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DEFA *Development of the Financial
Autonomy of Universities in Kyrgyzstan*

DEFA - DEVELOPMENT OF THE FINANCIAL AUTONOMY OF UNIVERSITIES IN KYRGYZSTAN

Erasmus+ KA2, CAPACITY BUILDING IN HIGHER EDUCATION project

101082829 — DEFA — ERASMUS-EDU-2022-CBHE (DEFA)

Quality Assurance Plan

Approved by the DEFA Project Management Board dated by May 17, 202

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List of abbreviations:

DEFA	Development of financial autonomy of universities in Kyrgyzstan
FA	Financial Autonomy
HEI	Higher Education Institution
ESG	Standards and Guidelines for Quality Assurance in the European Higher Education Area
QA	Quality Assurance
QAP	Quality Assurance Plan
QG	Quality Group – a group of members on behalf of the Partner-University for monitoring and evaluating the effectiveness of the work carried out by partners.
QAG	DEFA Quality Assurance Group
M&E	Monitoring & Evaluation

List of Annexes and tables:

- 1) Advisory Board (AB)
- 2) DEFA Quality Assurance Group (QAG)
- 3) Report template within first 6 months of the project (the following tables are part of this report template):
 - Table 1. Working group for the DEFA project
 - Table 2. Strategy and Roadmap for FA that are to be developed and the deadlines of their updates
 - Table 3. Responsible persons for the purchase of the equipment & software
 - Table 4. Recommendations for the design of information materials on the project
 - Table 5. Quality Group (2-4 persons) from each partner-universities



Table 6. QA indicators and tools per area

- a) Annual Self-assessment of project progress
- b) Partner meeting evaluation form
- c) Strategy and Roadmap of FA evaluation: check-up
- d) Model of FA evaluation: check-up
- e) Training / study visit evaluation
- f) Dissemination event – survey questionnaire for participants
- g) Communication and dissemination event – report [scheme]

GENERAL OVERVIEW

"Development of financial autonomy of universities in Kyrgyzstan" (DEFA) is an EU funded project in the frame of Erasmus+ programme (KA2 -Capacity building in the field of higher education).

The aim of the project is to develop a flexible and efficient model for the financial autonomy of universities that will enable the institution's capacity to mobilise resources, manage their resources, and use them efficiently to meet the changing demands of the society and the market to develop an inclusive, green, creative and fair country.

Main objectives

The project aims to:

- increase the capacities of HEIs, bodies in charge of higher education and competent authorities of the Kyrgyz Republic not associated with the programme to modernise the higher education system, particularly in terms of governance and financing, by supporting the definition, implementation and monitoring of reform processes;
- increase the autonomy of the financial and economic activities of HEIs in the context of economic and labour market globalisation, climate and demographic changes;
- improve the quality of higher education in the Kyrgyz Republic and increase its importance for the labour market and the society, as well as the visibility and competitiveness of the universities' research activities.

Expected outcomes

- Developed a flexible and efficient model for the financial autonomy of universities of Kyrgyzstan;
- Governmental regulation the financial autonomy of universities signed by the Prime-minister;
- Order financial autonomy of universities signed by the Minister of Education;
- Ten partner universities implemented a model of financial autonomy;

Expected results at the end of the project

At the end of the project the project expects to achieve the following results:

A) Qualitative results:

- Analysed the situation on financial autonomy of the universities of the Kyrgyz Republic;
- Document “Strategy for the Development of the Financial Autonomy of Universities” and a Roadmap (plan for the implementation of the Strategy) developed to promote the policy of providing greater managerial autonomy in universities and systematically conduct development, implementation and use processes;
- A methodological manual “Guidelines for the implementation of the financial autonomy model of the university” approved by the Ministry of Education and Science of the Kyrgyz Republic;
- Skills Development Centre on HEI Autonomy was established with the function to train the representatives of HEIs administration and teaching staff on the principles, mechanisms and requirements of HEI autonomy in governance and finance;
- Measuring and office equipment and software installed at target universities for teaching and learning purposes;
- A methodological manual “Guidelines for the implementation of the financial autonomy model of the university” developed and discussed by 200 stakeholders, and recommended for approval by the Ministry of Education and Science of the Kyrgyz Republic (MES).

B) Quantitative results:

- 500 academic and non-academic staff involved in the questionnaires, interviews and seminars;
- About 220 universities administration, policymakers, accountants and teaching staff involved in the focus groups;
- 2 European models of financial autonomy identified and analysed;
- About 400 participants will be trained in the seminars and training workshops for Kyrgyz stakeholders;
- 15 Training packages will be designed and implemented for the Skills Development Centre;

- About 50 staff in partner universities appointed as responsible for financial activities (5 in each university);
- 1 SWOT analysis of financial autonomy for universities developed.

Project consortium

n.	Legal name	Code	Country
P1	Kyrgyz State Technical University named after I.Razzakov	KSTU	KG
P2	Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic	DA MFA KR	KG
P3	International University of Kyrgyz Republic	IUKR	KG
P4	Issyk-Kul State University named after K.Tynystanov	IKSU	KG
P5	Osh State University	OshSU	KG
P6	Talas State University	TaISU	KG
P7	Naryn State University named after S.Naamatov	NSU	KG
P8	Adam University	AU	KG
P9	International higher school of medicine	IHSM	KG
P10	International Ala Too University	AIU	KG
P11	Association of legal entities "Association of Universities of the Kyrgyz Republic"	AVUZ	KG
P12	Ministry of education and science of the Kyrgyz Republic	MES KR	KG
P13	Otto von Guericke University Magdeburg	OVGU	DE
P14	CESIE	CESIE	IT
P15	University of Florence	UniFi	IT

PROJECT WORK PACKAGES AND WORK PLAN

Project Work Packages (WP): Milestones and Indicators

The WP link to project objectives	The WP milestones	The WP indicators
<p>WP1 – Development of the model of financial autonomy</p> <p>Estimated Start Date: 12/2022</p> <p>Estimated End Date: 05/2024</p> <p>Lead: OVGU</p> <p>Task leaders: OVGU, AIU</p>		
<ul style="list-style-type: none"> - Increasing knowledge and skills of the university management with a focus on governance and financial autonomy. - Building the necessary conditions for the development and implementation of a model of financial autonomy. 	<ul style="list-style-type: none"> - Analyzing the experience of European universities on financial autonomy. - Studying the situation in the universities of the Kyrgyz Republic on autonomy. - Developing a Strategy for the Development of the Financial Autonomy model of university. - Creating flexible and highly efficient mechanisms for managing financial and economic processes in universities. - Developing the principles of normative regulation by universities of the Kyrgyz Republic in the 	<ul style="list-style-type: none"> - Number of European universities analysed the experience on financial autonomy, - Analyzed the situation on financial autonomy of the universities of the Kyrgyz Republic, - Developed Strategy and Roadmap for Financial Autonomy of Universities of the Kyrgyz Republic, - Developed the Model for the financial autonomy of universities and legal and regulatory acts.

