action	Step	Quality stand-ards	Quality assur-ance activity	Risk
3.1. Interna-tional program and language courses	3.1.1. KISSR re-vises its course programme to provide educa-tion that meets the require-ments for lan-guage, cultural ability and rele-vant interna-tional knowledge in demand by the labour market.	Provision of in-ternational pro-gram and lan-guage courses	Internal/external	Lack of motiva-tion, missing deadline
	3.1.2. KISSR of-fers interna-tional students a course with a traineeship aspect that incor-porates relevant work experience and studies at KISSR.	Percentage of in-ternational pro-grams including traineeships Satisfaction of students	Internal monitor-ing, report Assessing stu-dents' satisfac-tion by collect-ing students' feed-back	Missing dead-line Failure to offer traineeships Offering unat-tractive train-eeship opportu-nities
3.2. Collabora-tion with labour market	3.2.1. KISSR will collaborate with highly relevant national and in-ternational or-ganisations, and consulates on the labour mar-ket through KRG - Internship Pro-gram.	Number of col-laborations es-tablished	KRG - Internship Program evalua-tor (external) Review of KRG Internship Pro-gram by evalua-tor	Failure to de-velop collabora-tion
3.3. Dual/joint programs and summer train-ings	3.3.1. Identifying the current status (viability) to offer joint master and doctoral programs, and summer train-ings with foreign universities	A comprehen-sive catalogue of existing proce-dures and condi-tions for recruit-ment.	The findings of the survey and the report will be reviewed and as-sessed by ex-perts in interna-tionalisation of higher education	Not identifying recruitment procedures



	3.3.2. Developing a strategy to offer joint master and doctoral Programs, and summer trainings with foreign universities	Completion of strategy for establishing joint degrees	Review and approval of strategy by institutional council t KISSR Internal/external	Not identifying accreditation procedure
	3.3.3. Implementing the strategy to increase the number of joint students, and for summer trainings	Response rate/ response Representative- ness Increase in number of joint programmes and summer trainings	Monitoring of implementation process by institutional council, regular progress reports	Lack of interest by partners to develop joint programmes and summer trainings

Goal 4: International Reputation and Visibility

Goal 3: International Reputation and Visibility Leader: Presidency Office of KISSR, Department of Magazines and Journals, Statistics and IT department ,Media department, and Local and International Relations Office				
Action	Step	Quality standards	Quality assurance activity	Risk
4.1. Signing Memoranda of Understanding (MoUs) with international universities	4.1.1. Making relations with new institutions, for this researching potential partners and approaching them	Response rate	The results are presented in regular meetings	Lack of interest from intl. universities to sign MoU
	4.1.2. Designing MoUs, including a listing of the parties involved, a purpose/statement of work, terms and conditions, appropriate bilateral signatures, duration of agreement, and any payment terms or special provisions as applicable.	Completion of designing MoUs	Proof reading by professionals within HEIs	Lack of participation by both sides
	4.1.3. Signing MoUs	Number of MoUs signed	The results are presented in	Missing deadline



