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DEFA *Development of the Financial
Autonomy of Universities in Kyrgyzstan*
101082829-DEFA-ERASMUS-EDU-2022-CBHE



RAZZAKOV KYRGYZ STATE
TECHNICAL UNIVERSITY

КЫРГЫЗСТАНДЫН УНИВЕРСИТЕТТЕРИНИН ФИНАНСЫЛЫК АВТОНОМИЯЛУУЛУГУН ӨНҮКТҮРҮҮ

РАЗВИТИЕ ФИНАНСОВОЙ АВТОНОМИИ УНИВЕРСИТЕТОВ В КЫРГЫЗСТАНЕ

DEVELOPMENT OF THE FINANCIAL AUTONOMY OF UNIVERSITIES IN KYRGYZSTAN

Mirlan Chynybaev
DEFA Project Manager

www.defa.kstu.kg

defa@kstu.kg

Bishkek, Kyrgyzstan



Project summary:

- **Project:** 101082829-DEFA-ERASMUS-EDU-2022-CBHE
- **Project name:** Development of the financial autonomy of universities
in Kyrgyzstan
- **Duration:** 36 months
- **Project start date:** 01.12.2022
- **Project end date:** 30.11.2025
- **Grant amount:** 957,121,00 €



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Consortium



1. Kyrgyz State Technical University (KSTU), Kyrgyz Republic
2. Adam University (AU), Kyrgyz Republic
3. Ala-Too International University (AIU), Kyrgyz Republic
4. Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic (DA MFA KR),
5. European centre of studies and initiatives (CESIE), Italy
6. International School of Medicine (ISM), Kyrgyz Republic
7. International University of Kyrgyzstan (IU KR), Kyrgyz Republic
8. Isyk Kul State University (IKSU), Kyrgyz Republic
9. Naryn State University (NSU), Kyrgyz Republic
10. Osh State University (OshSU), Kyrgyz Republic
11. Otto von Guericke University Magdeburg (OVGU), Germany
12. Talas State University (TalsU), Kyrgyz Republic
13. University of Florence (UniFI), Italy
14. Associated partner: Ministry of Education and Science of the Kyrgyz Republic
15. Associated partner: Association of Universities of the Kyrgyz Republic



Main objectives of the project

- Strengthening the capacity of universities, institutions responsible for higher education, in particular in terms of governance and financing, by supporting the development, implementation and monitoring of reform processes.
- Increase the independence of the financial and economic activities of universities in the context of globalization of the economy and labor market.
- Improve the quality of higher education in the Kyrgyz Republic and increase its visibility and relevance for the labor market and society, as well as the competitiveness of research activities of universities.
- Pilot and expand new systems of university self-government and increased financial autonomy.



Work Packages

WP1. Development of the model of financial autonomy

- Analysis of the experience of European universities. Needs analysis: study of the situation in the universities of the Kyrgyz Republic on autonomy
- Developed a Strategy for the Financial Autonomy of Universities. Approved by the MoES KR
- Developed a roadmap for Financial Autonomy
- Developed a model of university financial autonomy
- Developed draft regulations (amendments and additions) regulating the financial autonomy of universities

WP2. Capacity building

- Study visits to the EU partner universities
- Established of the Skills Development Centre on HEI Autonomy
- Training on manuals / instructions development (approaches, content)
- ToT for Heads of departments, administration of HEIs (deans, vice-rectors, accountants and for MES KR and visits of the EU partner universities professors to Kyrgyzstan
- Extension trainings for universities
- Training workshops for Kyrgyz universities stakeholders and the state authorities in charge

WP3. Implementation

- Developed of the Model Implementation Guide
- Developed of a general implementation plan for financial autonomy at each target university
- Piloting the university autonomy model and risk assessment in the implementation of the model of university autonomy.

