



**UPM GROUP
UK**

The Ishtar Gate Project: Developing a sustainable vision and roadmap for the Iraqi Higher Education Sector, in partnership with UK HE good practice

Presentation to H.E. Minister Dr Hussein Al-Sharastani, Minister of Higher Education and Scientific Research

January 2015

DRAFT FOR DISCUSSION

Presentation team

Chris Kirk

Education and Skills Lead, PwC

*Education Organisational
Improvement, Policy & Research*

- 20+ years private & public sector experience, specialising in education
- Extensive expertise in developing & leading large scale educational change programmes
- Led the PwC UK Schools team and Chaired the Global Education Network, linking 70 PwC offices across the world. Member of the World Economic Forum's Global Agenda Council on Education



Douglas McKinnon-Snell

Executive, UPMGroup

*Strategic Planning, Food and Energy
Sustainable Strategy and Logistics,
Government Project Mgmt*

- Extensive experience in the international energy and food markets
- Key advisor to foreign governments, agencies and corporations on maximising intrinsic value of government-to-government collaborations
- Worked in Iraq, UK, Europe, China, South America, Middle east, and Libya and Russia



Cate Noble

Education and Skills, PwC

Programme design and delivery

- 15 years experience in global business transformation programmes in public & not-for-profit sectors
- Worked across a range of international markets with a particular focus on the Middle East
- Proven track record of delivering large consulting and change programmes, combining analytical design skills with change management techniques



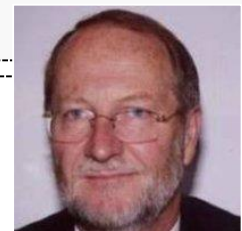
Garry Hopcroft, FCILT

Board Director & Finance

Executive, UPMGroup

Strategy & Change Management

- Expertise in strategy, change management and transformation programmes in international development, supply chain and the logistics industry
- Worked in UK, USA, Afghanistan, Channel Islands and extensively across Africa, (Jersey)



Agenda

<i>Timings</i>	<i>Agenda item</i>	<i>Lead</i>
	Arrival	
	<ul style="list-style-type: none"> Meet & greet 	
	H.E. Minister Al-Shahristani Introduction	H.E. Minister Al-Shahristani
	<ul style="list-style-type: none"> Context, vision and objective 	
	Sir Paul Beresford Introduction	Sir Paul Beresford
	<ul style="list-style-type: none"> Attendees welcome British government support Declaration of intent 	
1.5 hrs	PwC and UPMGroup presentation	PwC & UPMGroup
	Break	
1 hour	Universities	Cate Noble
Roundtable	<ul style="list-style-type: none"> Roundtable 	
3-5 mins per university	<ul style="list-style-type: none"> Panel discussion Conclusion 	
	Questions & Discussion	All
	Close	All
	<ul style="list-style-type: none"> Agree next steps 	

Our understanding of H.E. Minister Al-Shahristani's inspiring vision for the Higher Education Sector

Based on H.E. Minister Al-Shahristani's 16-point summary

Raise coordination, cooperation and integration

- Coordinated, multi-level approach across ministry departments

Improve the university infrastructure and supplies

- New departments / colleges with specialities representing the latest developments in science
- Iraqi institutions to set international standards for quality assurance & accreditation

Modernise the curriculum, teaching and learning

- Focus on the skills, technology and values needed by the Iraqi labour market
- Learn from the most advanced education systems
- Doors opened to the outside world – scholarship programmes & harnessing the talent of expatriates returning to the country

2015



A human capital force that meets national needs

- “Productive-universities” responding to movements in society
- Analysing and treating the challenges Iraq faces
- Investing in the human mind and business innovation to create an agile labour force
- Equipping Iraqis with the knowledge, skills and values to be good and productive citizens

The vision builds on strong historical foundations to bring the sector in line with global good practice

Higher Education in Iraq was historically the candle for its counterparts in the Middle East and the world, and could once again be a scientific and economic leader.

Challenges of recent history

Security – university closures and operational constraints have led to **low attendance rates**

Infrastructure – economic sanctions (1990s) have constrained imports and damage to buildings **impacts the sector's ability to deliver**

Curriculum – Iraqi contextual challenges have led to a **gap between the curriculum and labour market** (source: UNESCO)

Strong foundations for the future

The Minister has set out a clear and compelling **vision for the development of the sector**

Iraq and the UK have in the past demonstrated a **strong desire to collaborate**, as shown by several links and partnerships over the past 10 years involving government and universities

Opportunity to collaborate for development

There is strong support from both the UK and Iraqi governments and institutions **for collaboration for mutual learning and development**

A **Master Plan** for the HE sector can be developed that could provide a sustainable roadmap for developing higher education in Iraq that meets the requirements and demands of Iraqi universities.

The Consortium proposes to facilitate a strategic Master Plan to deliver the Minister's vision

Comprehensive five-year strategic development Master Plan

The Consortium can undertake a strategic system review, using PwC's 'Transform' methodology to identify development priorities

Programme of prioritised projects and quick wins

We can co-ordinate collaboration with the international HE sector, especially British institutions, to deliver a best in class approach across all aspects of the system

Increased capacity across the system for sustainable development

Through our teams in UK and Iraq, we can build Iraqi institutional capacity at university and ministry level to take the programme forward



Our framework for strategic system review identified six thematic areas

VISION for the economy and society of Iraq

Build a new developed country:

- strong and stable economy
- security and safety
- providing the society with educated leaders and civilisation builders
- combining in productive citizens and a prosperous nation.

Institutions and individuals to deliver the vision

ROLE of HE Sector in achieving VISION

Knowledge

Skills

Competencies

Values

Research & development

Curriculum, teaching & learning

Infrastructure

Quality & regulation

Funding & resources

Workforce

Research capabilities aligned with Iraq's economic and social development goals

Curriculum & pedagogical approaches to prepare students for their role in Iraq's future

