



# Erasmus+

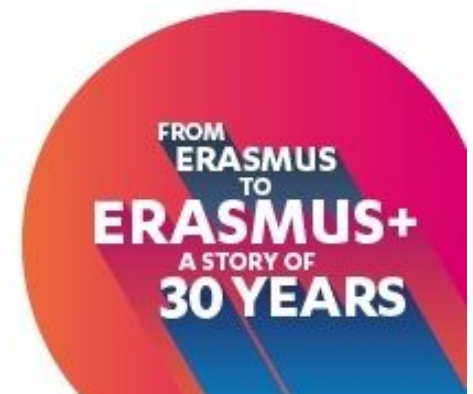
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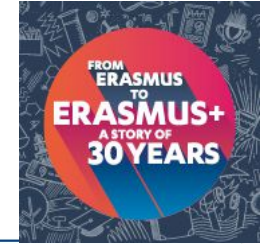
Tempus, Erasmus+ CBHE and ICM projects' management Meeting

## Effective project management



**Nukus**  
**14 February 2017**

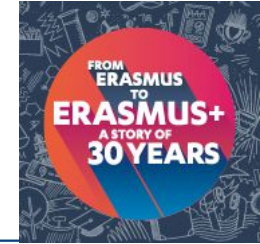




## Content

- ***Challenges related to project development phase***
- ***Challenges at project implementation***
- ***Project events and Mobility***
- ***Sustainability***
- ***Financial issues and budget distribution***
- ***Participatory project management***





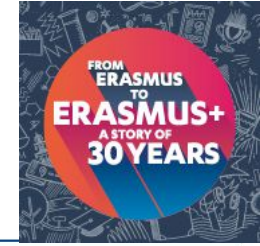
## Project development challenges: before the project implementation (1)

- **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





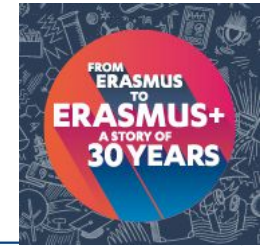
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## Project development challenges: before the project implementation (2)

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





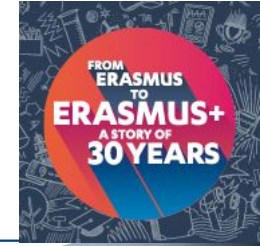
## Challenges at project implementation phase (1)

- **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



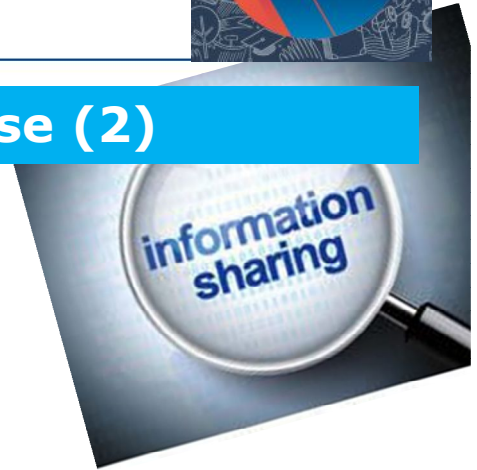


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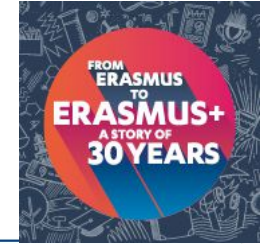


## Challenges at project implementation phase (2)

- **Lack of information activities**
- **"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 for project equipment purchase and customs clearance**
- **Delay with report submitting to NCU ( УзбюроКЕС)**



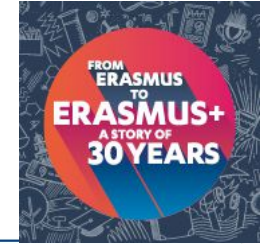




## Project events and Mobility

- **"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: nepotism, tourism and no specific input to project progress
- **Training visits to EU:** approval of the MHSSE, no support from IROs, visa support of EU Delegation (request from EU MS embassies)



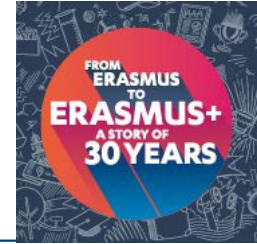


## After project completion

- **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**
- **The project website** is not operational anymore



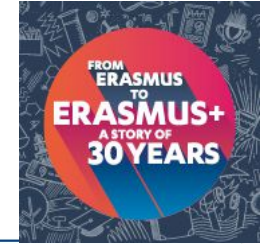




## Financial issues and budget distribution

- **Spending level of the project budget** is shared by EU Coordinator with the local partners
- **Programme rules and guidelines** are not studied
- **Administration of the project budget** of the local universities (unavailability of university bank account)
- **Lack of experience** in international cooperation
- **Lack of transparency** in budget distribution





## Participatory 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





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## THANK YOU FOR ATTENTION!

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