	<p>conditions of their autonomy (adaptation of existing regulations on university process management to the model of university financial autonomy and development of new regulatory legal acts).</p>	
<p>WP2 – Capacity Building Estimated Start Date: 02/2023 Estimated End Date: 07/2025 Lead: OVGU Task leaders: KSTU, OVGU, CESIE</p>		
<ul style="list-style-type: none"> - Increasing knowledge and skills of the university management with a focus on governance and financial autonomy. - Promotion of the HEI governance autonomy and financial self-responsibility (accountability) in the academic community (change process towards a more managerial university). 	<ul style="list-style-type: none"> - Conducting surveys (questionnaires), interviews, focused group discussions among the partner universities administration, policymakers, accountants and teaching staff specific needs for training activities. - Studying visits to EU partner universities, Compare with their own experience, the strategies and practises for the development of a university's financial autonomy and training initiatives on HEI 	<ul style="list-style-type: none"> - Number of surveys (questionnaires), interviews, focused group discussions among universities, accountants and teaching staff specific needs for training activities, - number of specialists passed their traineeship at EU Universities, - Established the Skills Development Centre on HEI Autonomy in KSTU, - Practical guide and toolkit on HEI financial autonomy. - Established the Skills Development Centre on



	<p>autonomy in the Kyrgyz Republic.</p> <ul style="list-style-type: none"> - Establishing a Skills Development Centre on HEI Autonomy in Kyrgyz University (KSTU). - Developing manuals and training materials that support the institutional implementation of the project's recommendations in development and introducing HEI financial autonomy. - Providing Training of trainers of top and mid-level administration. - Organising and providing workshops for Kyrgyz stakeholders from universities, the state authorities in charge, and the business community. 	<p>HEI Autonomy in Kyrgyz University (KSTU),</p> <ul style="list-style-type: none"> - Number of trained top and mid-level administration, - Workshops for Kyrgyz stakeholders from universities, the state authorities in charge, and the business community are held.
<p>WP3 – Exploitation</p> <p>Estimated Start Date: 06/2024</p> <p>Estimated End Date: 07/2025</p> <p>Lead: OshSU</p> <p>Task leaders: OshSU, UniFi</p>		
<ul style="list-style-type: none"> - Building the necessary conditions for the 	<ul style="list-style-type: none"> - Providing methodological 	<ul style="list-style-type: none"> - Number of promoted HEI management in the

<p>development and implementation of a model of financial autonomy.</p> <ul style="list-style-type: none"> - Promotion of the HEI management autonomy and financial self-responsibility (accountability) in the academic community. 	<p>assistance to university managers in the implementation and use of models of university financial autonomy.</p> <ul style="list-style-type: none"> - Development of a General Exploitation Plan for financial autonomy at each target university. - Piloting the model of financial autonomy and risk assessment in the implementation of the model. 	<p>implementation and use of models of university financial autonomy,</p> <ul style="list-style-type: none"> - Developed and implemented a General Exploitation Plan for financial autonomy at each target university, - Number of universities piloted the model of financial autonomy and risk assessment in the implementation of the model.
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WP4 - Quality Assurance System

Estimated Start Date: 02/2023

Estimated End Date: 09/2025

Lead: ISM

Task leaders: ISM, CESIE, KSTU

<ul style="list-style-type: none"> - Increasing knowledge and skills of the university management with a focus on governance and financial autonomy. - Building the necessary conditions for the development and implementation of a model of financial autonomy. Promotion of the HEI management 	<ul style="list-style-type: none"> - Development of the project Quality Assurance plan. - Developing and providing a training session on the project QA methodology in line with ESG. - Establishing the project self-monitoring system. - Developing the institutional internal QA systems. 	<ul style="list-style-type: none"> - number of self-monitoring reports, - number of questionnaires, feedback collected by target universities (online and offline), - number of external M&E reports, - Number of specialists involved in the Quality Group in your university,
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<p>autonomy and financial self-responsibility (accountability) in the academic community (change process towards a more managerial university).</p>	<ul style="list-style-type: none"> - self-monitoring system established. - feedback, questionnaire, annual reports. - endowed QA centres with responsible specialists in place; online evaluation in function; peer-view. - external M&E reports. 	<ul style="list-style-type: none"> - number of collected distance surveys (responses) on the project implementation and satisfaction at the end of each year, - number collected distance surveys (responses) on training satisfaction.
<p>WP5 Dissemination: Estimated Start Date: 04/2023 Estimated End Date: 11/2025 Lead: DA MFA KR Task leaders: DA MFA KR, AU, KSTU</p>		
<ul style="list-style-type: none"> - Increasing knowledge and skills of the university management with a focus on governance and financial autonomy. - Promotion of the HEI management autonomy and financial self-responsibility (accountability) in the academic community (change process towards a more managerial university). 	<ul style="list-style-type: none"> - Development of the dissemination Plan. - Development of a plan containing measures for the sustainability of the project. - Development of the DEFA project website. - Organisation and conducting of the final project conference, where participants will be informed about the main results of the project, the results of testing the model of financial autonomy of universities, as well as a 	<ul style="list-style-type: none"> - Dissemination Plan adopted, - Strategic Plan on sustainability adopted, - Website in function and monitoring of its efficacy with the following indicators: number of visitors; - Number of Dissemination events (conferences, workshops, symposia, etc.) organized, - Number of promotional materials developed, - Number of media echoes,

	strategic plan for promoting the results of the project.	- Number of online Dissemination events (conferences, workshops, symposia, etc.) organized.
<p>WP6 – Project management</p> <p>Estimated Start Date: 12/2022</p> <p>Estimated End Date: 11/2025</p> <p>Lead: KSTU</p>		
<ul style="list-style-type: none"> - Increasing knowledge and skills of the university management with a focus on governance and financial autonomy. - Building the necessary conditions for the development and implementation of a model of financial autonomy. - Promotion of the HEI management autonomy and financial self-responsibility (accountability) in the academic community (change process towards a more managerial university). 	<ul style="list-style-type: none"> - Kick-off meeting, PMB formed; - Establishing the Project Management Board, Project Steering Committee. - Distribution roles and tasks within the project consortium. - Approval of the project QA Plan, Communication and Dissemination Strategy and Sustainability strategy. - Conducting regular project coordination meetings. - Control and monitoring delivery of the project activities according to the timeline. - Identifying, preventing and monitoring risks in the project life. 	<ul style="list-style-type: none"> - PMB formed, - Plan of coordination meetings adopted, - Number of offline coordination meetings held, - Number of participants in coordination meetings, - Progress Reports delivered on schedule, - Intermediary and Final project reports, - Number of offline, online coordination meetings held; - Number of participants in offline (online) coordination meetings, - Offline, online presence of the partner in all conducted coordination meetings of the project consortium,



	<ul style="list-style-type: none">- Preparing the mid-term and final financial statements and technical reports.	<ul style="list-style-type: none">- Number of offline internal coordination meetings held of the working groups in target university,- Number of online internal coordination meetings held by the working groups in target university.
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Work Plan

Tasks	Title	Due date
T1.1.	Analyzing the experience on financial autonomy in EU & KG <i>Lead: AIU, OVGU</i> <i>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</i>	03/2023
T1.2.	Strategy for Financial Autonomy of Universities of the Kyrgyz Republic <i>Lead: AIU, OVGU</i> <i>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</i>	10/2023
T1.3	Development of a Roadmap for FA <i>Lead: AIU, OVGU</i> <i>Partners involved: KSTU, DA MFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</i>	10/2023
T1.4	Development of draft Model of FA universities. Creating flexible and highly efficient mechanisms for managing financial and economic processes in universities. <i>Lead: AIU, OVGU</i> <i>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</i>	05/2024
T1.5.	Development of draft regulations (amendments and additions) regulating the financial autonomy of universities	05/2024



	<p>Lead: AIU, OVGU</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	
T2.1.	<p>Training needs analysis conducted: Polls (questionnaires), interviews, focus group discussions among the administrations of partner universities conducted</p> <p>Lead: KSTU</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	05/2023
T2.2.	<p>Analysis of study visits. Study visits to EU partner universities, comparison with own experience, strategies and practices for the development of the university's FA and training initiatives in the KR</p> <p>Lead: CESIE</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI</p>	07/2023
T2.3.	<p>Establishment of Skills Development Centre on HEI Autonomy at KSTU</p> <p>Lead: KSTU</p> <p>Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	05/2024
T2.4.	<p>Guidelines and training materials on the development and implementation of the FA of universities developed</p> <p>Practical guide and toolkit on HEI financial autonomy</p>	05/2024



	<p>Lead: OVGU</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, UniFI, CESIE</p>	
T2.5.	<p>Senior and middle management trainers trained</p> <p>Providing Training of Trainers (ToT) of top and mid-level administration.</p> <p>Lead: OVGU</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, UniFI, CESIE</p>	05/2024
T2.6.	<p>Workshops for Kyrgyz stakeholders from universities, government authorities and the business community conducted OVGU</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, UniFI, CESIE</p>	05/2024
T3.1.	<p>Model Implementation Guide Methodological assistance was provided to university managers in the implementation and use of university FA models.</p> <p>Lead: OshSU</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	07/2024
T3.2.	<p>A General Exploitation Plan for financial autonomy in each target university developed/Development of a General Exploitation Plan.</p> <p>Lead: OshSU</p>	07/2024