Fit for purpose physical assets, technology and services to deliver requirements

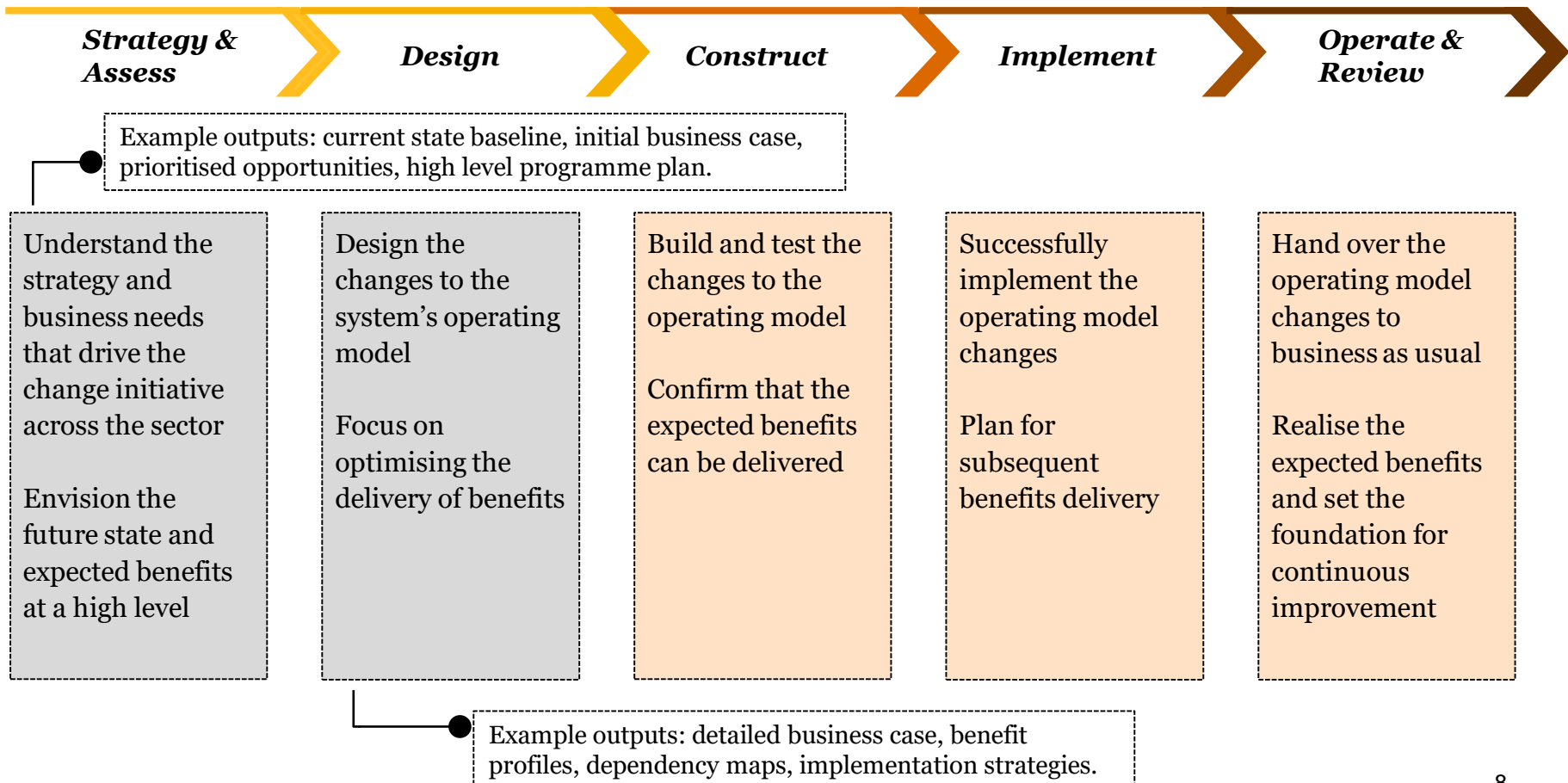
Governance, standards and processes to establish and maintain quality throughout sector

Funding & resources aligned to outcomes, including processes to drive sustainability

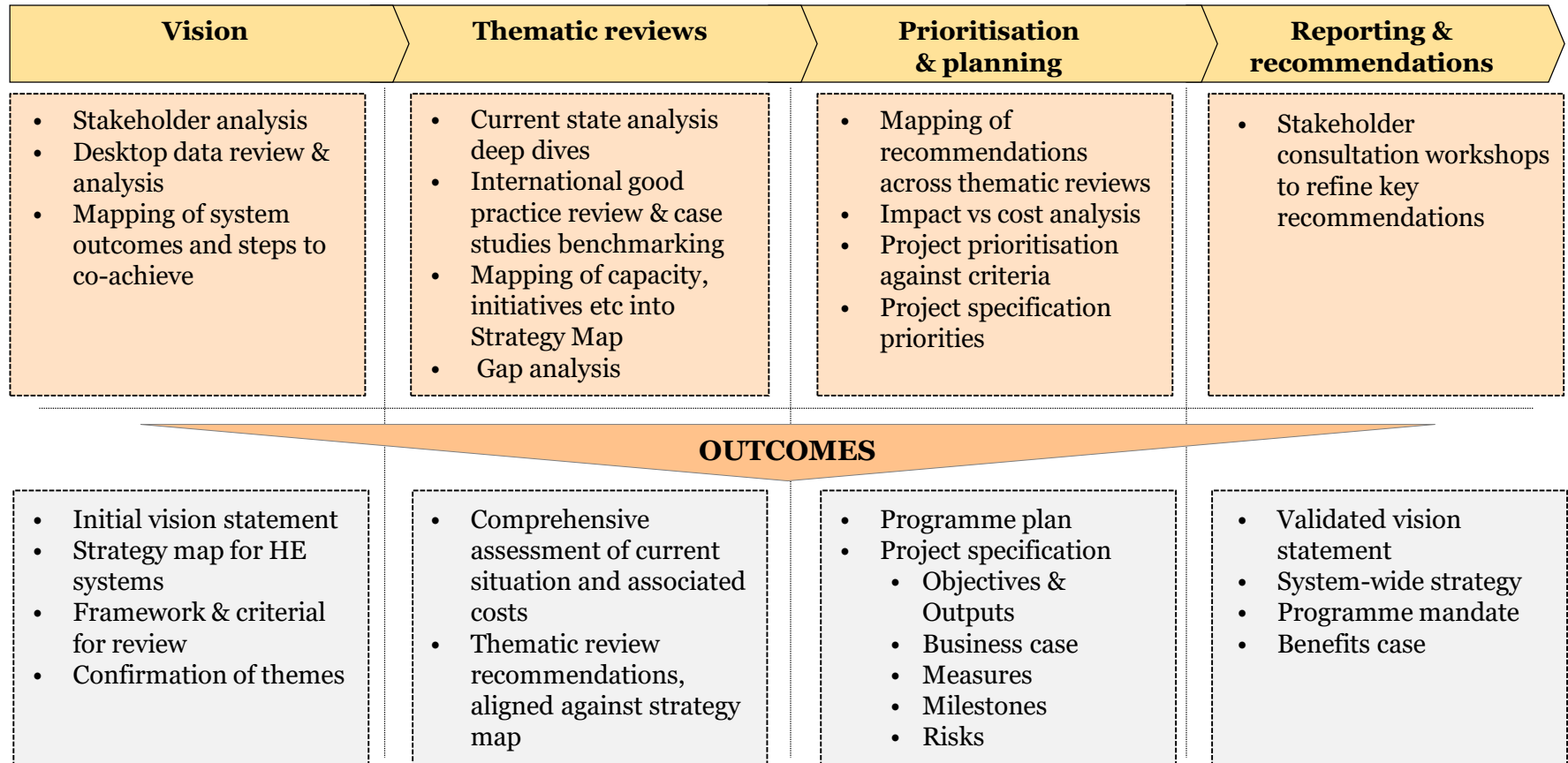
Skilled workforce to meet delivery needs, both presently and in the future

Our strategic system review would apply PwC's agile implementation methodologies and toolkits

