Work Package 5: Management

Work package type and ref.nr	MANAGEMENT	5
Title	UZDOC 2.0 Project management	
Related assumptions and risks	Assumptions: • stable economical and political situation in Uzbekistan • high level of involvement from all partners Risks: • misunderstandings in the communication • delays in the implementation • delays in the replies and in sending documents and other relevant materials • low involvement of some partners. Risks coming from the possible misunderstanding in the communication will be addressed by using translators when needed or requested (preferably doctoral candidates) who will translate all important communications from English to Uzbek and Russian and vice-versa. Before every meeting and event, translation of most relevant documents will be provided. Delays in the implementation will be addressed by carefully planned time-table and detailed monitoring procedures (reports on the status of deliverables, milestones, achievements of every partner, etc.), allowing for timely notification and, if required, intervention by the Project Coordinator. Distribution of tasks and re-distribution if necessary will also play an important part in the success of the project. Delays in the replies from the Uzbek side and low involvement of some of the partners will be addressed by coordinator of Uzbek Local Coordination Board, while UNICA (P1) will address European partners for same reasons	
Description	UNICA (P1) as the Project Coordinator will be the leader of WP5. UNICA (P1) will be responsible for the following:	

- communications within the partners and between the project partners and EACEA;
- monitoring the progress of the project, the progress of each WPs and the production of all deliverables; coordinating the work of Uzbek Local Coordination board
- day-to-day administrative and financial management of the project
- risk monitoring and risk management

A Project Management Board (PMB) will be formed in order to ensure fair and adequate representation of the partners in project management. It will consist of one representative from each partner institution, who will be in charge of the project management and coordination at partner level during the whole project lifetime. PC will be the chair of the PMB. PMB will meet at least six times during the project duration, with additional meetings if necessary. In addition to contact through the planned meetings of the project, the PC will have regular communication (via email, telephone, video-conference) with the WP leaders and ULCB coordinator (TFI).

Due to the geographical distance and the communication challenges, an Uzbek Local Coordination Board (ULCB) will be formed, in order to provide better communication, coordination and monitoring of the work being performed at Uzbek partner HIEs. Representative of the TFI (P6) will be the chair of this board due to its human resources capacity and extensive experience in project management obtained during previous international projects, including the UZDOC project. The board will consist of representatives from each Uzbek partner HEIs, with the addition of Uzbek Ministry of Higher Education, Associated Partners and Uzbek Higher Education Reforms Experts from Uzbek National Erasmus+ Office (from institutions not involved in the UZDOC 2.0 project).

ULCB will perform its duties in close coordination with the PC, and will have at least three meetings during the duration of the project, independently of the consortium meetings. Meetings will be organized in different location each time, in order to provide coordination and exchange of experience among the Uzbek partners, and to solve any obstacles at local level that could arise during the implementation of the project, but which do not require intervention of the whole consortium.

Specifically, Uzbek Local Coordination Board will be responsible for:
- support to the PC, WP leader and WP tasks supervisor in the coordination of the implementation of the Joint Doctoral Centre at TFI (P6);
- support to the PC, WP leader and WP tasks supervisor in the coordination of the integration of doctoral quality assurance recommendations into existing system of doctoral education, by organizing the exercise in the designing a model of a new joint doctoral programme;
- coordination of Uzbek institutions and partners in the project tasks
- support to the PC, WP leader and WP tasks supervisor in tasks including the Uzbek business and industry sector
- dissemination activities

| | At least two European members from the consortium will participate in the meetings of the ULCB as observers, providing expertise and advice where needed. The selection of European members participating in the ULCB meetings will be determined during the project, taking into account topics of the meetings and the required expertise.

Risk monitoring is part of the Project Coordinator work and the Work Package Leaders' function. The main task in the risk monitoring is to compare expected and predicted results with the results actually achieved to determine the status and the need for any change in risk-handling actions. The project's work plan structure should reduce the project risks, especially in the area of project management. However, there might be some risks faced by the project as it depends on contributions from the community outside the consortium (for example business and industry sector). For some partners contributing to the project this presents a substantial add-on to their regular tasks and duties. Therefore, these risks will be closely monitored by the Project Coordinator and reported to PMB.

How the partners involved will organise their work:

Leader of the work package will be UNICA (P1), supported by the QQSU (P11), coordinating the work of Uzbek partners in this WP in close cooperation with work package leader and ULCB.

Milestones:

M12 - Annual, middle-term and final project report written
M13 - Project management and communication plan written

Overview of the monitoring and evaluation of the work undertaken

The Project Coordinator will monitor the progress of the project very closely according to the work plan. The coordinator will communicate regularly with all partners in order to ensure all the tasks are implemented in time and performed.