			regular meet-ings	Lack of motiva-tion
4.2. Offering cotutelle degree programs	4.2.1. Based on Ac-tion 4.1., KISSR will sign/arrange agreement on of-fering cotutelle de-gree programs with foreign uni-versities	Response rate Terms and con-ditions of the joint pro-gramme laid down in a coop-eration agree-ment	Monitoring, re-port Review and ap-proval by rele-vant units of in-stitutions	Lack of interest of intl. part-ners to enter into cotutelle agreements Failing to de-sign and agree on joint pro-gramme
	4.2.2. Offering cotutelle degree programs	Percentage of cotutelle degree programs Adherence with Bologna stand-ards Approval of rel-levant authori-ties of partners' countries	Signing cotu-telle degree agreement with foreign universi-ties	Failure to take all applicable criteria into ac-count and in-adequate re-view of recruit-ing practices
4.3. Incentivis-ing the publica-tion of articles in international journals by staff members of KISSR	4.3.1. Arranging a series of training workshops on sci-entific writing and publishing (editing) including how to submit work at the international jour-nals	Completion of training Participants' satisfaction	Monitoring and report The use of in-ternal quality assurance and feedback mech-anism	Lack of motiva-tion of KISSR staff to partici-pate in training Low satisfac-tion due to low quality train-ings
	4.3.2. Issuing a pol-icy for promoting / rewarding re-searchers for pub-lishing their work in international journals	Issuing of policy	Revision of pol-icy if necessary	Failure to pro-vide incentives Low impact on rate of intl. publications
4.4. Improving E-visibility of KISSR via web-sites, social me-dia	4.4.1. Developing new website for KISSR in four lan-guages (Kurdish, Arabic, English, and German)	Producing pro-fessional and multi-lingual website	Review, provide feedback and approve deliver-ables	Delays in de-veloping the website, Delays in pub-lishing and dis-tributing Newsletters,



				Poor quality and performance
	4.4.2. Creating social media channels for KISSR, such as YouTube, Facebook, LinkedIn, etc	Producing social media channels for KISSR	Review, provide feedback and approve deliverables	Delays in developing social media channels, Poor quality and performance
4.5. Establishing an active international public relations office at KISSR	4.5.1. Defining the objectives, needs, visions, and mission of this office	Completion of the definition of international public relations office at KISSR	Revisions of the definition	Not clearly defined objectives, needs, visions, and mission of this office
	4.5.2. Requesting the MHESR for approval, and then open the office	Approval by MHESR	Revisions may be made by MHESR	Rejection by MHESR

Goal 5: The Role of the Internationalization Process in Community Engagements

Goal 3: The Role of the Internationalization Process in Community Engagements Leader: Local and International Relations Office, Research centres, and Research departments				
Action	Step	Quality standards	Quality assurance activity	Risk
5.1. Collecting and extracting information regarding the key issues that can be addressed through internationalization	5.1.1. Data collection via interviews, and questionnaires in related organizations and governmental sectors	Completion of the survey Accuracy of data	Scientific survey based on the data of different organizations and governmental sectors	Data inaccuracy
	5.1.2. Conducting a study based on the collected data	completion of the study	The results are presented in regular meetings	Inconclusive or lacking study results
5.2. Educating members of the local community	5.2.1. Conducting monthly scientific events at public places, such as schools, parks, and other venues, especially using international	Completion of events	The events are evaluated based on questionnaires	Lack of participation



	examples or involving international scholars and students;			
	5.2.2. Arranging quarterly festivals for educating members of local community	Completion of events	The events are evaluated based on questionnaires	Lack of participation
	5.2.3. Arranging a monthly tour visits for students	Completion of events	The events are evaluated based on questionnaires	Lack of participation
5.3. Setting up research teams in international partnership	5.3.1. Initiating proposals every year for conducting researches on societal issues (e.g. peace, xenophobia, radicalization, preservation of democracy, environmental concerns etc.).	Completion of proposals	Proofreading, revision	Lack of motivation
	5.3.2. Conducting research on pressing societal issues	Completion of research	The results are presented in regular meetings	Lack of motivation Inconclusive or lacking study results
	5.3.3. Giving feedback to the government and the public community by publishing study results and reports	Publishing study results and reports	The results are presented to government and public	Lack of impact of feedback (studies, reports) on the government and public community



QUALITY ASSURANCE AND QUALITY CONTROL TOOLS

Measuring deliverables and processes quality takes place through Quality Assurance and Quality Control. Quality assurance and quality control will be performed through the following procedures and tools:

No.	Activity	Milestones	2020-2021	2021-2022	2022-2023	2023-2024
1	Kick-off meeting and responsibility distribution	Awareness of roles and responsibility	X			
2	Project management/ communication plan	Eight projects management meetings	2X	2X	2X	2X
3	Bi-annual progress report	Eight biannual reports	2X	2X	2X	2X
4	Training needs assessment	Mapping training gaps	X	X	X	X
5	Fund-raising committee selection	Five members selected	X			
6	Validation and approval of joint programs and cotutelle programs	Validating and approval internally and externally by MHESR and the foreign universities	X	X	X	X
7	Control tools for adherence with standard programs		X	X	X	X
8	Internal quality assurance plan	Internal monitoring/peer reviewing	2X	2X	2X	2X
9	External quality assurance	Appointment of external evaluators & development of assessment rubric	X	X	X	X
10	Dissemination and sustainability plan	Report on dissemination plan and activities				X
11	KISSR website & associated social media	Website established & social media used	X			



Risk register and management

1. Risk methodology and matrix

KISSR uses a common risk analysis approach to produce a list of significant risks using probability and impacts. Risk ratings are illustrated in the following matrix and allow KISSR, research centres, and departments to assess the priorities of risks.

		Likelihood			
		Very low	Low	Medium	High
Impact	High	4	8	12	16
	Medium	3	6	9	12
	Low	2	4	6	8
	Very low	1	2	3	4

Red 16 risks = “critical” risks

All risks over Amber 8 = “significant” risks

2. Risk impact and control

All the risks detected using the above framework, especially major risks (i.e. red or Amber risks rating 8 or higher) should be measured for potential internal control improvements. More risk management steps may then be established and reported to reduce the threat and/or effects. On that basis, KISSR categorises the risks in a table with mitigating action/management tool to complete the operation.

Risk No.	Risk area	Risk	Impact	Likelihood	Risk rating	Mitigating action/management tool
1	Deadlines	Missing deadlines	Medium	Low	6	Submitting the new intermediate product, which should support the planned functionality at least.



		Failing to publishing and distributing newsletters	Medium	Very low	2	Outsourcing the production of newsletters to a subcontractor
		Developing website	Medium	Very low	2	Outsourcing the development of website to a subcontractor
		Failing to developing social media channels	Medium	Very low	2	Outsourcing social media development and management to a subcontractor
	Failure	Failing to identifying and designing suitable programmes	High	Medium	12	Conducting regular surveys on finding interesting programs by students.
		Failing to including departments in the planning process	Medium	Medium	9	Giving more authorities to the departments and giving responsibilities in the planning process
		Failing to meeting intl. established standards	Medium	Medium	9	Defining indicators based on international established standards
		Failing to create attractive job opportunities for intl. staff	Medium	High	12	Prioritising job opportunities for international staff by offering high salaries and accommodation.
		Failing to identifying suitable cooperation partners	High	Medium	12	Defining criteria for finding suitable partners
		Failing to identifying suitable funding sources and to	Medium	Medium	9	Establishing fund-raising committee at KISSR



		meet application deadlines				to find alternative financial resources for KISSR
		Failing to allocating necessary time and resources to conduct analysis and planning	Medium	Low	6	Allocate full-time basis staff to conduct analysis and planning Reviewing and revising the analysis and planning before final approval
		Failing to devise feasible and attractive project proposals	Medium	Low	6	Hiring external evaluators to evaluate the project proposals based on their diversities.
		Failing to providing adequate training capacities, and designing proper training programme	Medium	Medium	9	The training programs are designed based on the needs of local and international market Conducting surveys on designing proper training courses
		Failing to adhere to Bologna standards	High	Low	8	Semi-annual revision of the courses based on the Bologna standards
		Failing to host events	Medium	Very low	3	Identify, analyse and communicate risk control approaches or risk reduction approaches. Then track and mitigate threats – execute risk response and management plans.