	Partners involved: KSTU, DAMFA KR, IUKR, IKSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	
T3.3.	Model of Financial autonomy and risk assessment during model implementation piloted / Piloting the model of financial autonomy and risk assessment in the implementation of the model. Lead: OshSU Partners involved: KSTU, DAMFA KR, IUKR, IKSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	07/2024
T4.1.	Project Quality Assurance Plan developed Lead: ISM Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	04/2023
T4.2.	Training on project QA methodology in accordance with ESG conducted. Lead: ISM Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	07/2023
T4.3.	The project self-evaluation system created. Institutional internal QA system developed. Lead: CESIE Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI	09/2025
T4.4.	External evaluation is done	01/2025



	<p>Lead: KSTU</p> <p>Partners involved: ISM</p>	
T5.1.	<p>Dissemination and strategic plans on sustainability of the project results developed along with the measures. And communication plan developed.</p> <p>Lead: DA MFA KR</p> <p>Partners involved: KSTU, DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	06/2023
T5.2.	<p>The DEFA project website.</p> <p>Lead: KSTU</p> <p>Partners involved: DA MFA KR</p>	07/2023
T5.3.	<p>Presentations on the project results through mass media, posters and publications, round tables, conferences and final project conference disseminated.</p> <p>Lead: DA MFA KR</p> <p>Partners involved: KSTU, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	11/2025
T5.4.	<p>The final conference of the project, where the participants will be informed about the main results of the project, the results of testing the FA model of universities, as well as the strategic plan for promoting the results of the project, was organized, and held.</p> <p>Lead: DA MFA KR</p> <p>Partners involved: KSTU, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	11/2025



T6.1.	<p>Kick-off meeting. Study of documentation, introduction to the database Preparation of plans.</p> <p>Lead: KSTU</p> <p>Partners involved: KSTU, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	02/2023
T6.2.	<p>Partnership agreement developed and signed. Roles and tasks within the team are distributed.</p> <p>Lead: KSTU</p> <p>Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	03/2023
T6.3.	<p>Project Management Board, Steering Committee set up.</p> <p>Lead: KSTU</p> <p>Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	02/2023
T6.4.	<p>Project quality assurance plan, communication and dissemination strategy and sustainable development strategy approved.</p> <p>Lead: KSTU</p> <p>Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE</p>	05/2023
T6.5.	<p>Regular project coordination meetings held.</p> <p>Lead: KSTU</p>	11/2025



	Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	
T6.6.	A schedule for monitoring and monitoring the implementation of project activities has been developed. Lead: KSTU Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	11/2025
T6.7.	Risks during the project implementation were identified, prevented and monitored in a timely manner. Lead: KSTU Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	11/2025
T6.8.	Mid-term, final and financial reports prepared. Lead: KSTU Partners involved: DAMFA KR, IUKR, IKSU, OshSU, NSU, AU, ISM, AIU, AVUZ, MES KR, OVGU, UniFI, CESIE	07/2024, 01/2026

Work Package 4 - Quality Assurance System

The aim of the Work Package Quality Assurance System is to develop and apply efficient and effective approaches for QA methodology in line with the Standards and guidelines for quality assurance in the European Higher Education Area (ESG) in partner universities. Effective QA is based on monitoring, self-evaluation and planning for improvement with the following main targets:

- to ensure establishment of Quality Assurance Group (QAG) (See Annex 2) of the project;
- to develop and provide a training session on the project QA methodology in line with ESG;
- the QAG identifies outputs/outcomes of the project specifically for its university (for example, a University Financial Autonomy model; a Roadmap, the FA Model Implementation Guide, etc);
- QAG should develop the quality indicators to assess outputs/ outcomes of the project (Note: quality indicators should be based on the ESG, taking into account the national educational law);
- Self-assessment by the partners of project progress (Annex A);
- to meet the expectations of quality control as a part of external evaluation.

The WP Quality milestones

- The Inter Project Coaching and Quality Group (Table 5) established; reports about inter project coaching are presented, online evaluation in function; peer-view (online, face to face, in written form) is implemented.
- Self-monitoring system is established.
- Feedback, questionnaire, annual reports are developed.
- External Monitoring and Evaluation reports (by the external expert) are provided.

The WP Quality indicators

- number of self-monitoring reports;
- number of Project Management Board's meetings;
- number of questionnaires and surveys;
- number of reports provided by external M&E expert;
- number of members within the internal Quality Groups.

Quality Assurance Plan

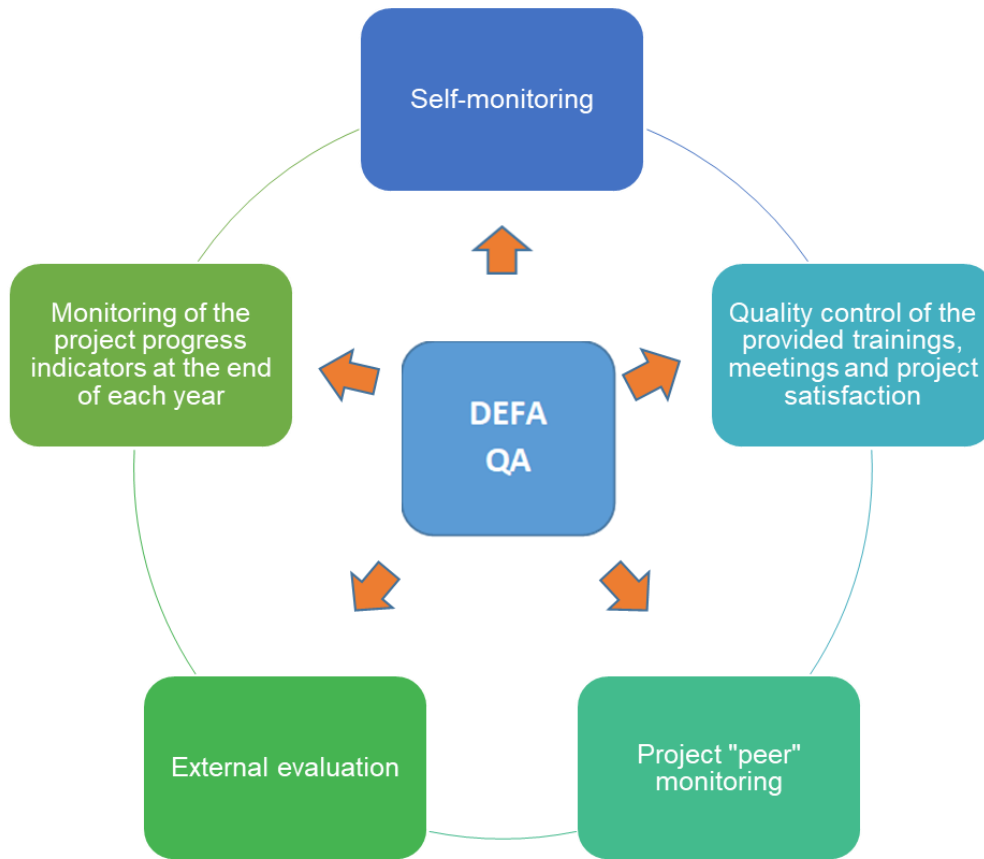
The Quality Assurance Plan (QAP) is developed in compliance with the Project description and all applicable rules & guidelines. The Quality Assurance measures and ensures the quality of the project results and the quality of the methods and procedures used to manage the project lifecycle and to develop these results. The QAP defines the specific measures to be followed by the project partnership to ensure the effective management of the project and the conformity of Project deliverables with the expectations and objectives of the project.