Transform is PwC's approach to delivering all aspects of a change initiative, from strategy through to implementation and operation. The system review focuses on the **Strategy & Assess** and **Design** stages



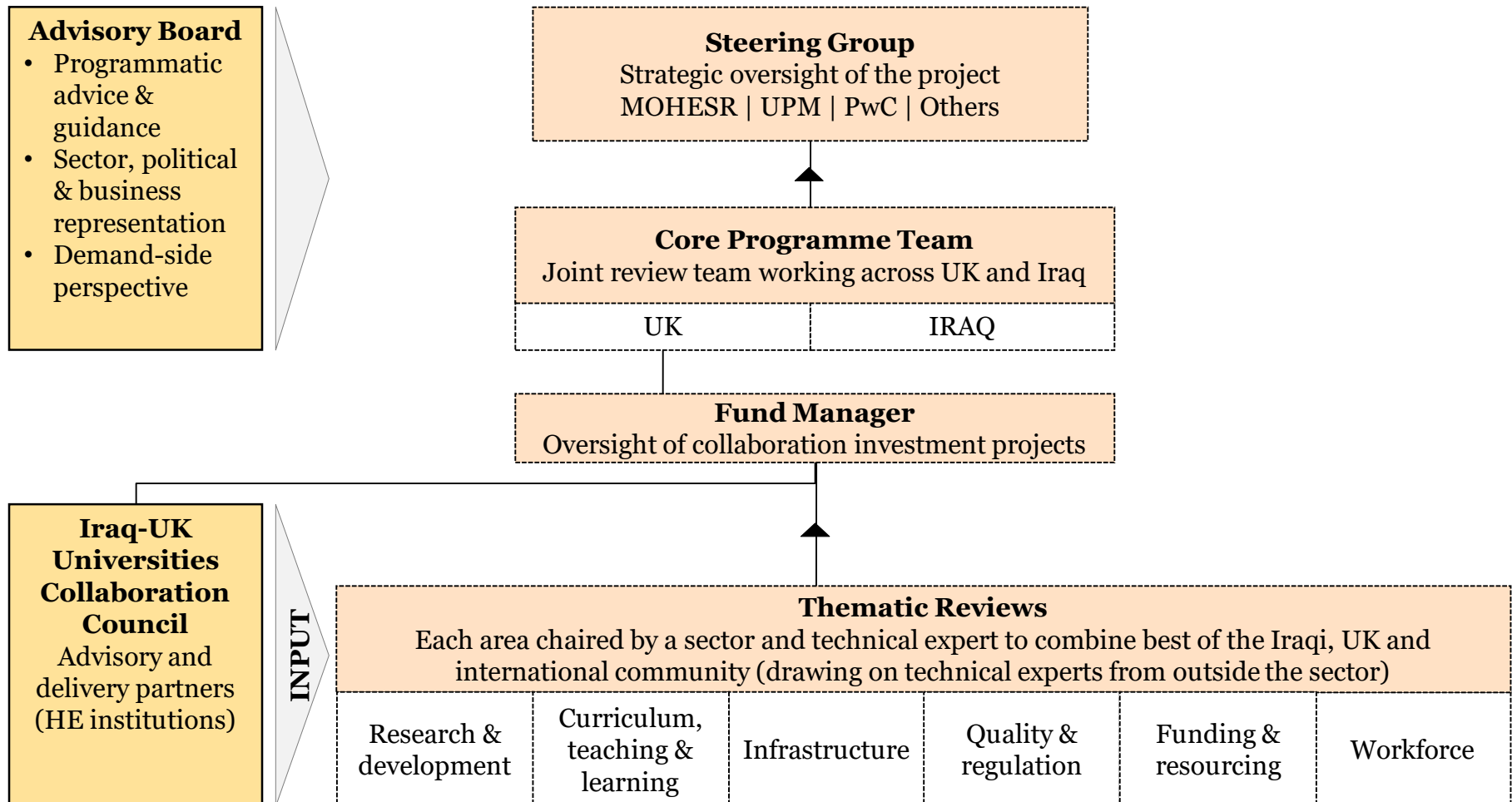
The review would provide a prioritised delivery plan across the six thematic areas



Programme Management Principles

e.g. managed risks & opportunities, smart financing, engaged stakeholders, focused benefits management

A clear programmatic structure would support good governance, accountability and visible delivery



The review would identify priority areas for development within each theme

Research & development

- Departments/ research centres aligned with national research priorities
- Knowledge transfer and exchange
- Creation of business incubators
- International research collaboration

Curriculum, teaching & learning

- 21st Century curriculum
- Jointly awarded degrees (working with British and other international partners)
- Recognition and accreditation of Iraqi universities and qualifications

Infrastructure

- Estates and facilities upgrade programme
- ICT systems for students, faculty, administration and all processes
- Shared (back office) services capacity

Quality & regulation

- Standards, policies and procedures for quality assurance and accreditation
- Regulation framework for private universities
- Core process improvement – e.g. participation / admissions

Funding & resources

- Funding sustainability
- Finance and treasury
- Fair access for all to Higher Education

Workforce

- Sector-wide workforce strategy
- Professional development programmes

Priority project to target ‘quick wins’ 1/4

Iraq-UK Universities Collaboration Council

Context and objectives

- Iraq’s recent context has constrained collaboration, resulting in a risk of Iraq falling behind in research and teaching
- Strong desire for two-way collaboration between the Iraq and UK governments for Higher Education
- A need for co-ordination of collaboration efforts to drive:
 - Quality
 - Effectiveness
 - Return on investment

Approach

Establish Iraq-UK Collaboration Council, to:

- Manage MOHESR funding to promote impact, alignment and value for money on cross-country collaboration
- Co-ordinate best in class HE providers from UK and Iraq to deliver joint projects
- Scope includes:
 - Research & development
 - Curriculum, teaching and learning
 - Institutional management
- Partner with private sector providers and other Ministries

Results

- Pave the way for ongoing collaboration between Iraq and UK universities, and within the Iraqi public and private sectors
- Establish the foundation of the ‘Knowledge-Based Economy’ that meets the challenges Iraq will face with its rapidly-growing economy
- Bridge the gap between Higher Education and local market demands
- Provide well-educated human resources and capacity building that can lead the rising sustainable economy of Iraq
- Create a platform for investment through research bodies & interaction with commercial organisations



Priority project to target ‘quick wins’

Iraqi Ministry Leadership Programme

Context and objectives

- The MOHESR will need to build capacity and leadership in order to drive the programme forward
- PwC has consolidated its global expertise and experiences into a detailed methodology called ***Transform*** for delivering change programmes
- ***Transform*** can be tailored according to the country and sector context and the stage of the programme
- Each stage (Strategy & Assess, Design, Construct, Implement, Operate & Review) is supported by training modules

Approach

- Tailor a training programme for MOHESR based on PwC's ***Transform*** modules
- Bring private sector approaches to project and programme management
- Deliver in Iraq, UK and neighbouring Middle East countries through PwC's ***Middle East Public Sector Institute (MEPSI) platform***
- Certification by PwC upon successful completion