Performance indicators:

- Project management and communication plan written
- Consortium meetings organized and performed
- ULCB meetings organized and performed
- Project reports written

Linkages with other work packages and with the overall coordination of the project:

WP5 works closely with all other WPs to facilitate and ensure the coordination and the implementation of all tasks. |
|---|---|
| **Tasks** | T5.1. Create Project management and communication plan
T5.2. Organize project Kick-off, Consortium meetings and Final event
T5.3. Organize ULCB meetings
T5.4. Write project reports (annual, middle-term and final) and financial report |

Estimated Start Date (dd-mm-yyyy)	1-11-2016	Estimated End Date (dd-mm-yyyy)	31-10-2019
Lead Organisation	UNICA (P1), supported by QQSU (P11)		
Participating Organisation	All partners participate in project management.		

Deliverables/results/outcomes

<table>
<tr><td rowspan="6">Expected Deliverable/Results/ Outcomes</td><td>Work Package and Outcome ref.nr</td><td colspan="2">5.1.</td></tr>
<tr><td>Title</td><td colspan="2">Produced Project management and communication plan</td></tr>
<tr><td>Type</td><td>☐ Teaching material
☐ Learning material
☐ Training material</td><td>☐ Event
☒ Report
☐ Service/Product</td></tr>
<tr><td>Description</td><td colspan="2">The project management and communication plan is the first and most important deliverable of the project and will be designed as a comprehensive guide for all the UZDOC 2.0 project participants regarding all aspects of the project's management and coordination activities. It will define the implementation of the general working mechanisms of the project and will serve as a guide for communication during the project implementation. It will consist of a series of tasks and actions to be followed by all the partners during the whole project life at international and local level. It will be strongly connected with WP3 since this document will be useful for evaluating the quality of the project activities and its final success. Communication plan will define how information within the duration of the project will be distributed. It will serve as a guide for communications during the project implementation and will be updated if communication methods and needs change during the project. For instance, it will define what information will be communicated including the level of detail and format, and ways how the information will be communicated (in meetings, email, telephone, web portal), or when information will be distributed (the frequency of project communications, both formal and informal). As it will define internal and external communication, it will be closely linked to the dissemination and exploitation strategy, but it will also contribute to transparency of the project management.

The project management and communication plan will be discussed and agreed on by all the partner contact persons on the occasion of the first consortium meeting.</td></tr>
<tr><td>Due date</td><td colspan="2">February 2017</td></tr>
<tr><td>Languages</td><td colspan="2">English, Uzbek, Russian</td></tr>
</table>

Target groups	☐ Teaching staff		
	☐ Students		
	☐ Trainees		
	☐ Administrative staff		
	☐ Technical staff		
	☐ Librarians		
	☒ Other		
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)* UZDOC2.0 consortium members and associate partners		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☒ International

	Work Package and Outcome ref.nr	5.2.
	Title	**Organized and performed project Kick-off, Consortium meetings and Final event**
	Type	☐ Teaching material ☒ Event ☐ Learning material ☐ Report ☐ Training material ☐ Service/Product
Expected Deliverable/Results/ Outcomes	Description	The Kick-off event in Tashkent expects to receive more than 50 people to communicate the objectives and work plan of the UZDOC 2.0 project and address general key topics regarding Europe - Uzbekistan cooperation in furthering the quality of doctoral education in Uzbekistan. Representatives of the Uzbek HE stakeholders, Higher Education Reform Experts, university leaders and other relevant stakeholders will be invited. A summary report will be made for the Kick-off event; it will be published digitally online on project intranet. Six consortium meetings will be organized during the project implementation. Meetings are essential to regularly refine the structured process to be used for the implementation of all work packages, to stress the big picture, and to allow linkages between tasks and topics that may have not been anticipated. Therefore, active participation and groups work will be central in these meetings. Each plenary meeting will have a dedicated session focusing on project controlling and management issues only so that all participants get a full picture on the status of the project. The agendas of the meetings will be prepared by the leader of this WP. In the first meeting organizational issues will be clarified. The Coordinator will proceed to the formation of the Project Management Board consisting of one representative from each partner institution. A project

| | | management and communication plan will be presented and approved by the consortium in which additional roles and responsibilities of all partners are described. Additionally, Uzbek Local Coordination Board will be formed during this meeting. Additionally, Kick-off meeting will include intercultural and intercommunications training session aiming to define the expectations from each partner and to reach consensus on the project management terminology and methodologies used during the project. This will lower the risk of miscommunication between European and Uzbek partners, and introduce the new partners into the European projects methodologies.