For quality assurance and evaluation, the following areas were agreed on:

- Project Management
- Project meetings
- Quality of the Deliverables
- Training Events
- Dissemination, Communication and Exploitation



DEFA QA Approach



The Management Structure includes three elements:

Project Management Board (PMB)	Main responsibilities: - The strategic planning and review. - Decision making. Verifying changes	The group is approved during the Kick off Meeting (KOM) (see Minutes of the KOM):
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	<p>to the project documents.</p> <ul style="list-style-type: none"> - Approving the project Work Plan and documents (reports) for accuracy and compliance with the Erasmus Plus rules. - Identifying and monitoring risks. - Monitoring and controlling the project timeline. - Managing the relationship and conflicts between the delivery team and other project stakeholders. - Defining policies and procedures related to project delivery. - Recommending adjustments to resources and their allocation. 	<ol style="list-style-type: none"> 1. Nurlan Omurov, Project coordinator; 2. Mirlan Chynybaev, Rector of the Razzakov KSTU; 3. Philipp Pohlenz, Professor, Dean of Studies at the Faculty of Human Sciences at Otto von Guericke University Magdeburg; 4. Elena Gori, Professor, Department of Business and Economics University of Florence; 5. Caterina Impastato, Project manager, CESIE; 6. Kudayberdi Kozhobekov, Rector of the Osh State University; 7. Samat Dzumaliev, acting rector of the Talas State University; 8. Stalbek Akhunbaev, Rector of the International School of Medicine; 9. Sanzharbek Erdolotov, Rector of the AlaToo International University; 10. Chinara Adamkulova, Rector of the Diplomatic Academy of the Ministry of Foreign
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		<p>Affairs;</p> <p>11. Svetlana Simbard, Rector of the Adam University;</p> <p>12. Askarbek Imanbaev, Rector of the Tynystanov Issyk Kul State University;</p> <p>13. Ermek Baibagyshov, Rector of the Naamatov Naryn State University;</p> <p>14. Ainura Adieva, Rector of the International University of the Kyrgyz Republic;</p> <p>15. Saltanat Osmonalieva, head accountant at KSTU.</p>
<p>Steering Committee (SC)</p>	<p>Main responsibilities:</p> <ul style="list-style-type: none"> - SC will be responsible for the oversight, operation, and delivery of project activities, and implementation. The SC members will clarify decisions about how the agreed scope of work can be fulfilled. - SC will oversee the delivery process and establish project management policies and procedures to help project teams make sure that the project stay on track and deliver desired results. If needed, SC will reconcile differences and conflicting issues in the roles and responsibilities of stakeholders and ensure that all 	<p>The group is approved during the Kick off Meeting (KOM) (see Minutes of the KOM):</p> <ol style="list-style-type: none"> 1. Mirlan Chynybaev, Rector of the Razzakov KSTU; 2. Philipp Pohlenz, professor of the Otto-von-Guericke University, Magdeburg; 3. Jelena Mazaj, Project coordinator, CESIE; 4. Elena Gori, Associate Professor, Department of Business and Economics University of Florence;



	<p>deliverables are of quality and meet the agreed scope (Source: project application, page 84)</p> <p>Meetings: SC members will meet at the kick-off meeting and on a regular basis every 6 months. If necessary more meetings will be organised (Source: project application, page 38).</p>	<p>5. Erke Turdumambetova, Head of Professional Development Department of the Ministry of Finance of the Kyrgyz Republic;</p> <p>6. Gulnara Tokhtakunova, Leading Specialist of the Financial Policy Department of the Ministry of Education and Science of the Kyrgyz Republic;</p> <p>7. Rasul Abazbekov, Deputy Minister of Education and Science of the Kyrgyz Republic.</p>
<p>Advisory Board (AB)</p>	<p>Main responsibilities:</p> <ul style="list-style-type: none"> - To provide advice on the project implementation and results. - A Project Advisory Board (PAB) will be set up after the start as an external monitoring to assess the quality of project outcomes. If needed, the PAB will initiate corrections/improvements in the Work Plan/activities based on results of self-monitoring & external evaluation by the External Evaluator. This also ensures that appropriate 	<p>The AB is represented by the EU HEIs. (Annex 1)</p>



	<p>target-setting, monitoring & tracking of progress is in place & self-monitoring is based on a wide range of evidence across all aspects/outputs of the project including benchmarking information to inform improvement planning & raising achievement.</p> <p>Meetings: Once a year or based on the needs of the partner universities.</p>	
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Self-monitoring

The Self-monitoring, based on the Annex a will be implemented by Quality Groups (2-4 persons) from each partner-universities twice a year (Table 5).

The self-monitoring first steps:

- to develop the Quality system of the project in each partner university with a formally endowed and staffed centre, defined assessment tasks and activities, reliable, transparent and accountable assessment decisions, effective quality checks in place, in line with national standards;
- to examine ESG User's Guide documents (available on the project website);
- to develop quality indicators of the project by Quality Groups specifically for its university to assess outputs/ outcomes of the project.

* Note: quality indicators should be based on the ESG & ECTS User's Guide, considering the national education law. Examples of quality indicators (only suggestion, universities should develop their own quality indicators), could be presented in %, quantitative approach is preferable:

- Understand the complexity and diversity of financial autonomy goals and requirements;
- Engage stakeholders and then incorporate these factors into the overall design;
- Develop and pilot the Model of Financial Autonomy as an integrated strategic planning and decision-making tool.
- Weigh and then describe the multiple benefits of implementing financial autonomy systems and raise awareness of these benefits at the university.

Based on the implementation of the activities within each 6 months of the project, partner universities together with the periodical reports (see Annex 3) should provide data on the developed quality indicators for each Partner University (based on their specific characteristics, for example: private or public HEIs, etc.). The periodical reports should be presented during these months: June 2023, December 2023, June 2024, December 2024, June 2025, November 2025). Based on this the Coordinator will develop an annual report

aiming to provide the state of the art and recommendations for the future development of the project.

Annual reports created on the basis of the Annex 3 provided by each partner will be available on the project website.

Project “peer” monitoring

To monitor and provide recommendations for the quality of the project the Advisory Board (AB) (*Annex 1*) was established.

The main purpose of the AB is to provide a “peer” assessment. Representatives of KG universities can organise a meeting (virtual or face-to-face) in order to share their experience of the self-monitoring process/implementation of project activities. Due to such “peer-review” meetings, representatives can ensure that quality assurance activities are fit for purpose, comparable, manageable and accessible. Additionally, an expertise of the EU HEIs - AB members will be used in a development of the road map, strategy and module and guidelines for financial autonomy of KG universities.

The meeting should be recorded in a form of minutes and handed in to the project coordinator.

Monitoring of the project progress indicators at the end of each year

Based on the provided indicators in the table “Project Work Packages (WP): Milestones and Indicators” at the end of each project year will be carried out a check of progress indicators for all WPs of the work of the entire consortium. This approach will allow tracking the progress of the project implementation as a whole, to identify tasks that should be paid special attention and need improvements. **The information will be collected and summarized by WP leader P1 KSTU.** The results will be presented and discussed during the online meetings with the consortium.

Report Nr and deadline	Responsible Partner	Contributors	Content
Report 1, M13	KSTU	KYRG Universities, lead of the QG	Evaluation of the 1-year indicators and reports of the

			partners based on the Annex 3, recommendations for 1 year
Report 2, M27	KSTU	KYRG Universities, lead of the QG	Evaluation of the 2 year indicators and reports of the partners based on the Annex 3, recommendations for 2 year
Report 3, M37	KSTU	KYRG Universities, lead of the QG	Evaluation of the 3 year indicators and reports of the partners based on the Annex 3, recommendations for 3 year

Quality control of the provided trainings, study visits, meetings and project satisfaction

Quality control of the provided training, study visits, meeting and project satisfaction will be implemented through surveys among the participants and **managed by CESIE**.

A survey is an effective tool that allows establishing the connection between the consortium members, project participants or interested in the project activities (for instance, students, academics, stakeholders' groups) to get the opinion on the project's activities, providing training, satisfaction on the organisation and communication of the meeting. The feedback will allow us to improve the project implementation and identify weak points. The annual reports about surveys will be published on the project website.

Annual evaluation of the project within project partners

At the end of each year, each member of the *DEFA Quality Assurance Group (QAG) Annex 2* will be contacted by CESIE aiming to collect data about the overall implementation of the project. These surveys (see Annex A) will cover the following issues:

- Overall satisfaction with the project activities;
- Communication and cooperation with the consortium members;
- Project implementation in each university;
- Impact of the project on personal professional development and the universities;
- Open questions for comments, expectations.