Results

- A cadre of change leaders within the Ministry and other institutions
- Capacity to define, lead, manage and measure the impact of the sector development programme



Priority project to target ‘quick wins’ 3/4

National Academy Scholarship Programme

Context and objectives

- Desire to build internationalisation, English language, and research skills through study abroad
- Studying abroad is costly, and not accessible to all
- Bottle necks are a constraint e.g. English language tests (IELTS) and visas
- Programmes are currently predominantly focused on PHD students, with lesser provision for undergraduate students
- There is a risk that participants do not return to Iraq upon completion of study abroad programmes

Approach

- Develop a “National Academy Scholarship Programme”
- Academic study combined with leadership and management development
- Funding dependent / incentivisation on commitment to return to Iraqi HE, government or industry
- Coordinated approach to visa processing
- Improved IELTS provision (e.g. provider management diversification, alternative provision)
- Engagement with private/ public sector employers to incentivise repatriation

Results

- Strategic approach to scholarship programme
- Return on investment ensuring benefits back to Iraq
- Increased delivery through process improvements (including IELTS and visa processing)



Priority project to target ‘quick wins’ 4/4

Consultation & research to potentially match applicants with university places

Context and objectives

- Potential to meet challenges faced in Iraq matching student applicants to university places and appropriate study programmes
- A plan to open BIRC offices in all Iraqi universities
- Collaboration and communication with the Cultural Relations Offices (CRO) Representative offices of the Directorate of Scholarships and Cultural Relations in the Ministry
- Management and administration
- There is a need for co-ordination and collaboration efforts to drive:
 - Quality
 - Effectiveness

Approach

- A central web portal for candidate applications, qualifications, references, documentation and proposals
- IELTS and visa support
- Travel, reception and resettlement program
- Program management and progress reporting
- Potential role for BIRC offices to:
 - Maintain communications between all HE stakeholders involved
 - Manage the end-to-end applicant process (visas, scholarships, admissions, English language training)

Results

- Visibility of student offers and curricula
- Management of university places and study programmes, in line with Iraqi societal needs
- Consolidation of recommendations
- Utilisation of BIRC offices to their full potential, including return on investment



We propose a 5-year partnership to deliver the programme

Strategy & Assess

- Understand the strategy, including societal & economic needs that necessitate HE
- Envision the future state and expected benefits of a developed HE sector

Design

- Design the changes to the HE landscape & operating model
- Focus on optimising the delivery of benefits & identified quick-wins

6-9 months initial review

Research & development

Curriculum, teaching & learning

Infrastructure

Quality & regulation

Funding & resources

Workforce

Construct

- Build and test the changes to the operating model
- Confirm that the expected benefits can be delivered

Implement

- Successfully implement the operating model changes
- Plan for subsequent benefits delivery
- Knowledge transfer

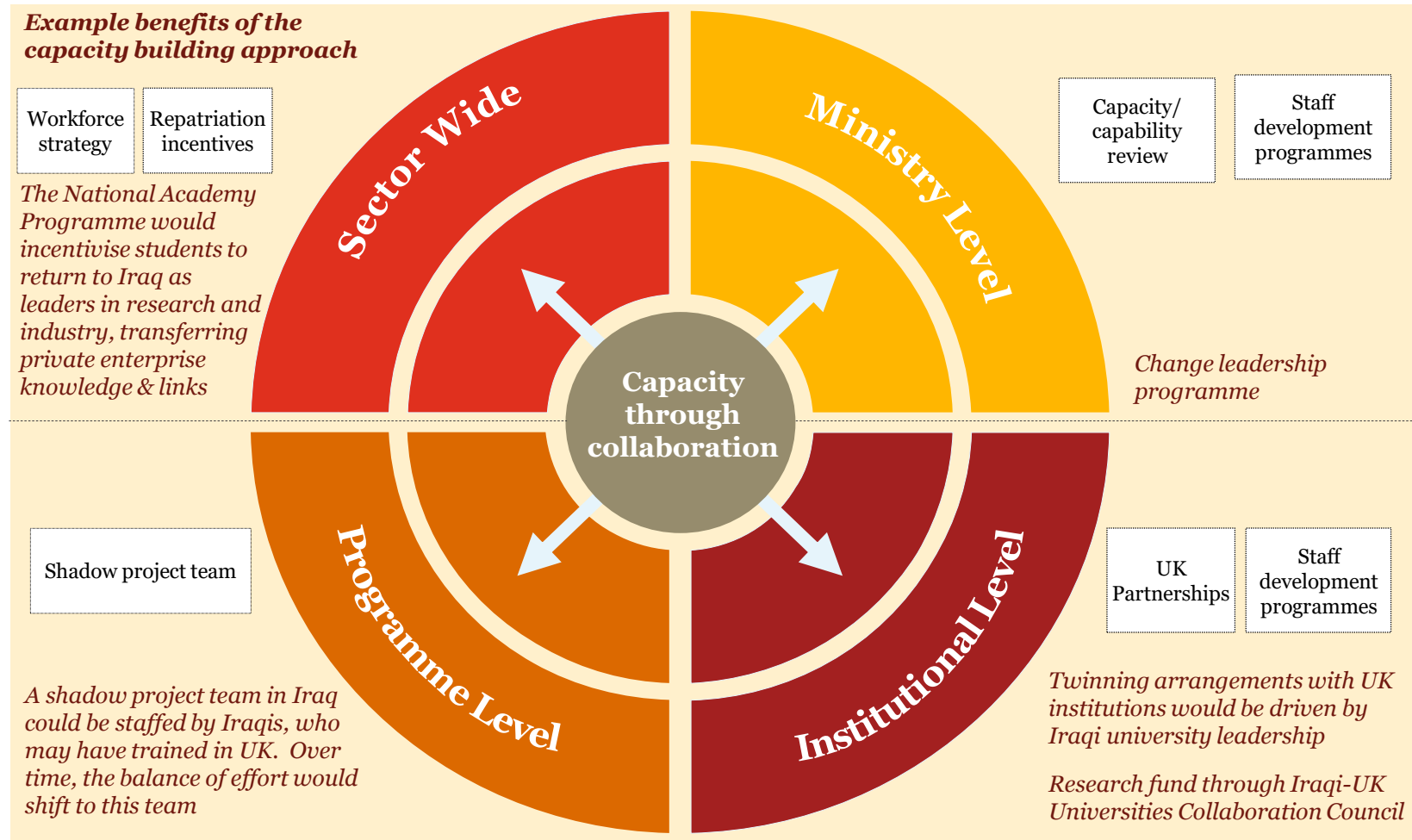
Operate & Review

- Hand over the operating model changes to business as usual
- Realise the expected benefits, handover capability, continuous improvement

5 year programme across the thematic areas to realise benefits and build capability

Building capacity through collaboration

We are committed to building capacity and sustainability through our collaborative approach between Iraq and the UK. The programme would initially rely heavily on UK based inputs; over time, we could build capability and resource in Iraq at every level.



How would we celebrate success?