WP4. Quality Assurance System

- Developed of the project Quality Assurance plan
- Training on QA
- Established of the project self-monitoring system
- Development of institutional internal QA systems

WP5. Dissemination

- Developed of the Dissemination Plan
- Developed of the strategic plan on sustainability of the project results
- Promotion of information about the goals and results of the project in the media, scientific publications (KutBilim newspaper, regional newspaper articles, universities Facebook, Instagram accounts, DEFA website, etc.)

WP6. Project Management

- Established of the Project Management Board
- Established of the Project Steering Committee
- Approved of the project Work Plan
- Distribution of roles and tasks within the project consortium
- Approved of the project QA Plan, Communication and Dissemination and Sustainability strategy
- Monitoring delivery of the project activities
- Preventing and monitoring risks throughout the project life



Project implementation results

2023

- Establishment of the Project Management Board.
- Establishment of the Project Steering Committee.
- Analysis of the experience of European universities.
- Study visit to EU partner universities.
- Development of a Strategy for the Financial Autonomy of Universities for 2023-2030
- Development of a Roadmap for the Implementation of the Strategy for the Development of Financial Autonomy of Universities for 2023-2030.
- Development of the project QA plan.
- Training on Quality Assurance.
- Establishment of the project self-monitoring system
- Development of the strategic plan for sustainability of the project results.

2024

- Development of a university financial autonomy model.
- Development of draft regulations (amendments and additions) regulating the financial autonomy of universities.
- Establishment of the Skills Development Centre Financial Autonomy.
- Development of the Model Implementation Guide.
- Development and implementation of the 2024 seminar and training plan.
- ToT for Heads of departments, administration of HEIs.
- Development of a general implementation plan for financial autonomy at each target university.

2025

- Piloting a model of financial autonomy in universities and assessing the risks involved in implementing the FA model.
- Development and implementation of the 2025 seminar and training plan.
- Conducting seminars and training sessions for other interested parties, including in the regions (Osh, Karakol, Naryn, Talas)
- Development of 15 training packages based on seminar and training materials
- Development of institutional internal QA systems.



Main results of the project

- The Ministry of Education has developed and approved the Strategy for the Development of Financial Autonomy of Universities in the Kyrgyz Republic for 2023-2030 and the Roadmap for the Implementation of the Strategy for the Development of Financial Autonomy of Universities in the Kyrgyz Republic for 2023-2030
- A model for the financial autonomy of universities in the Kyrgyz Republic has been developed.
- Guidelines for implementing the model of financial autonomy for universities have been developed.
- A center for developing skills in financial autonomy management, financial strategy, and planning has been opened.
- A pilot program for the model of financial autonomy is being implemented in target universities.
- Draft regulations (amendments and additions) governing the financial autonomy of universities developed and submitted to the Ministry of Education
- Trainers in financial autonomy (experts) have been prepared.
- Financial autonomy experts and trainers have been trained and have trained more than 400 stakeholders.