These surveys should be completed by partners during these months: M12, 24, 36. Meantime the reports will be provided by CESIE at M13, M25, M37. Based on the analysed data reports will be developed by CESIE and presented in the project website.

During the first five months of the project, CVs of potential external evaluators were collected by the Coordinator (based on the requirements specified below). All CVs were presented to the PMB and an external evaluation will be implemented by Ms. Venera Omuralieva. The expert was selected and approved by the PMB during the online meeting in May 2023.

Each partner university and coordinating university will open access to all project documentation to the external evaluator. The timetable of interviews will be developed at one of the coordination meetings.

The external evaluator will analyse the activity of all QA systems established at EU and KG partner universities to check the quality and sustainability of all project outcomes. The QA system should include all needed tools such as questionnaires, assessment scales and regular self-monitoring reports.

Requirements for the service: external evaluation of DEFA

Expertise and skills required for the external evaluator:

Qualification: the candidate must have at least an MSc degree in any area, but Educational Sciences is preferable.

Skills and experience. The external evaluator has to demonstrate some relevant skills, including:

- Proven professional experience in the evaluation process and monitoring process of international collaborative projects (previous experience in EU-funded project is an asset)
- Understanding of quality processes, expected activities, outputs, and quality review processes;
- Knowledge of the Bologna process, Erasmus+ projects, HE system, Quality Assurance (ESG);
- Regional and partner country expertise, partner country's Financial Autonomy of HEI's system knowledge;
- Language skills (advance knowledge of English and Russian);
- Ability to effectively communicate evaluation results and feedback;
- To provide a professional and independent review, the individual external evaluator shall not have any concurrent contractual engagement with the consortium members.

Tasks and Deliverables

Tasks

- to review DEFA processes and products, according to the evaluation criteria of relevance and fulfilment of objectives, development effectiveness, impact, and sustainability for project evaluation;
- to provide a training to Quality Assurance Group in July, 2023;
- to prepare the intermediate (on Months 12 and 18) and final (on Month 36) external evaluation reports;
- each 6 months to provide feedback in the form of online sessions on quality assurance processes and methodologies to the project consortium members.

Deliverables

- Mid-term report about project implementation provides an external perspective to achievements so far reached and the overall performance of the Project against plans and objectives; it also provides recommendations on the various aspects of Project implementation, including quality of the deliverables, consortium working relations, internal communication, processes, results, etc.



- The Final Report ensures an external and professional perspective into the project process and results and captures the overall quality of the project in all its aspects. It also provides valuable lessons learned and good practices to inform partners' work in further exploiting project results beyond its lifetime.
- A series of feedback sessions provided for the DEFA consortium members will strengthen the implementation of the project activities.

Conditions for the service

The external evaluator is provided full access to all project documentation to empower her/him to carry out a thorough assessment of the project. The external evaluator undertakes to carry out the required service within the specified timeframe. He/she agrees to maintain the confidentiality of data generated or disclosed during the provision of the needed service.

The further criteria will be discussed with the consortium members during the online meeting in the 5th month of the first year.

At the beginning of the 5th month of the project a call for a QA expert will be announced and an external QA expert will be selected among at least two candidates and appointed.

Annex 1: ADVISORY BOARD (AB)

Member	Organisation	Background
Philipp Pohlenz	OVGU	Dean of Studies at the Faculty of Human Sciences at Otto von Guericke University Magdeburg
Elena Gori	UNIFI	Associate Professor, Department of Business and Economics

Annex 2: DEFA Quality Assurance Group (QAG)

Nr	University	Acronym	Name	Position	Email
1	Kyrgyz State Technical University named after I.Razzakov	KSTU	Burul Tashtobaeva	Academic Secretary	bet75kstu@kstu.kg
2	Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic	DA MFA KR	Nurgul Diushenova	Head of the educational department	nur_2211@mail.ru
3	International University of Kyrgyz Republic	IUKR	Kydyralieva Saltanat	Head of HR Department	kydyralieva-saltanat@mail.ru
4	Issyk-Kul State University named after K.Tynystanov	IKSU	Munara Umetalieva	Leading specialist of the international relations department	munara@iksu.kg
5	Osh State University	OshSU	Maksat Totobaev	head for rankings office	maksat.totobaev@oshsu.kg
6	Talas State University	TalSU	Samat Zhumaliev	Vice-rector for academic affairs and scientific work	samat_tsu@mail.ru

7	Naryn State University named after S.Naamatov	NSU	Gulzhamal Kasymova	Head of Education management department	guljamalabdilova@gmail.com
8	Adam University	AU	Suerkulova Nurkyz	Head of educational department	bafenurkyz@gmail.com
9	International Higher School of Medicine	IHSM	Makhabat Karagulova	Specialist of International Affairs Department	makhabatkaragulova@gmail.com
10	International Ala Too University	AIU	Aikerim Sagynbekova	HOD for IDLC Management department	aikerim.sagynbekova@alato.edu.kg

Annex 3: Report template within first 6 months of the project

Name of the university/organization: _____

This report should be shared with QAG via email:

Template developed by ISM

	Questions/Tasks	Comments and Recommendations (you can remove them to put your answers instead)
1.	Provide your internal work plan of the DEFA project activities in detail, as well as the work group with persons, responsible for the WP activities, according to the work plan.	<ul style="list-style-type: none"> • Include the internal work plan in a separate file • Fill in the table with the persons, responsible for the WP activities, according to the work plan: <p>You will find the relevant table for responsible persons (Table 1) in the Appendix below.</p>
2	<p>Provide a needs analysis by focus group discussion related to financial autonomy to investigate the FA HEIs, employers' and students' needs, industry development requirements and financial autonomy long-term plans of HEIS in the country.</p> <p>Provide a draft of questionnaires for analysis of existing/new model of financial autonomy (questionnaire for teachers, students, graduates, young professionals, alumni + a questionnaire for interested in project non-academic partners: potential employers, local associations, representatives of industrial enterprises, other parties that can somehow relate to the topic of the project.</p>	<p>The survey questionnaire should reflect the quality level of the analysed financial autonomy of HEs.</p> <p>Possible questions for the questionnaire: the duration of the public funding cycle; type of public financing; the opportunity to attract external funds on the terms of return; the opportunity to receive and distribute profits; possibility to own a building; tuition fees at the educational and qualification level of the bachelor and master, postgraduate and doctoral programs for students from EU countries; tuition fees at the educational and qualification levels of the bachelor and master, postgraduate and doctoral programs for foreign students....</p>
3.	<p>Preparation & publication of the Strategy and Roadmap for FA of the Kyrgyzstan universities developed in EN, KG & RU</p> <p>Based on the needs analysis provide the Strategy and Road map for FA of the Kyrgyzstan universities to develop</p>	<p>Make a list of the Strategy and Roadmap for FA you plan to develop and plan to introduce, and also provide:</p> <ul style="list-style-type: none"> - deadlines of the development; - information about the responsible person for the development of Strategy and Roadmap for FA; - what specifically has to be done to develop Strategy and Roadmap for FA;



	and what has to be done (what are the needs?) to update the FA.	Fill in the Table 2 (for the developed Strategy and Roadmap for FA).
4.	<p>Financial administrator & vice-rector.</p> <p>Develop selection criteria, and based on these criteria select participants for the training at EU universities.</p> <p>Report on the criteria for their selection process to participate in trainings at EU universities.</p>	<p>Insert the criteria here</p> <p>+ report on the process of their preparation for the trainings</p>
5.	<p>Provide information about the responsible persons who will develop the Model of FA at your University on the basis of the EU Universities developed the Model of FA.</p>	<ul style="list-style-type: none"> • Provide a list of responsible persons (Vice-rector of financial issues, police makers, accountants, administrators, university managers, professors), (in a separate file), who will accept training materials from EU Universities (these should be the same persons that will participate in the trainings at the EU Universities). <p><i>Note: On the basis of the materials from the EU Universities, in the university should be developed their own Guidelines and training materials on the development and implementation of the FA.</i></p>
6.	<p>Report on persons responsible for the equipment purchase and software installation (these should be 2 different persons)</p>	<ul style="list-style-type: none"> • Fill in the Table 3 in the Appendix (provide their names, contact information, and occupations). • Please, provide the following documents: <ul style="list-style-type: none"> - Based on the needs of the FA provide the list of the equipment to be purchased within the framework of the project; - Invitation to Tender with the list and specification of the purchased equipment, except private universities; - Please, list here the responsible persons on the Evaluation Committee of the tender (Name, surname, position, email); - Evaluation Report of the Tender.
7.	Dissemination plan	<ul style="list-style-type: none"> • Please, send the dissemination plan in a separate file
8.	Schedule of dissemination events	<ul style="list-style-type: none"> • Please, provide the schedule of dissemination events (until the end of 2023) in a separate file



