



**Erasmus+**

**Project Management training  
6 May 2016**

---

# **Contribution of Erasmus+ CBHE projects to on-going HE reform process and challenges in project implementation**

**National Erasmus+ Office in Uzbekistan**

**6 May 2016**

**Samarkand Agricultural Institute**

---

*The EU programme for  
Education, Training, Youth and Sport  
2014 - 2020*

---



## Tempus programme impact (1994-2013)

- Facilitated the implementation of government decisions on modernisation of the higher education system
- Professional development of academic and administrative staff, non-academic partners
- Contribution to introduction 2-tier HE system since 1997: in particular to development of new Master programmes
- Enhancement of university-enterprise cooperation, university governance and management
- Improvement of resources and technical facilities



## HIGHER EDUCATION OF UZBEKISTAN: FUNDAMENTAL TRANSFORMATION SINCE 2011(1)

- cardinal improvement of the quality of training of highly qualified specialists
- reconsidering education areas and specialties according to labour market needs (increased quotas for engineering fields)
- substantial budget to qualitative improvement of HE personnel training and retraining



## HIGHER EDUCATION OF UZBEKISTAN: FUNDAMENTAL TRANSFORMATION SINCE 2011 (2)

- development of post-graduate education
- university scientific research and innovation activities
- improving foreign language training



## HIGHER EDUCATION OF UZBEKISTAN: FUNDAMENTAL TRANSFORMATION SINCE 2011 (3)

- Presidential Decree of 12 June 2015 "On measures to further improve the retraining system of academic staff of Higher Educational Institutions" (strengthening the activities of 15 newly established branch centres of retraining and professional development)
- Support of on-going projects to improvement of curricula and training programmes, purchase of training materials and textbooks



## SUPPORT TO HEAD SCIENTIFIC AND METHODOLOGICAL CENTRE (1)

Cooperation opportunities and support available in the framework of Erasmus+ and Tempus are completely applied:

- joint information and dissemination events
- Benefit of capacity of National team of HEREs
- Technical Assistance Missions (TAM) implementation
- Inviting the EU partners to share their knowledge and experience with current trainees of courses at HSMC



## SUPPORT TO HEAD SCIENTIFIC AND METHODOLOGICAL CENTRE (2)

Direct involvement of HSMC in 2 E+CBHE projects:

- CA regional “CACTLE: Implementing a Central Asian Centre for Teaching, Learning and Entrepreneurship” – as a project partner
- National “IMEP: Internationalisation and Modernisation of Education and Processes in the Higher Education of Uzbekistan” as the national coordinator



## On-going Tempus and Erasmus+ activities in Uzbekistan (1)

- 11 on-going Tempus IV projects
- 12 on-going Erasmus+ Capacity Building in Higher Education Projects (CBHE)
- 45 HEIs involved: 17 HEIs of Tashkent, 28 HEIs from 11 regions and Karakalpakstan







## On-going Tempus and Erasmus+ activities in Uzbekistan (2)

- 32 non-academic partners
- MHSSE involved: 9 projects – 5 Tempus & 4 CBHE projects
- 71 universities from 19 EU Member States
- 43 HEIs from Central Asia, 8 HEIs from Russian Federation and 2 HEIs from Ukraine





## Project development phase: before the project implementation (1)

- Mandate has been signed without getting acquaintance with the project application
- Local team was not involved in project development
- Local coordinator does not have any experience in project management and international cooperation
- Needs analysis does not present the local situation, the objectives and expected results are irrelevant or too ambitious



## Project development phase: before the project implementation (2)

- Sustainability issues are not considered
- Regional project with unequal distribution of responsibilities and budget
- Communication plan has not been discussed
- Reference materials and Tempus studies have not been studied
- The project has not been discussed with NEO concerning synergy and duplication with Tempus /Erasmus+ projects





## Project implementation phase (1)

- Lack of experience and knowledge in project management
- Project documentation is not available, evaluation report has not been discussed
- Translated version of project documentation is not available, the local team is not involved in project report writing
- The project considered as an individual project of one person
- Level of local project ownership is not adequate, limited number of project participants, no students





## Project implementation phase (2)

- Lack of information activities (project website)
- “We will think about sustainability by the end of the project“
- Support of HEI`s administration and involvement of Ministry staff are not ensured
- Conclusions and recommendations of NEO`s field monitoring are not discussed
- Capacity and expertise of HEREs are not demanded
- Specific procedure: Tempus/Erasmus+ equipment purchase and customs clearance
- Delay with report submitting to NCU ( УзбюроКЕС)



## Project events and Mobility

- “Why stakeholders should be invited?”
- Ministry people do not participate (IRO`s support)
- Local events: delay with invitation, problems with visa for EU partners, no professional interpretation etc. (see NEO`s guidelines)
- Transparency and fair selection of mobility participants not ensured: tourism or no specific input to project progress
- Training visits to EU: problems with approval of the MHSSE, long procedure, exit visa, changing passport, no support from IROs, visa support of EU Delegation to from EU MS embassies in Tashkent



## After project completion

- Sustainability is problematic (MHSSE and administration of HEIs)
- The results are not further developing, established structures are not functioning any more
- Training courses for professionals stopped
- Project team members left to better-paid work in industry and business
- Partnership with EU and CA, CIS universities stopped
- Problems with target use of project equipment





## Financial issues and budget distribution

- Financial documentation have not been updated and shared by EU Coordinator with the local partners
- Programme rules and guidelines are not studied
- Payment to the local universities (unavailability of university bank account)
- Lack of experience in international cooperation
- Lack of transparency in budget distribution
- Problems with reimbursement procedure







## Flexible project management

- Local team is not aware that the project should be flexible to respond to changes (internal and external) in its environment
- No initiative to introduce any changes in project plan, to adapt the project to changed situation since the preparation of the application
- Participatory project management is not applied
- Local team does not contact NEO for clarifications regarding programme rules and requirements, on organisation of project activities, especially kick-off meetings and final dissemination events
- The recent developments in higher education system of Uzbekistan are not considered



# Erasmus+

**International Credit Mobility  
Project Management training  
31 March 2016**

---

## **More information:**

### **Information on Erasmus+**

[http://ec.europa.eu/programmes/erasmus-plus/index\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/index_en.htm)

### **Information on Erasmus+ funding opportunities**

[http://eacea.ec.europa.eu/erasmus-plus/funding\\_en](http://eacea.ec.europa.eu/erasmus-plus/funding_en)

**Facebook  
EUErasmusPlusProgramme**

**Twitter  
#EUErasmusPlus**





**Erasmus+**

**International Credit Mobility  
Project Management training  
31 March 2016**

***National Erasmus+ Office in Uzbekistan***

***neo@erasmusplus.uz***

***http://www.erasmusplus.uz***

***https://www.facebook.com/erasmusplusuz***