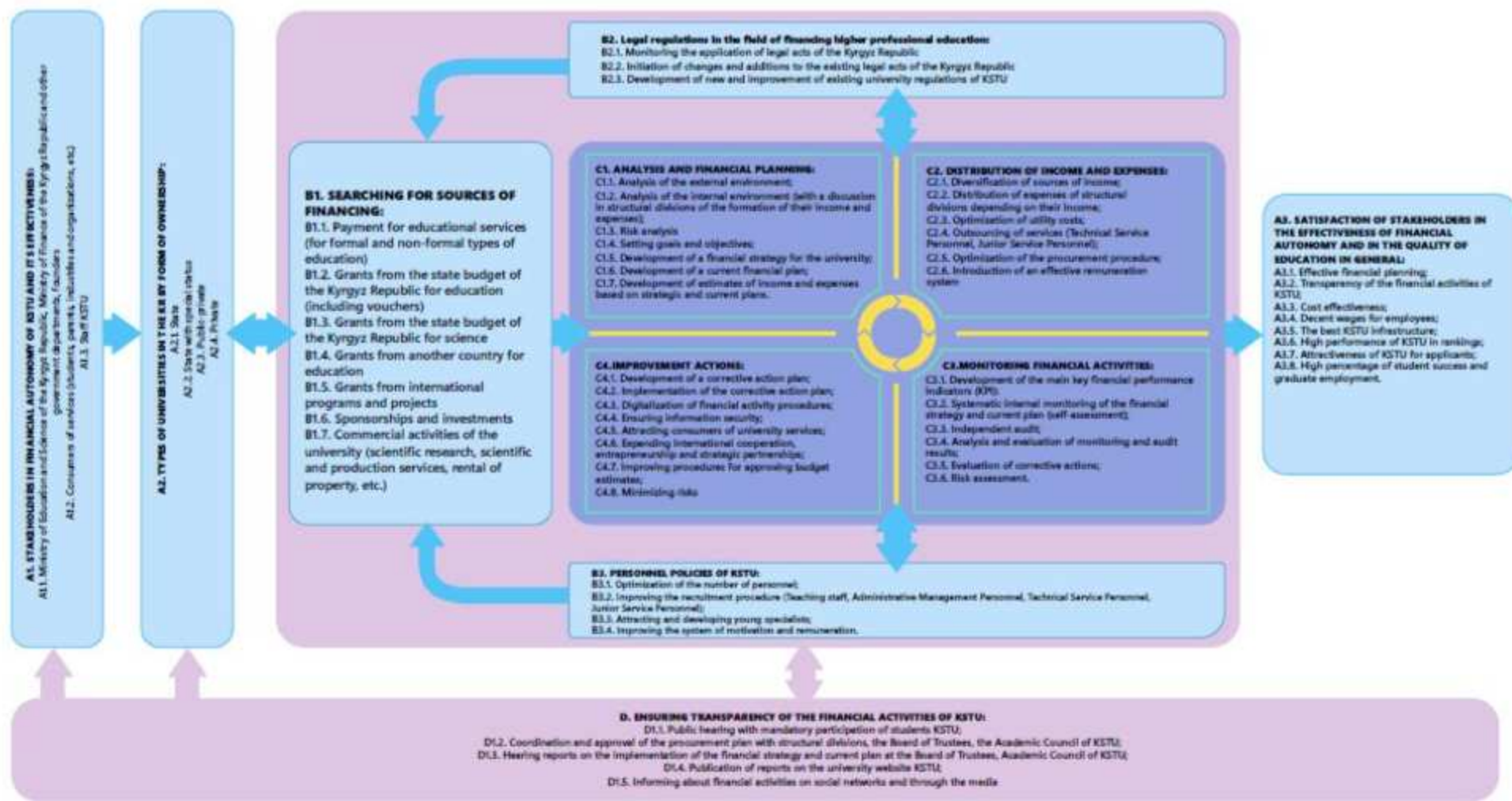
Project impact

- Decentralized financial management system in universities of the Kyrgyz Republic.
- Applied model of financial autonomy of the university.
- Flexible and effective models of university financial management.
- Transparent and open decision-making systems with the participation of all stakeholders.
- Structural reform of the higher education system taking into account the European system of financing universities.
- Commercialization of research activities of the university, integration into international scientific communities, attracting additional investments.
- Strengthening the potential of the university through optimization of resource use.
- Strengthening the autonomy of universities in decision-making in the use of funds in the development of university science.
- Rights to independent development and distribution of resources for research activities.
- Improved model of operational process management in planning financial resources.



PROJECT IMPACT ON KSTU: A model of financial autonomy for KSTU has been developed and implemented

MODEL OF FINANCIAL AUTONOMY OF RAZZAKOV KSTU





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PROJECT IMPACT ON KSTU: **An internal audit service has been incorporated into the structure of KSTU**

The main purpose of establishing the Internal Audit Service is:

- to provide advisory assistance in creating an internal control system,
- ensuring independent and objective control over the effectiveness of university management, the proper use of resources, and compliance with legislation and internal regulatory documents.