9.	Report on non-consortium organization that can be interested in the project	<ul style="list-style-type: none"> • Provide the list of non-academic partners and organizations outside the project who can be interested in the project results • Provide the list of government establishments and organizations who would be involved in implementation of the project. • Provide the list of Potential employers (associations, scientific organizations, state institutions) who you will involve to the process of dissemination and QA Lists should be provided in separate files
10.	Report on implemented activities concerning dissemination of the project results.	<ul style="list-style-type: none"> ▪ Report on dissemination of the information about the project in mass media: Send us links or scans/files of publications about the project in mass media/the Internet If they are not published yet, inform us when you are planning to publish them. • How many dissemination meetings (<i>internal</i>: for students, teachers and administrative staff of your university incl. top management; <i>external</i>: government establishment) have been already carried out and when? Send us press releases of the carried out dissemination meetings as well. <u>Possible model of press release on the events of the project in the target universities for placement on the website of the project:</u> <ol style="list-style-type: none"> a) Name of the event, date and venue; b) Programme (agenda) of the event; c) List of participants (name, organization, position)/measurement of audience size; d) Short description of the activity: goals/objectives, outcomes of the event; e) Photos of the event (2-5 pictures); videos. • Send us a document with a link to your university website, where you posted information about the participation in the project and a link (if available) to the project webpage



11.	Sustainability plan	<ul style="list-style-type: none"> Please, send the sustainability plan in a separate file <p>The sustainability plan spells out how the activities of the project will survive in the long term in your university. It makes sure that resources spent on the project are not lost. It gives you and the donor reassurance that the grant is well spent and will have a long-lasting impact, even once the support runs out.</p>
12.	<p>Quality Assurance Plan of your university and Quality Group of your university (2-4 persons)</p> <p>Establishing internal quality assurance system:</p> <p>1 Step: to establish a Quality Group;</p> <p>2 Step: after studying the ESG User’s Guide documents, Quality Group should conduct a workshop on these documents;</p> <p>3 Step: Quality Group identifies outputs/outcomes of the project specifically for its university</p> <p>4 Step: Quality Group should develop the quality indicators to assess outputs/ outcomes of the project.</p> <p><i>Note: quality indicators should be based on the ESG User’s Guide, taking into account the national educational law;</i></p> <p>Group creation steps can be found in the presentation, provided by IHSM during the Kick-off Meeting; documents.</p>	<ul style="list-style-type: none"> Include the Quality Assurance Plan of your university and Quality Group of your university in a separate file Fill in the table of Quality Group (Table 5) Provide your own quality indicators to assess outputs/ outcomes of the project <i>if necessary</i>.
13.	Report on the communication process between your University and other Kyrgyz Universities, EU partners, the Coordinator and other project participants.	<ul style="list-style-type: none"> Inform us which means of communication you use to communicate with other Kyrgyz Universities, EU partners, the Coordinator and other project participants/are there problems in communication?

14.	Additional information	If you have any other additional important information, complaints, suggestions, problems with the project implementation process (or other project related processes) that you want to discuss/report, please, inform us about it.

Table 1. Working group for the DEFA project (should be updated every 6 months)

No	Name, Surname, email	Position	Responsibility (WP, tasks according to the work plan)
1 co- ordinato r			

Table 2. Strategy and Roadmap for FA that are to be developed and the deadlines of their updates (should be updated every 6 months)

Strategy and Roadmap	Person/teacher/department/faculty responsible for the Strategy and Roadmap for FA	Short description of the Strategy and Roadmap	Deadlines

Table 3. Responsible persons for the purchase of the equipment & software (should be updated every 6 months)

Equipment/Software	Name of the person(s) responsible for the equipment/software purchase	Occupation of the responsible persons	Contact information of the responsible persons

Table 4. Recommendations for the design of information materials on the project (should be updated every 6 months)

Each university should select a “blogger” who will post information about the project on the Internet. It is recommended to specify the following information:

- The name of the project - Development of financial autonomy of universities in Kyrgyzstan (DEFA);
- Official Internet website of the project (if available);
- Creation of a Facebook page about the project/adding the information about the project to the university Facebook profile;
- Logo of the project and address of the main website of the project in all electronic resources should be mentioned;
- Logo of the ERASMUS+ programme - available to download from the website of EACEA (https://www.eacea.ec.europa.eu/about-eacea/visual-identity/visual-identity-programming-period-2021-2027/european-flag-emblem-and-multilingual-disclaimer_en);
- The following disclaimer shall be added to the inner pages of the publications and studies written by external independent bodies with support from the European Commission:
“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them”;
- Project reference number;
- Flags of the participating countries and/or logos of the organizations participating in the project;
- Next, depending on the specific objectives and the availability of space for placement of information: the composition of the project consortium, project implementation, goals and objectives of the project achieved/planned results, upcoming events;
- Photos of the project team, faculty and staff involved in the project;
- Photos of project events;
- Details of contact person for further information.

Table 5. Quality Group (2-4 persons) from each partner-universities

Nr.	University	Acronym	Name	Position	Email	w/a Number
1	Kyrgyz State Technical University named after I.Razzakov	KSTU				
2	Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic	DA MFA KR				
3	International University of Kyrgyz Republic	IUKR				
4	Issyk-Kul State University named after K.Tynystanov	IKSU				
5	Osh State University	OshSU				
6	Talas State University	TalSU				
7		NSU				

	Naryn State University named after S.Naamatov					
8	Adam University	AU				
9	International Higher School of Medicine	IHSM				
10	International Ala Too University	AIU				

INDICATORS OF ACHIEVEMENT AND EVALUATION TOOLS

There are Indicators of achievement and Evaluation tools for each evaluation area are defined, they are used for quality evaluation of all project activities (Table 6) throughout the project life cycle.

Table 6. QA indicators and tools per area

Element	Indicators of Achievement	Items to be evaluated
Project Management	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> Work plan has clear division of tasks and responsibilities of partners Project management reports, made using unified templates, are submitted in time 	<ul style="list-style-type: none"> Information collected from project partners Updated Work plan Partners' reports 6-month basis reporting documents
	<p>QUALITATIVE</p> <ul style="list-style-type: none"> Satisfaction of partners with Work plan 	



	<ul style="list-style-type: none"> ▪ Satisfaction of partners with project management ▪ Awareness of partners regarding project goals, project implementation, own responsibilities <p>Satisfaction of partners with communication, cooperation and problem-solving abilities of partners</p>	
Project meetings	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> ▪ Guidelines to organising activities agreed and shared ▪ Respecting the agenda & the goals of the meeting <p>QUALITATIVE</p> <ul style="list-style-type: none"> ▪ Quality of information and communication prior to and at the event ▪ Satisfaction concerning organization of the meeting <p>Partners have a clear plan of to do activities, responsibilities and procedures</p>	<ul style="list-style-type: none"> ▪ Meetings' agenda & minutes ▪ Signature Lists of participants ▪ Visual supports (presentations, photos) ▪ Partner Meeting Evaluation Form (Annex b)
Strategy and Roadmap of Financial Autonomy of HEI	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> ▪ Strategy and Roadmap are fulfilled according to the time schedule ▪ Contents of the Strategy and Roadmap match the description in the Application Form <p>QUALITATIVE</p> <ul style="list-style-type: none"> ▪ Satisfaction of partners with content in terms of completeness, clarity and comprehensiveness <p>Level of relevance of the defined learning outcomes and identified topics for the target group</p>	<ul style="list-style-type: none"> ▪ Published materials ▪ Strategy and Roadmap of FA Evaluation: check-up (by a leading partner) (Annex c)