We propose a carefully managed and executed Public Relations strategy, celebrating the successes of the programme and building momentum for subsequent phases

Publicity channels within Iraq can be used to **disseminate information** on the Ministry of Education's programme and **share successes**.



Middle East Marketing Brand and Communications Services

PwC helps organisations and individuals create the value they're looking for. Our team's purpose is to help you deliver value and solve important problems, ensuring messaging is distinctive, relevant and consistent, including:

- Middle East and global marketing materials
- Thought leadership
- Policies and procedures around press releases, newsletters, brochures, adverts and events
- Merchandise and print information

Why work with us?

PwC and UPMGroup showcase significant knowledge and expertise in key areas that is central to delivering the Master Plan

Our capability

- Experience and understanding of the contextual challenges within Iraq
- PwC global reach and presence
- Significant commercial experience and expertise across the public and private sector
- Developed education practice, with subject matter expertise

- Detailed analysis established collaboratively with the Cultural Attaché to date, including defining Iraq's contextual challenges, distilling information and formulating solutions
- Mutual capacity building and knowledge transfer capabilities

Tried & tested Methodologies

Lessons learnt

- Extensive knowledge base through collaboration with UK Universities
- Developed understanding of the Iraqi context through our work with the Cultural attaché
- Fund Management principles applied in practice e.g. PwC manages DFID's £300m fund for Girls' Education in Africa & Asia

- Co-ordinated efforts to assist in the development of Iraq's Higher Education system, as demonstrated by Foreign and Commonwealth support for the programme

British Government support

Our consortium is well placed to support the MOHESR



- Leading professional services network
- Strong execution, operational, and business consulting capabilities
- Established and rapidly growing global advisory business
- Deep expertise in the educational sector
- 187,000 people in 833 locations in 157 countries

Global reach, scale, prominence, and deep consulting capability, from strategy through execution

Study programmes review across international universities

Slovak Government Ministry of Education

Development and review of the effectiveness of university study programmes in Slovakia against actual and prospective needs of the market and business environment

- Outputs: methodology to monitor demand forecasts for prospective study programmes linked to business sectors, professional review of 1500+ study programmes in view of specified labour market segments, recommendations to optimise performance in Higher Education

Cost analysis of administering education across Wales

Welsh Assembly Government

Review on behalf of the Ministry of Education to identify the cost of education administration across schools, local authorities, further and higher education amidst educational Welsh budgets facing significant financial challenges

- Outputs: Standard activity model allocating costs, hypotheses to shift costs to the front line of education, development of a proposal to harness a national approach to delivery

Our consortium is well placed to support the MOHESR

Digital transformation

Top-ranking University, UK

Support to a leading UK University across the whole transformation journey, including the overarching design of the future target operating model, organisational design, IT solutions, technical architecture, commercial strategy, business support, estates management, procurement, technical delivery management, data and MI, marketing, the student journey and programme management.

- Outputs: Diagnostic against standard process model to identify inefficiencies, service transformation model across IT, procurement, estates to deliver future –state operating model. £40m in savings expected over 5 years.

Operational costs benchmarking & visa advisory

Universities UK

Review of how operational costs are currently benchmarked within the higher education sector to gain a clear assessment of future needs.

Advisory services relating to universities amidst changing UK Boarder Agency visa regulations. Support to universities in continuing their franchise arrangements with private colleges and enabling them to award visas to international students granting them to work

- Outputs: benchmarking operational costs using innovative approaches; impact & benefits analysis ; process improvement systems review, using LEAN principles and business intelligence systems; independent visa process review to identify risks and opportunities going forward in a changing environment



**UPM GROUP
UK**

Our consortium is well placed to support the MOHESR – UPM Group

UPM Group provides insight and solutions to assist Governments, their ministries and agencies, in their development programmes across the globe.

Managing projects and business in one place

- Track record managing Home Office projects, including rehabilitation, retraining, resettlement, educating, and employing people across languages and counties
- Responded to the needs of c. 170,000 individuals , singles and families made up of asylum seekers, refugees and students
- Four training and learning centres for use in the UK, offering various courses leading to higher education, including Cambridge and IELTS and licensed to conduct UK citizenship exams
- In cooperation with UK universities and the Romanian Academy, we engage in scientific research, fuel cell (including the only UK-based testing lab), water desalination, agriculture and medical research
- Database of qualified staff in the UK and Iraq that can be mobilised at short notice

We offer secure satellite communication solutions to Governments

*-Delivered through our joint
venture with SES we are*

Subject matter experts

Glen Babcock

Partner

Public Sector Operational & Financial Restructuring Lead



- Extensive work within UK higher education to generate cash as well as reduce costs whilst not affecting the quality of service or student experience
- Recently worked with an international UK-based oil & gas services business to generate cash rapidly from existing debtors and WIP across the Middle East, including Iraq, as well as supporting the local teams to re-design their collection processes

Chris Kirk

Education and Skills Lead

Education Organisational Improvement, Policy & Research



- 20+ years private & public sector experience, specialising in education
- Extensive expertise in developing & leading large scale educational change programmes
- Led the PwC UK Schools team and Chaired the Global Education Network, linking 70 PwC offices across the world. Member of the World Economic Forum's Global Agenda Council on Education

John Berriman

Partner

Cyber Security & Education



- 38 years experience in PwC Consulting & Assurance, with significant experience working in SE Asia
- 6 years as PwC Exec. Board member & COO UK
- PwC Industry lead in cyber security and education practice
- Fellow of the Institute of Chartered Accountants in England & Wales, a Fellow of the Royal Institution of Chartered Surveyors and a Fellow of the Chartered Management Institute

Alistair Kett

Partner

Industrial Products



- Programme and Project management expertise, including a number of published papers
- Execution of complex business transformations within challenging environments
- Experienced in cost reduction, operational efficiency, redemption modelling, partner growth strategies
- 4 years spent as regional leader of the Industrial Products sector in Abu Dhabi

Subject matter experts

Caitroina McCusker



Director

Business Transformation, Cultural & Behavioural Change

- 13 years business transformation experience
- Leads PwC's transformation offering across Higher Education nationally
- Led several significant large sector leading programmes, nationally and internationally
- Worked with major governmental organisations in Central Government and Education

Cate Noble



Education and Skills

Programme design and delivery

- 15 years experience in global business transformation programmes in public & not-for-profit sectors
- Worked across a range of international markets with a particular focus on the Middle East
- Proven track record of delivering large consulting and change programmes, combining analytical design skills with change management techniques

Sarah Hodge



Senior Manager

Programme and change management

- Partnership management between universities and private sector providers
- Review and development of product and services portfolios, focusing on customer strategy
- Policy deployment and performance measurements

Dr Tammy Long



Senior Manager

Strategy & Economics

- 20 years experience in HE sector
- HE Commission member - published reviews on regulation in HE and the future of postgraduate education
- Lead in effectiveness review of university study programmes for the Slovak Ministry of Education
- Previously managed Knowledge Transfer activity within the university sector