The screenshot displays the official website of Razzakov Kyrgyz State Technical University. The header includes the university's logo and name, along with navigation links such as 'About University', 'Admission', 'For student', 'International Relations', 'Science', 'Alumni', and 'Campuses'. The main content area is titled 'Internal Audit Service' and features two portraits of internal auditors: Begalieva Gulzat Tashenovna and Asanova Gulmira Sharshenovna. Below the portraits, there are links to the 'Work Plan of the Internal Audit Department of KSTU for the period from 01.02.2025 to 31.12.2025', the 'Internal Audit Program of KSTU for 2025', and the 'Regulation on the Internal Audit Service of I. Razzakov Kyrgyz State Technical University'. A small graphic of a magnifying glass over the word 'AUDIT' is also visible.



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PROJECT IMPACT ON KSTU: professional development of KSTU employees





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PROJECT IMPACT ON KSTU: FA skills development center has been opened (equipment – 42 053,01 euros)





PROJECT IMPACT ON KSTU:

A number of local regulations governing financial autonomy processes at KSTU have been developed.

1. STRATEGY FOR THE DEVELOPMENT OF KSTU'S FINANCIAL ACTIVITIES BASED ON THE PRINCIPLES OF FINANCIAL AUTONOMY
2. REGULATIONS ON THE INTERNAL AUDIT SERVICE OF KSTU
3. REGULATIONS ON THE ENDOWMENT FUND OF KSTU
4. PROCEDURE FOR ORGANIZING AND CARRYING OUT PURCHASES OF GOODS, WORKS, AND SERVICES BY KSTU



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**RAZZAKOV KYRGYZ STATE
TECHNICAL UNIVERSITY**

PROJECT IMPACT ON KSTU:

The procurement procedure has been optimized

zakupki.kstu.kg



**RAZZAKOV KYRGYZ STATE
TECHNICAL UNIVERSITY**

- Информация о текущих процедурах
- Информация о заключенных договорах
- Контакты и реквизиты
- Нормативный правовой акт

Информация о текущих процедурах

Поиск...



КГТУ им И. Раззакова в г. Бишкек

Приобретение охраняемых услуг КГТУ им И. Раззакова (платное)
ДАТА ПУБЛИКАЦИИ
27.02.2025 14:21

СТАТУС

Закрит

СПОСОБ ЗАКУПКИ
Конкурс с неограниченным участием

СРОК ПОДАЧИ ПРЕДЛОЖЕНИЙ
ПОСТАВЩИКОВ
04.03.2025 15:00



г. Бишкек

Детали Закупки



Филиал им. академика Х. А. Рахматулина в г. Токмок

Приобретение канцелярских товаров и товаров первой необходимости для приемной комиссии
2025-года Филиала
ДАТА ПУБЛИКАЦИИ

СТАТУС

Закрит

СПОСОБ ЗАКУПКИ
Конкурс с неограниченным участием

СРОК ПОДАЧИ ПРЕДЛОЖЕНИЙ
ПОСТАВЩИКОВ
04.03.2025 10:00

Активация Windows
Чтобы активировать Windows, перейдите к параметрам Windows.

г. Бишкек

Информация о приобретении охраняемых услуг КГТУ им И. Раззакова (платное)

Детали закупки

Номер конкурса: 27_02_2025_02
Способ закупки: Конкурс с неограниченным участием
Тема: Приобретение охраняемых услуг КГТУ им И. Раззакова (платное)
Дата публикации: 27.02.2025 14:21 | Дата окончания: 04.03.2025 15:00

Описание:

Заказчик планирует закупить охраняемые услуги (охрана территории, охрана имущества, охрана персонала) на период с 01.03.2025 по 31.12.2025 г. в количестве 1 шт. (один человек). Условиями договора предусматривается оплата за фактом работы. Оплата производится по факту отработанного времени. Оплата производится по факту отработанного времени. Оплата производится по факту отработанного времени.

