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# **Challenges and coping strategies in project management and implementation during the COVID-19 pandemic confinement period – input from Kazakhstan**

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## **Survey to identify challenges and ways the HEIs are tackling them.**

- Psychological discomfort, interruption in communication with EU partners, unpreparedness to work online, decrease of motivation under the situation when social contacts are not possible.
- Absence and long rehabilitation of some members after the COVID attack.
- Lack of project implementation progress, projects retarded.
- Decline in the quality and quantity of training activities for students, of staff development activities (online), training activities suspended.
- Risk of losing the staff due to turnover, reduction of staff, wage out policy, Interruption of work with SHs.
- Financial aspects, problems with purchasing equipment.

# Coping strategies

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- Contacts with universities to find out if and what were problems linked to the pandemic.
- Consultation with Ministry, communication with EACEA.
- Information summarized, letter prepared and sent to project teams.
- Note of DG EAC on COVID-19 received, Summary prepared and sent to HEIs.
- Message from EAC circulated.
- Telephone consultations, email messages on the EAC approach (new flexibility).
- Summary for students on specificities of study under the CVI (June 23, 2020) posted on the website, mailed via Facebook and email.

# Coping strategies

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- Students and IRO staff, parents informed via Blog on measures towards implementation CBHE & ICM projects under COVID-19.
- Discussion with HEI rectors & team members on the feasibility of FM visits under the CVI. MVs continued in a mixed format – in situ and online.
- Events organized jointly with HEREs, including webinars on various aspects of HEIs operation under the pandemic and post-pandemic to share good practice, identify challenges and discuss approaches to address them, including on QA, digitalization, etc.
- Preparing and organizing jointly with EU Delegation online pre-departure orientation session for EMJMD students selected in 2020.



The teams are facing numerous problems – they are similar to all of them. But some project teams are relaxed explaining the delays, suspension, lack of communication by CVI while others are providing support non-stop.