<p>Model of FA</p>	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> ▪ Model of FA are fulfilled according to the time schedule ▪ Contents of the Model of FA match the description in the Application Form <p>QUALITATIVE</p> <ul style="list-style-type: none"> ▪ Satisfaction of partners with content in terms of completeness, clarity and comprehensiveness <p>Level of relevance of the defined learning outcomes and identified topics for the target group</p>	<ul style="list-style-type: none"> ▪ Published materials ▪ Model of FA Evaluation: check-up (by a leading partner) (Annex d)
<p>Pilot implementation of Model of FA</p>	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> ▪ Guidelines to organising piloting agreed and shared ▪ The Model of FA are piloted according to the time schedule ▪ Each Model of FA is piloted in Kyrgyzstan ▪ Min. 50 staff, teachers trained ▪ Professors' and students' feedback of the pilot implementation collected <p>QUALITATIVE</p> <p>Satisfaction of professors and students with content of piloted modules</p>	<ul style="list-style-type: none"> ▪ Programme of the event ▪ Training materials ▪ Signature Lists of participants ▪ Report of activities ▪ Training / study visit evaluation (Annex e) ▪ Dissemination event – survey questionnaire for participants (Annex f) ▪ Communication and dissemination event – report [scheme] (Annex g)



<p>Study visits to EU partner universities</p>	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> ▪ Guidelines to organising the study visits agreed and shared ▪ The event takes place as planned in the schedule <p>QUALITATIVE</p> <ul style="list-style-type: none"> ▪ The experience of European universities on financial autonomy ▪ Relevance of the defined learning outcomes and content for participants ▪ Satisfaction of participants with training content 	<ul style="list-style-type: none"> ▪ Programme of the event ▪ Published methodological materials ▪ Signature Lists of participants ▪ Report of activities ▪ Feedback from participants ▪ Training / study visit evaluation (Annex e)
<p>Training events</p>	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> ▪ Guidelines to organising the training events agreed and shared ▪ The event takes place as planned in the schedule <p>QUALITATIVE</p> <ul style="list-style-type: none"> ▪ Clearness of training objectives for participants ▪ Relevance of the defined learning outcomes and content for participants ▪ Satisfaction of participants with training content 	<ul style="list-style-type: none"> ▪ Programme of the event ▪ Published methodological materials ▪ Signature Lists of participants ▪ Report of activities ▪ Feedback from participants ▪ Training / study visit evaluation (Annex e)
<p>Dissemination</p>	<p>QUANTITATIVE</p> <ul style="list-style-type: none"> ▪ Development of the dissemination Plan ▪ Development of the Strategic plan on sustainability of the project results ▪ Development of Project Website and regular update in relation to project' progresses ▪ Promotion of information about the goals and results of the project in the 	<ul style="list-style-type: none"> ▪ Published materials ▪ <u>Plan of dissemination Evaluation: check-up</u> (by a leading partner) ▪ Strategic plan on sustainability of the project results ▪ Social media statistics



- media, scientific publications, as well as through participation in events (conferences, round tables) at the national and international levels
- Organisation and conducting the final project conference

QUALITATIVE

- All project partners are involved in sharing information regarding project' progress and results
- Satisfaction of events participants with project results
- Number of visitors on the project website
- Number of newsletter recipients
- Number of participants to the project multiplier events
- Signature Lists of participants to multiplier or other events
- Dissemination event – survey questionnaire for participants (Annex f)

SKILLS DEVELOPMENT CENTER (MANAGED BY KSTU)

To ensure the sustainability of the project results a Skills Development Center on HEI Autonomy will be established at KSTU at month 18 (M18) of the project. The main function will be to train the representatives of HEIs administration and teaching staff on the principles, mechanisms and requirements of HEI autonomy in governance and finance. Regulation, Skills Development Program and annual Plan of training and workshops of Skills Development Centre on HEI Autonomy will be developed and approved by all partnerships . Training will be delivered both offline and online for internal and external stakeholders of the project. The quality assurance process for this specific outcome of the DEFA project will be developed after the M18, when the structure, action plan, stakeholders and other key elements will be finalised and approved by the partners.

ANNEXES

a) **ANNUAL SELF-ASSESSMENT OF PROJECT PROGRESS** (COMPLETED BY THE PROJECT PARTNERS AND MANAGED BY CESIE)

[This form is to assess project progress]

Please rate the quality of selected key aspects of the project according to this scale:

- **NO (Not Observed)**
- **NI (Needs Improvement)** = Performance is less than expectations
- **S (Satisfactory)** = Performance meets the expectations
- **G (Good)** = Performance exceeds the expectations
- **E (Excellent)** = Performance exceeds the expectations significantly higher

I. DECISION MAKING PROCEDURE	N O	N I	S	G	E	Remarks
Discussion of all relevant topics during the meetings (face-to-face and online)						
Availability of all relevant information in due time						
Capacity of contributing to the same extent as others when decisions are made						
Involvement of partners when important decisions regarding the process of the project have to be made						



II. OVERALL PROJECT MANAGEMENT	N O	N I	S	G	E	Remarks
Availability and clearness of Work plan and Gantt for all partners						
Effectiveness and efficiency of the organisation and project structure established by the project coordinator						
Clearness and realism of the description of the tasks of the project coordinator and each partner						
Awareness of all partners of the common project goals and the specific goals for each partner institution						
Awareness of all partners of their own responsibilities						

III. MANAGEMENT OF THE DEFA AND INDIVIDUAL TASKS	N O	N I	S	G	E	Remarks
<i>Effectiveness and efficiency of the management of the activities which have been underway during the evaluated period. Please answer below for each one:</i>						
Dissemination						
Quality Assurance						

Project exploitation						
<i>Tasks for the reporting period to add</i>						

IV. PROJECT PROCEDURES AND DEADLINES	N O	N I	S	G	E	Remarks
Availability and sharing of a timetable with activities for each partner						
Compliance* with timetable within the period of evaluation						
Compliance* with deadlines by the coordinator						
Compliance* with deadlines by all partners						
Compliance* with the workplan						

* if your answer is NO or NI - please provide an explanation, linking them to the specific tasks and WPs.

V. CLARITY AND FLOW OF INFORMATION	N O	N I	S	G	E	Remarks
Clearness regarding means and frequency of communication						
Availability of project documentation to all partners						

Clearness of agendas and minutes of meetings (face-to-face and online)						
Clearness and timeliness of partners' communications on project developments						

VI. EFFECTIVE COLLABORATION	N O	N I	S	G	E	Remarks
Respect and acknowledgement of each team member and value attached to their expertise and special competences						
Possibility to contribute to discussions for every team member						
Openness and effectiveness of communication between the partners						

VII. RISK MANAGEMENT						
During the period of evaluation, the partnership had to overcome obstacles in the process of project implementation.	<input type="checkbox"/> YES <input type="checkbox"/> NO	IF YES, describe:				
		IF YES, rate the level of efficiency and				
		N O	NI	S	G	E

		effectiveness of cooperation between the partners in the process of overcoming the obstacles							
			Remarks:						
Is there a problem area that should be tackled as soon as possible?	<input type="checkbox"/> YES	If YES , define it:							
	<input type="checkbox"/> NO	If YES , suggest some measures or ways for solving the problem:							

VIII. Specific details about the project implementation within your Institution	NO	NI	S	G	E	Remarks
Collaboration within the members of the project team is efficient						
The project receives a good attention and support of the Top Management						
All team members know their responsibilities and are engaged in the implementation phase						
All the team members have an access to the project documents and feel ownership of the project results						



All tasks are implemented without important delays						
Financial management of the project is clear and is implemented smoothly						
Diverse Communication and Dissemination activities are implemented with stakeholders						
Any risks or challenges accrued during this year, please specify them and provide solutions, which helped you to solve these issues:						

What is, according to you, the strength of this project?
What are, so far, the weak points?