Лоты

Номер лота	Наименование	Количество
1	Приобретение охраняемых услуг КГТУ им И. Раззакова (платное)	один человек

Квалификационные требования

Квалификация	Требования
Исполнитель должен иметь опыт работы в сфере охраны (ОП) не менее 5 лет и на сумму не менее 10 000 000 (десять миллионов) тенге. Данное требование предусматривает наличие опыта работы исполнителя в сфере охраны (ОП) не менее 5 лет и на сумму не менее 10 000 000 (десять миллионов) тенге. Данное требование предусматривает наличие опыта работы исполнителя в сфере охраны (ОП) не менее 5 лет и на сумму не менее 10 000 000 (десять миллионов) тенге. Данное требование предусматривает наличие опыта работы исполнителя в сфере охраны (ОП) не менее 5 лет и на сумму не менее 10 000 000 (десять миллионов) тенге.	Предоставить копии документов, подтверждающих выполнение требований.
Должен быть подписан договор о сотрудничестве между заказчиком и исполнителем.	предоставить в заданной форме (электронно или на бумажном носителе) копии документов, подтверждающих выполнение требований.
Срок и обязательства по исполнению работ и предоставления отчетности.	предоставить справку о наличии опыта работы в сфере охраны (ОП) не менее 5 лет и на сумму не менее 10 000 000 (десять миллионов) тенге.

12:59:10

Войти



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PROJECT IMPACT ON KSTU: scientific and reputational base

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Outline Abstract Keywords Introduction Methods Results Discussion Conclusions TWiT authorship contribution statement Declaration of the use of AI Usual approval Potential or non-financial interests Data availability statement

Regular Article

Exploring the impact of financial autonomy on educational quality in higher education institutions

Mikael Chyngysbayev^a, Bural Tembekbayev^a, A. A. Bural Tembekbayev^a

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ПОЛИТЕХНИК Жана финансы DEFA долбоорунун 2024-жылдагы жетишкендиктери



ОБЕСПЕЧЕНИЕ ФИНАНСОВОЙ АВТОНОМИИ УНИВЕРСИТЕТОВ КЫРГЫЗСТАНА ВЫЗОВЫ И ПЕРСПЕКТИВЫ



КАРЖЫЛЫК ЭРКИНДИК ЖОЖОрдун ТҮРҮКТҮҮ ӨНҮГҮСҮНӨ ӨБӨЛГӨ



КАРЖЫЛЫК ЭРКИНДИК ЖОЖОрдун ТҮРҮКТҮҮ ӨНҮГҮСҮНӨ ӨБӨЛГӨ



The article considers the problem of introducing financial autonomy in universities. In order to identify the situation on the use of elements of financial autonomy, the financial activity of universities in Kyrgyzstan was investigated. For this purpose, the categories of stakeholders in the effectiveness of financial autonomy of universities were identified: financial managers (vice-rectors for finance, heads of accounting, planning and economic departments), students, teachers, rectors, deans of faculties. Questionnaires containing different questions for each category. Each questionnaire contains a different number of possible answers. To participate in the questionnaire, respondents used simple questionnaires, where the developer placed the corresponding questionnaire. The paper presents the results of analyzing and processing the questionnaires of each category of respondents. The obtained results will be applied to the development of the model of financial autonomy of universities in Kyrgyzstan.

Key words: financial activity, autonomy, universities, social survey, sources of university funding, university autonomy, transparency in financial activity.

В статье рассматривается проблема введения финансовой автономии в университетах. В целях выявления ситуации по использованию элементов финансовой автономии в университетах Кыргызстана было проведено исследование финансовой деятельности вузов. Для этого были определены категории заинтересованных лиц в эффективности финансовой автономии вузов: финансовые менеджеры (заместители ректоров по финансам, главы бухгалтерии, планирования и экономического отдела), студенты, преподаватели, ректоры, деканы факультетов. Для каждого из этих категорий были разработаны анкеты с различными вопросами. Каждая анкета содержит разное количество возможных ответов. Для участия в опросе респонденты использовали простые анкеты, где разработчик размещал соответствующую анкету. В статье представлены результаты анализа и обработки анкет респондентов каждой категории. Полученные результаты будут применены к разработке модели финансовой автономии университетов в Кыргызстане.