Subject matter experts

Douglas McKinnon-Snell

Executive, UPMGroup

*Strategic Planning, Food and Energy
Sustainable Strategy and Logistics,
Government Project Mgmt*

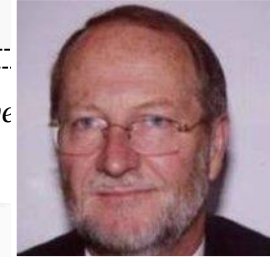


- Extensive experience in the international energy and food markets
- Key advisor to foreign governments, agencies and corporations on maximising intrinsic value of government-to-government collaborations
- Worked in Iraq, UK, Europe, China, South America, Middle east, and Libya and Russia

Garry Hopcroft

Board Director & Finance Executive

Strategy & Economics

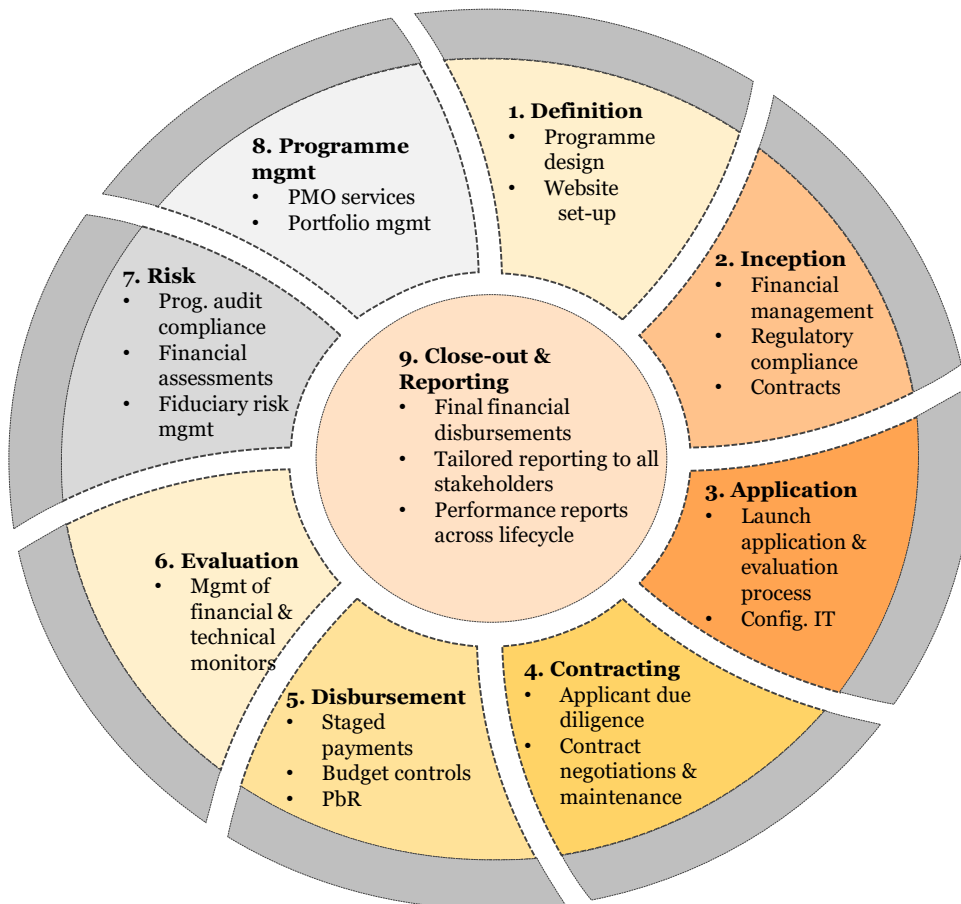


- Fellow of the Chartered Institute of Logistics and Transport
- Expertise in strategy, change management and transformation programmes in international development, supply chain and the logistics industry
- Worked in UK, USA (Washington), Africa (Angola, Botswana, Kenya, Lesotho, Mauritius, Malawi, Mozambique, Namibia, Nigeria, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe), Afghanistan, Channel Islands (Jersey)

Appendices

Fund Management

PwC provides an end-to-end fund administration solution. It's a 'one-stop-shop' that supports all aspects of the fund administration value chain, such as due diligence, contracting, disbursement and monitoring



Examples of our work

Girls' Education Challenge – Multi-country



- Fund Manager for £300m fund on behalf of DFID.
- 1 million girls in school completing a full cycle of education.
- Increased learning and education opportunities for marginalised girls.

Fund administration services:

contract maintenance, due diligence, financial management, financial monitoring, reporting.

Security Sector Accountability and Police Reform – DRC



- Training of over 4500 police officers in management and community policing.
- The introduction of community security groups in three pilot areas to create constructive dialogue between the police, citizens and administrative authorities on local security issues.

Fund administration services:

financial management, reporting, performance monitoring.

Climate Development and Knowledge Network Multi-country



- Fund Manager on behalf of DFID.
- Supporting climate compatible development in over 74 developing countries.
- Distributing typically £21m of support per year.

Fund administration services:

financial controller, head of procurement, contract maintenance, reporting.

PwC Middle East Public Sector Institute (MEPSI)

The Middle East Public Sector Institute offers a one-stop centre of excellence to help governments and public sector organisations in this fast-growing region bring added value to the people they serve. Here they can develop the skills, competence, operational excellence, governance and risk management needed to meet the increasing demands of today's commercial, economic and social forces.

Set up by PwC in 2010 in Amman, Jordan

- Provides leading academic research services and innovative experiential training customised to meet the specific issues and challenges of each of its clients
- Works closely with leading international and regional thought leaders
- Uniquely placed to benefit from PwC's extensive expertise and latest insights gained from strong relationships developed through working with government and public sector organisations across the globe.

Thought Leadership

Middle East Public Sector Research Centre

- Conducts and shares in-depth research
- Publishes thought leadership on government and public sector issues specific to the Middle East