If you met any obstacles during the 12-months period, please describe what were they and how did you tackle them:

Define areas of improvement for the coordinator and partnership:

b) PARTNER MEETING EVALUATION FORM (COMPLETED BY THE PARTICIPANTS OF THE MEETINGS AND MANAGED BY CESIE)

1. Please indicate your level of agreement on each of the following:

		Strongly disagree (1)	Disagree	Agree	Strongly agree (4)
1 The meeting agenda and pre-meeting important information was shared in a timely manner					
2 The goals of the planned meeting were clearly defined					



3	The presentations of were clear and informative					
4	The schedule of the meeting was well planned					
5	Time management of the meeting was efficient					
6	The premises (online meeting tools) were adequate to support the meeting					
7	All issues related to the project implementation were discussed					
8	Further work on the DEFA project was discussed					
9	All the participants had the possibility to provide feedback and comments					



during the meeting					
10 Further work plans are clear					
11 The goals set for this meeting have been achieved					
12 The (online) meeting was well organized					
13 I am fully satisfied with the meeting					

14. For any items that could have been clearer, please provide suggestions on what can be done next time

15. Please add any other comment/suggestions for future (online) meetings

**c) STRATEGY AND ROADMAP OF FINANCIAL AUTONOMY (FA) EVALUATION:
CHECK-UP (BY A QUALITY ASSURANCE GROUP LEADER DURING THE AUTUMN 2023)**

[This checklist to be used for the STRATEGY AND ROADMAP evaluation, checking up if the fully completed STRATEGY AND ROADMAP has all the elements of the agreed-on STRATEGY AND ROADMAP description.]

Elements of the Strategy and Roadmap	Yes	No	Comments
State, industry and local regulations governing the financial activities of universities			
Footnotes of the title page: -information about project, -Strategy author(s); -information about licensing			
General overview and aim			
Target group and prerequisites			
Units and activities			
Learning resources			
Granularity			

Assessment requirements and assessment strategy			
Implementation ideas			
References			
Additional resources			
Add other elements, <i>if necessary</i>			
Appendix 1 (Material for universities)			
Appendix 2 (Material for government)			

Important: The strategy and roadmap map of each university together with the evaluation form should be sent to the Coordinator and AB members. They will carry out a review process and provide recommendations, if necessary.

d) **MODEL OF FA EVALUATION: CHECK-UP** (BY A LEADING PARTNER)

[This checklist to be used for the MODEL OF FA evaluation, checking up, if the fully completed MODEL OF FA has all the elements of the agreed-on MODEL OF FA description]

Elements of the MODEL of FA	Yes	No	Comments
State, industry and local regulations governing the financial activities of universities			
Footnotes of the title page: -information about project, -Strategy author(s);			

-information about licensing			
General overview and aim			
Target group and prerequisites			
Units and activities			
Learning resources			
Granularity			
Assessment requirements and assessment strategy			
Implementation ideas			
References			
Additional resources			
Appendix 1 (Material for universities)			
Appendix 2 (Material for government)			

Important: A development of the model will be specified later, based on the inputs received from all partner institutions and knowledge received during the study visits.

Due to the diverse nature of HEIs (public and private) there is a possibility that two diverse models will be developed. After the development of the model(s) and guidelines for their implementation, partners will pilot the model(s). The piloting will be evaluated based on a form developed by the WP QA leader during the latest phase of the project.

**e) TRAINING / STUDY VISIT EVALUATION (COMPLETED BY THE PARTICIPANTS AND
MANAGED BY CESIE)**

[This form is to evaluate the quality of trainings/study visits]

Dear Participant,

Thank you for attending this training/ study visit etc. In our effort to improve the organization and the impact of these events we invite you to complete the following questionnaire. We appreciate your valuable contribution and we thank you in advance!

I. General information

Sex	<input type="checkbox"/> Female	<input type="checkbox"/> Male	<input type="checkbox"/> Other
Your Age			
Please identify yourself	<ul style="list-style-type: none"> ● Academic staff ● Administrative staff ● Both (academic and administrative staff) ● Student ● Other stakeholder 		
Your Institution	Kyrgyz State Technical University named after I.Razzakov Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic International University of Kyrgyz Republic Issyk-Kul State University named after K.Tynystanov Osh State University Talas State University Naryn State University named after S.Naamatov Adam University International higher school of medicine International Ala Too University Association of legal entities "Association of Universities of the Kyrgyz Republic" Ministry of education and science of the Kyrgyz Republic		

	Otto von Guericke University Magdeburg CESIE University of Florence Other, specify
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II. Overall Feedback

Please evaluate the following items according to this scale:

- **NO (Not Observed)**
- **NI (Needs Improvement)** = Performance is less than expectations
- **S (Satisfactory)** = Performance meets the expectations
- **G (Good)** = Performance exceeds the expectations
- **E (Excellent)** = Performance exceeds the expectations significantly higher

I. ORGANISATION	N O	N I	S	G	E	Remarks
Training programme received in due time						
Clearness of training objectives						
The time dedicated to all sessions was sufficient						
The premises of the training were suitable and user friendly (e.g., lighting, seating, supplies)						

II. TRAINERS/PRESENTERS	N O	N I	S	G	E	Remarks
Knowledge of subject matter						



Teaching skills/expertise						
Maintained participant interest						
Solicited and reinforced participation						
Response to participant needs						
Used examples/analogies						
Checked participant comprehension/questioning						
Clarified/amplified important points						

III. TRAINING /STUDY VISIT CONTENT	N O	N I	S	G	E	Remarks
Organized/easy to follow						
Appropriateness of (training) topics and case studies						
Accuracy of (training) contents						
Instructional quality of (training) material						
Quality of visual aids						
Relevance with professional profile						

IV. METHODOLOGY	N O	N I	S	G	E	Remarks



Adopted approach supported my learning path						
Balance between theory and practice						
Information provided was up to date						
References of (training) content were provided						

V. CONCLUSIONS	N O	N I	S	G	E	Remarks
(Training) objectives achieved						
Increased skills and competences						
(Training) content can be adapted to the needs of my home institution						

VI. What aspects of the program did you find most interesting?
VII. Do you have any other comments on the training/study visit?

f) **DISSEMINATION EVENT – SURVEY QUESTIONNAIRE FOR PARTICIPANTS**

[This form is to evaluate the quality of Dissemination events]

General information

Sex	<input type="checkbox"/> Female	<input type="checkbox"/> Male	<input type="checkbox"/> Other
Your Age			
What is your present professional position?			

Please evaluate the following items according to this scale:

- **NO (Not Observed)**
- **NI (Needs Improvement)** = Performance is less than expectations
- **S (Satisfactory)** = Performance meets the expectations
- **G (Good)** = Performance exceeds the expectations
- **E (Excellent)** = Performance exceeds the expectations significantly higher

I. Organisation and Logistics	NO	NI	S	G	E
The event met my expectations					
Previous information was sufficient					
Registration was easy to do					
Environment was convenient					

II. Objectives and Methodology	NO	NI	S	G	E
The objectives were clear					
Speakers had the appropriate subject knowledge and competence					

The speakers explained the contents very well					
There were sufficient opportunities of participation and discussion					
The speakers responded suitably to questions of participants					

III. Project feedback	NO	NI	S	G	E
I find the project outputs useful for internal stakeholders					
I find the project outputs applicable to my work					
I would recommend the presented project outputs to external stakeholders					

IV. What are the most important aspects you have gained from this event?			
V. Would you use the outputs presented?	<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> Partially/ depends
VI. Please describe how would you use the outputs presented			
VII. Suggestions for improvement			



VIII. Please make any additional comments on any aspect of this event

g) **COMMUNICATION AND DISSEMINATION EVENT – REPORT [SCHEME]** (MANAGED BY INDIVIDUAL PARTNER RESPONSIBLE FOR THE EVENT AND THE REPORT SHOULD BE SENT TO LEAD OF WP COMMUNICATION AND DISSEMINATION)

➤ **Introduction**

➤ **Methodology**

○ **Agenda**

- **Presentations** Describe each programme session.

➤ **Evaluation of the event**

- **Profile of participants** [How many people, from which organisations]

- **Discussion** [Mention interesting questions and answers]; [Mention interesting discussions that took place during the meeting]

- **Survey questionnaire for participants** [see Annex I]

- **The results of the event** [Underline the impact that the session had on people];

- **Proofs** (signed attendance list, photo gallery, PPT presentations, short article on university website and post on social media...)