Project meetings will be planned as much in advance as possible to allow good forward planning for all partners and to reduce travel costs by early booking. Each meeting will have a dedicated session on the current situation with respect to the project's results and future timescales. Additionally, the coordinator will briefly report regarding the finances in relation to deliverables and other achievements. After each meeting minutes will be circulated within the consortium so that comments and if necessary corrections or clarification can be made.

Each project meeting will be followed by a short questionnaire-based evaluation in order to get feedback from the participants and suggestions for improvement. This ex-post evaluation will be done by the external Evaluation Expert and reported to the PC. Major findings will be shared and discussed on the following meeting.

The final event will take place immediately after the last workshop in Nukus, hosted by QQSU (P11). Next to the workshop participants, other key stakeholders will be invited, including Uzbek HE stakeholders, university leaders, policy makers of higher education at different levels; relevant administrative and academic staff, and other relevant public. The final event aims to disseminate the project results/output to the relevant public as wide as possible. |
	Due date	December 2016, September 2017, March 2018, September 2018, Marsh 2019, September 2019
	Languages	English, Uzbek, Russian
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians	

	☒ Other
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)* UZDOC 2.0 project partners

Dissemination level	☐ Department / Faculty	☐ Local	☐ National
	☐ Institution	☐ Regional	☒ International

	Work Package and Outcome ref.nr	5.3. Organize Uzbek Local Coordination Board meetings
Expected Deliverable/Results/ Outcomes	Title	**Produced project reports (annual, middle-term and final) and financial reports**
	Type	☐ Teaching material ☒ Event ☐ Learning material ☐ Report ☐ Training material ☐ Service/Product
	Description	During the project lifecycle, three Uzbek Local Coordination Board meetings will be held in Uzbekistan. Goal of the meetings is to report and discuss the flow of implementation of project activities in Uzbekistan. They will mostly focus on the topics of launching and maintain the Joint Doctoral Centre (T2.2) and on the exercise in the designing the model of new joint doctoral programme (T2.5), since those two tasks require the most coordination of work between Uzbek partners. Meetings will be organized and hosted by SAIS in Samarkand (1st meeting, project Month 14), QQUS in Nukus (2nd meeting, project Month 20) and KarSU (P12) in Karshi (3rd meeting, project Month 26). Members of the ULCB will participate, with the addition of some European partners depending on the exact topics of the meetings.
	Due date	December 2017, June 2018, December 2018
	Languages	English, Uzbek, Russian
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other	
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)* UZDOC2.0 consortium members and associate partners	
Dissemination level	☐ Department / Faculty ☐ Local ☐ National ☐ Institution ☐ Regional ☒ International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	5.4.
	Title	**Produced project reports (annual, middle-term and final) and financial reports**
	Type	☐ Teaching material ☐ Event ☐ Learning material ☒ Report ☐ Training material ☐ Service/Product
	Description	This deliverable contains two progress reports as well the final report following exactly the format provided by the EACEA with all the required information for the first 12 months, the second 12 months of the project life and at the end of the project. The first interim report will be ready after the second consortium meeting that will take place in Namangan. It will focus on a critical analysis of the first part of the project and especially on the development of Joint Doctoral Centre. It will also evaluate the work plan and if needed will contain amendments for the next activities. The second interim report will be ready after the fourth consortium meeting that will take place in Tashkent. It will focus on a critical analysis of the implementation of doctoral quality assurance standards in the existing system of doctoral education on Uzbek partner HIEs. It will also contain if needed amendments to the work plan for the upcoming activities in Uzbekistan. The final report will be the concluding document that will summarize the methodology and the main outcomes of the project and provide in-depth analysis of the success and failure factors. It will contain an exploration of the main events developed during the course of the project. It will be intended to be a reference document for future exploitation of the results. **Project reporting** Report Year 1: 12th month (internal report) Report Year 2: 24th Month (internal and official report to EACEA) Final Report: 36th Month (official report to EACEA) **Financial management** Report Year 1: 12th month (internal report) Report Year 2: 24th Month (internal and official report to EACEA) Final Report: 36th Month (official report to EACEA)
	Due date	October 2019
	Languages	English, Uzbek, Russian
Target groups	☐ Teaching staff	

	☐ Students		
	☐ Trainees		
	☐ Administrative staff		
	☐ Technical staff		
	☐ Librarians		
	☒ Other		
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)* UZDOC2.0 consortium members EACEA		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☒ International