Programmes

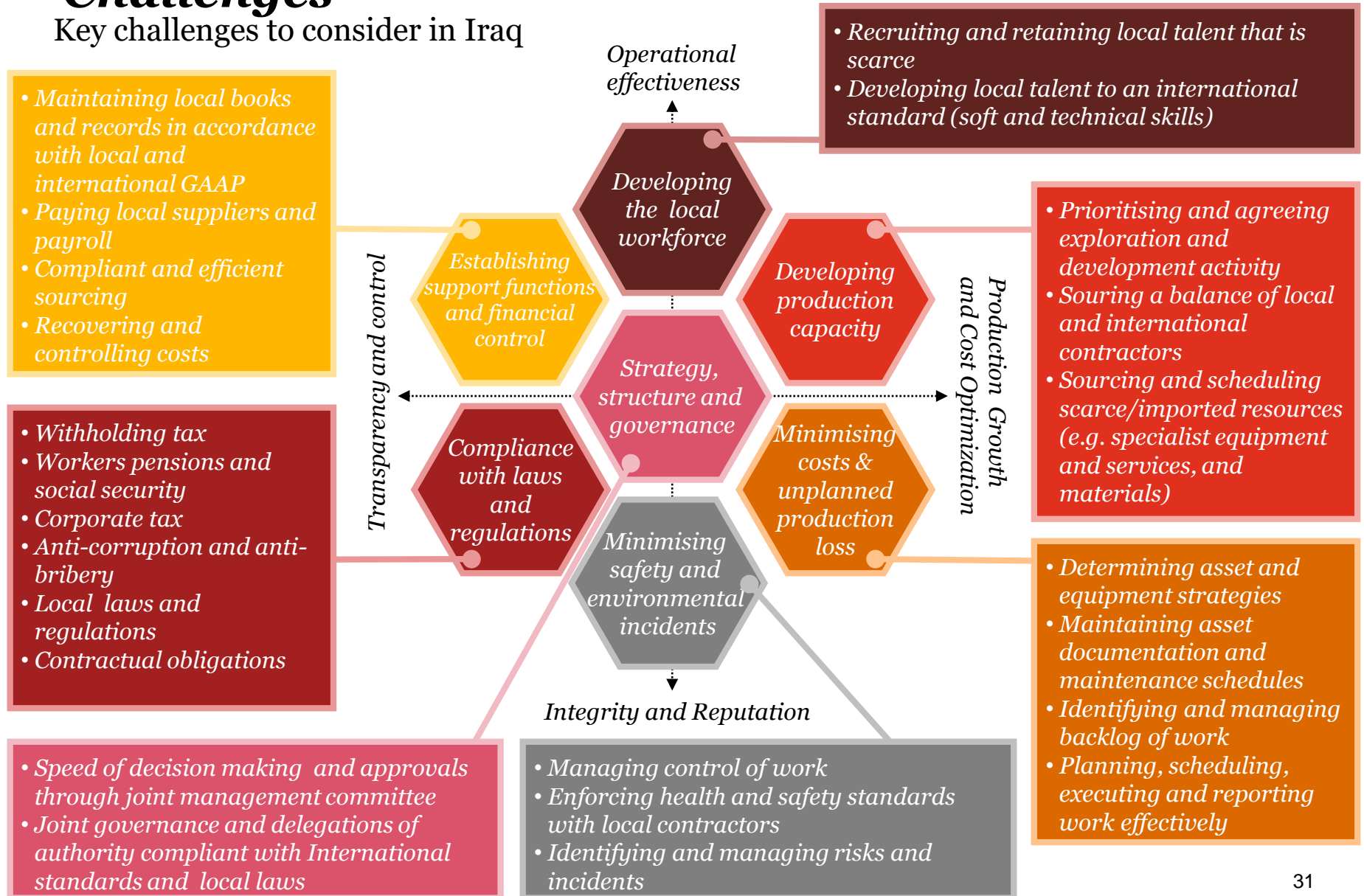
- Unique opportunity to learn from the insights and perspectives gained through PwC's strong relationships and interactions with other public sector clients around the world
- Annual events & programmes designed to address key concerns of Middle East governments and public sector organisations

MEPSI Value proposition: bird's eye view



Challenges

Key challenges to consider in Iraq



Priority project – longer term

Curriculum, Teaching & Learning

Context and objectives

- **Curriculum Development:** Restrictions on research and teachings and political interference have slowed scientific progress and produced a gap between the curriculum & labour market
- **Academic staff training:** One third of Higher Education teaching staff lack the minimum educational qualifications for a teaching post
- **Articulation Agreements:** There are currently few arrangements in place to guarantee students' continuation of study at degree-awarding bodies, for those that meet academic requirements
- **Iraq-NARIC Project:** Lack of substantial information on the current curricula and learning outcomes have prevented the Iraqi Higher Education qualifications from being equalised and recognised

Approach

- Analysis of Iraqi curriculum requirements and consultation with subject matter experts and world-leading academicians
- An academic staff training scheme defined and implemented, using innovative methods such as electronic distance learning
- Establish various articulation agreements between Iraqi and British universities
- Consultation with the UK NARIC organisation and response to the requirements that could lead to recognised qualifications