		Failing to developing database	Medium	Low	6	Preparing analysis, plan, and a roadway to design and implementation of the database Outsourcing the development of database to a subcontractor
		Not creating impact of feedback (studies, reports) on the government and public community	High	Low	8	Feedbacks will be sent to the Ministry of Planning - KRG to be used in their annual plans towards more impact on community
		Failing to sustain established collaborations	Medium	Low	6	Working on joint projects continuously Arranging staff/student mobilities Organising joint events together
		Failing to developing collaboration	Medium	Medium	9	Defining common criteria between KISSR and universities that render cooperation more likely Taking into consideration these above criteria
		Failing to take into account those donors that previously have funded projects with KISSR	Medium	Low	6	Regularly submitting new applications to these donors



						<p>Provision of sustainability of previous projects to these donors</p> <p>Provision of the impact of previous projects to these donors</p>
		Failing to offering attractive traineeship opportunities	Medium	Very low	3	<p>The training programs are designed based on market needs</p> <p>A survey is conducted to find out the interesting training programs</p>
Low rate/percentage (of)		Staff participating	Medium	Medium	9	<p>Promotion</p> <p>Bonus</p> <p>Better salary</p>
		Impact generated	High	Medium	12	<p>Collaboration with the Ministries of KRG to have more impact on decisions making as we all community</p>
		Not improving the level of English language proficiency of academic and administrative staff, and students	Medium	Medium	9	<p>Defining minimum level of English as a requirement for staff to remain on their positions</p> <p>Defining minimum level of English requirement as entry for courses</p>
		Courses adhering to Bologna standards and ECTS	Medium	Low	6	<p>Defining steps to change all courses based on the Bologna standards</p>



		International students	Medium	High	12	Offering scholarships for talented international students Offering discounted price of accommodation for international students
		Impact on rate of intl. publications	Medium	Low	6	Reporting to the Ministries to KRG on KISSR's publications to use them on decision making process
		satisfaction	Medium	Medium	9	Taking into account the feedbacks given by staff and students Working with feedbacks in reform processes to achieve higher satisfaction
	Lack of motivation (of)	International students	High	High	16	Offering scholarships for international students Providing affordable accommodations for international students Helping them to find jobs after graduation
		KISSR staff	Medium	Medium	9	Academic promotions Bonuses



		international visiting professors/researchers	High	Medium	12	<p>Giving better salary than local staff</p> <p>Bonuses</p> <p>Targeting to hire dual citizenship professors/researchers</p>
Lack of	Human resources	High	Medium	12	<p>Monthly auditing of a core program, policies and recommendations released in conjunction with current "recruiting" arrangements, communication with the director of the HR and heads of departments on new contract issues and issues of concern.</p>	
	Financial resources	High	High	16	<p>Alignment of planning and budgeting</p> <p>Regular budget review</p>	
	Information	Medium	Medium	9	<p>Provision of all rules and regulations related to HEIs in Kurdistan Region</p> <p>Conducting questionnaires to collect information</p>	



		Guiding the researchers and low-quality advice and training	Medium	Very low	3	Guidance is given jointly by local and international staff at KISSR
		comprehensive information and support for intl. students	Medium	Medium	9	Provision of website and mobile apps in multiple languages Provision of brochures, leaflets in multiple language for international students
		coordination with cooperation partners	High	Medium	12	Allocate specialised/dedicated persons in coordination to coordinate with KISSR's partners
		Interest from international universities for collaboration and entering into cotutelle agreements	High	High	16	Start with those international universities that operate at similar level as KISSR or a little bit above Start with those universities that have dual nationality staff. For instance, with those universities in Germany that have Iraqi-German academic staff in senior positions.
		Study results/outcomes	Medium	Low	6	Study outcomes are evaluated by external



						evaluators based on international standards
		Identifying recruitment and accreditation procedures	High	Medium	12	Aligning the current procedures of recruitment and accreditation with international ones
		Participation/motivation and commitment	Medium	Medium	9	Allocating employees on a full-time basis Giving bonus salaries Promotions
	Miscellaneous	Rejection by MHESR	High	Low	8	Asking MHESR to give feedbacks on KISSR's requests instead of rejection.
		Compliance with the rules and regulations of MHESR	High	Low	8	Aligning the plans and activities of KISSR with the rules and regulations of MHESR.