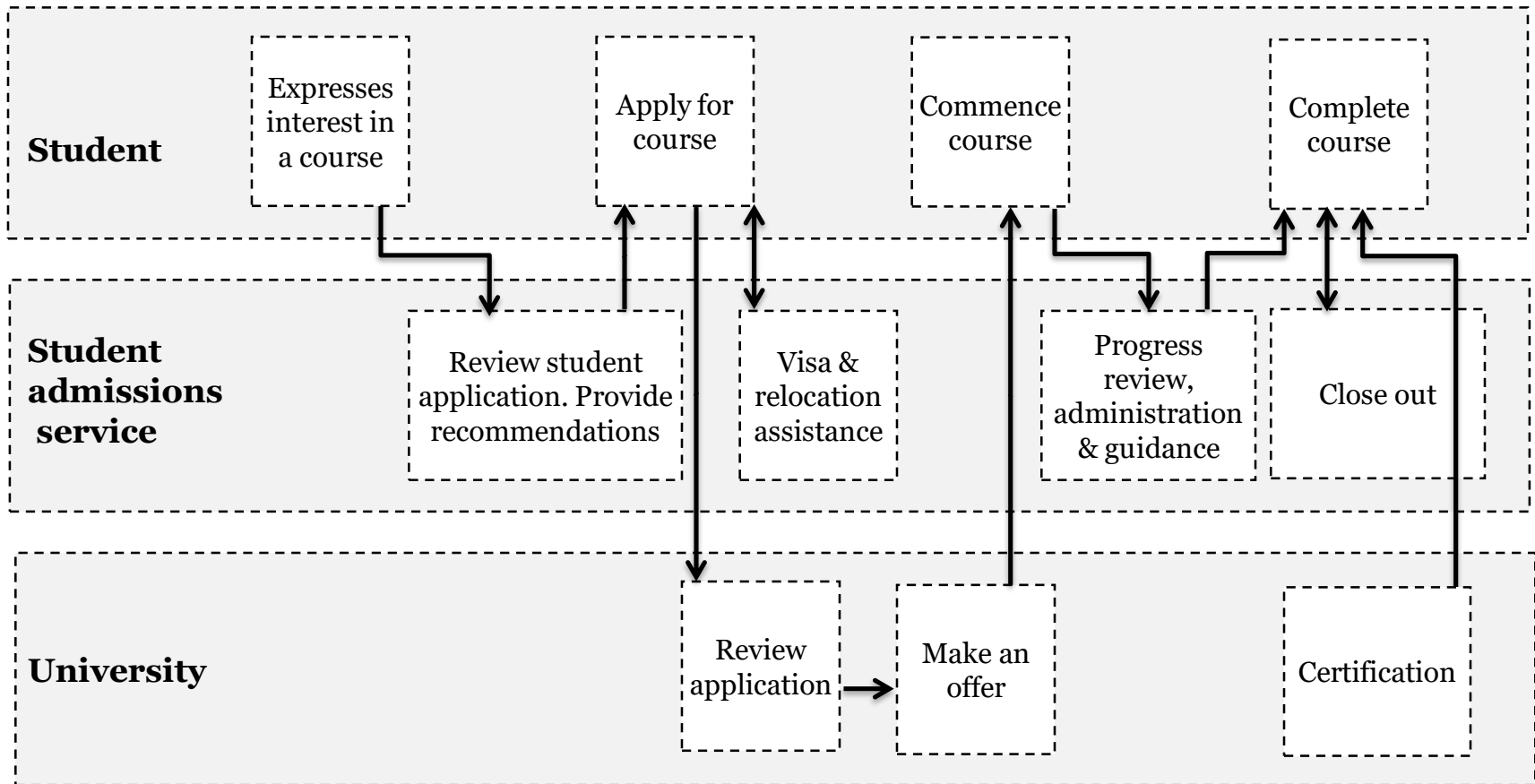


Results

- Develop the Iraqi curriculum in line with international standards
- Raise standards in teaching and building ties between Iraqi and British academic communities
- Enable the progression of Iraqi students' study to undergraduate and postgraduate levels, fostering their contribution to society and the economy
- Fully recognised Iraqi qualifications, leading to recognised Iraqi universities

Student admissions management processes

Consultation & research to potentially match applicants with university places



H.E. Minister Al-Shahristani's inspiring vision for the Higher Education Sector

Vision and strategy of the Minister of Higher Education and Scientific Research, Dr. Hussein al-Shahristani, for the ministry's administration in the next four years (*Dr Asaad Al-Tamimi translation*)

1. Building educated human by providing the knowledge, skills and competencies and educational values to be a good and productive citizen contributes to the development of society and promotes his homeland.
2. The development and modernisation of higher education curricula in line with developments in the advanced educational systems in the world with a focus on knowledge and technology and educational values and needs of the Iraqi labour market aspects.
3. Improve the university environment and its various components and to complete the *Science Parks* – the university cities project both in terms of novel or existing universities.
4. Provide educational supplies such as laboratories, libraries and teaching aids from international reputable origins.
5. Complete the *Specialised Universities* project and focus on specialised teaching hospitals and the provision of supplies needed.
6. Complete the procedures relating to the *Excellence* project and setting standards for quality assurance and accreditation in higher education and scientific research institutions in Iraq.
7. Raise coordination, cooperation and integration with the Ministry of Education in various-fields level.
8. Focus on the creation of new departments and colleges in specialties that represent the latest developments in the science needed by the country.
9. Interest in scientific research and specialised research centres to activate its

role in solving the problems facing the Iraqi society and the development of appropriate treatments in different areas of life.

10. Coordination with the ministries of Oil, Environment, Industry, Agriculture, Transport, Health, Communications, Science and Technology, Defence, and Interior, and supplying them with consultancy and conduct scientific research that they need.

11. Promote the concept of productive-university and development of the investment aspects in the higher education and scientific research sector, which represents the optimal investment in the human mind as well as activating the role of business incubators in this area.

12. Polarisation of scientific talent expatriates returning to the country and take advantage of their expertise to serve our educational institutions.

13. Work on the establishment of a unified e-portal for higher education.

1. Continue the implementation of the scholarship program and opening up to the outside world, particularly in the modern scientific disciplines needed by our educational institutions.

14. Upgrading technical education because of its direct association with the movement of society and rapid response to the creation of the required labour force and in line with the country's need for middle class.

15. Upgrading the private education instructions level concerning the establishment of private universities and monitoring of levels in order to maintain sobriety scientific output of these universities and to ensure that graduates of these universities gain all the knowledge required to qualify to get a college degree.

Institutions

list of 89 shortlisted UK universities approved by the new regulations of Iraqi MOHESR

- | | | | |
|--------------------------------|--------------------------------|--------------------------------|---------------------------------|
| 1 University of Oxford | 29 University of Dundee | University of London | University |
| 2 University of Cambridge | 30 Bristol University | 57 Manchester Metropolitan | 80 University of |
| 3 University College London | 31 University of Exeter | University | Wolverhampton |
| 4 University of Edinburgh | 32 University of Kent | 58 Goldsmiths University of | 81 London South Bank |
| 5 University of Glasgow | 33 University of East Anglia | London | University |
| 6 University of Nottingham | 34 University of Birmingham | 59 University of Hull | 82 Robert Gordon University |
| 7 University of Manchester | 35 Brunel University | 60 University of Brighton | 83 London Business School |
| 8 University of Leeds | 36 University of Essex | 61 Middlesex University | 84 Swansea University |
| 9 University of Warwick | 37 Birkbeck University of | 62 Aston University | 85 School of Advanced Study |
| 10 King's College London | London | 63 University of Greenwich | University of London |
| 11 Newcastle University | 38 Heriot-Watt University | 64 Northumbria University | 86 Teesside University |
| Newcastle upon Tyne | 39 Cranfield University | 65 Oxford Brookes University | 87 Saint George's University of |
| 12 London School of Economics | 40 City University London | 66 Coventry University | London |
| and Political Science | 41 University of Portsmouth | 67 Bournemouth University | 88 Institute of Cancer Research |
| 13 Imperial College London | 42 University of Plymouth | 68 Kingston University London | University of London |
| 14 Loughborough University | 43 Aberystwyth University | 69 Lancaster University | 89 University of Westminster |
| 15 Durham University | 44 University of Stirling | 70 Napier University Edinburgh | |
| 16 University of York | 45 University of Southampton | 71 School of Oriental and | |
| 17 University of Liverpool | 46 De Montfort University | African Studies University of | |
| 18 University of Leicester | 47 London School of Hygiene & | London | |
| 19 University of Saint Andrews | Tropical Medicine | 72 University of Central | |
| 20 Cardiff University | 48 University of Ulster | Lancashire | |
| 21 Queen Mary University of | 49 University of Salford | 73 Keele University | |
| London | 50 University of the West of | 74 University of East London | |
| 22 University of Aberdeen | England | 75 Lincoln University | |
| 23 University of Sussex | 50 University of Hertfordshire | 76 Institute of Engineering & | |
| 24 University of Bath | 52 Sheffield Hallam University | Technology The IET | |
| 25 University of Strathclyde | 53 Bangor University | 77 Liverpool John Moores | |
| 26 Queen's University Belfast | 54 University of Sheffield | University | |
| 27 University of Reading | 55 University of Huddersfield | 78 Nottingham Trent University | |
| 28 University of Surrey | 56 Institute of Education | 79 London Metropolitan | |

Initial stakeholder list

Stakeholder map to be developed through consultation

Iraq Stakeholders

Departments of MOHESR:

- 1) Research and Development Department
- 2) Department of Scholarships and Cultural

Relations

- 3) Supervision and Scientific Evaluation

Department

- 4) Studies, Planning and Follow-up

Department

- b. Commissions and Research Centres of

MOHESR

- c. Iraqi State Universities
- d. Other related Government Ministries i.e. Oil, Environment, Industry, Agriculture, Transport, Health, Communications, Science and Technology, Defence and Interior.

Home Office and Visa advisory