Ключевые слова: финансовая деятельность, автономия, университеты, социальное исследование, источники финансирования университета, прозрачность в финансовой деятельности.

В данной статье рассматривается проблема введения финансовой автономии в университетах. Для выявления ситуации по использованию элементов финансовой автономии в университетах Кыргызстана было проведено исследование финансовой деятельности вузов. Для этого были определены категории заинтересованных лиц в эффективности финансовой автономии вузов: финансовые менеджеры (заместители ректоров по финансам, главы бухгалтерии, планирования и экономического отдела), студенты, преподаватели, ректоры, деканы факультетов. Для каждого из этих категорий были разработаны анкеты с различными вопросами. Каждая анкета содержит разное количество возможных ответов. Для участия в опросе респонденты использовали простые анкеты, где разработчик размещал соответствующую анкету. В статье представлены результаты анализа и обработки анкет респондентов каждой категории. Полученные результаты будут применены к разработке модели финансовой автономии университетов в Кыргызстане.



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PROJECT IMPACT ON KSTU: scientific and reputational base

545E1 2024
December 5-6, 2024
Kyrgyzstan

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This certificate is presented to

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For successful participation in the
International Scientific and Practical Conference

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AND INNOVATIVE DEVELOPMENT FOR
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FINANCIAL AUTONOMY OF UNIVERSITIES OF THE KYRGYZ REPUBLIC

Mirlan Chynbaev
Email: chynbaev@mira.kg
ORCID: <https://orcid.org/1000-0001-1206-0612>
Bural Tashtobaeva
Email: tel-71kuta@kstu.kg
ORCID: <https://orcid.org/1000-0001-7912-2438>
Nargul Kurmanova
Email: nkurmanova@kstu.kg
ORCID: <https://orcid.org/1000-0000-2010-4922>

Abstract: This article addresses the relevance of implementing financial autonomy mechanisms within the functions and processes of universities in the Kyrgyz Republic. A comparative analysis method was applied to examine the legal frameworks and distinctions in the organization of financial activities among universities in the Kyrgyz Republic based on ownership type. The necessity of developing requirements for the financial autonomy of universities is substantiated. Various aspects demonstrating the importance of financial autonomy in universities are explained. A financial autonomy model for universities in the Kyrgyz Republic, developed through a process-based approach and an analysis of stakeholder needs, is proposed. The structure and content of the proposed financial autonomy model are described in detail. Recommendations for the application of the financial autonomy model in Kyrgyz universities are provided.

Keywords: education reform, higher education, universities, financial autonomy model, autonomy, financial strategy, financial activity, financial sustainability

Acknowledgements: The authors express their gratitude to the financial managers of universities in Bishkek, who provided valuable recommendations for improving the financial autonomy model. Special thanks are also extended to the Erasmus+ office of the European Union, particularly the "Development of Financial Autonomy of Universities in Kyrgyzstan" (DEFA) project, for creating the conditions necessary for the development and implementation of the financial autonomy model in universities.

1. Introduction

In the past five years, the Kyrgyz Republic has undertaken significant efforts to reform its education system. Among other reform initiatives, a new edition of the Law "On Education" of the Kyrgyz Republic (2023) was adopted. The law emphasizes that one of the key objectives is to create legal, economic, and financial conditions for the effective governance, funding, and functioning of the education system. Notably, the concept of autonomy was introduced for the first time, defined as "the right of an educational organization to independently conduct educational, administrative, and financial-economic activities, make management decisions, including those related to human resource and asset management, and manage budgetary and non-budgetary funds to support and develop educational and other activities in accordance with the law and the charter of the educational organization".

The role of financial autonomy in university governance: A comparative analysis

Mirlan Chynbaev

Kyrgyz State Technical University named after I. Razzakov,
720044, 66 Ch. Aitmatov Ave., Bishkek, Kyrgyz Republic

Bural Tashtobaeva

Department of Technology
Kyrgyz State Technical University named after I. Razzakov,
720044, 66 Ch. Aitmatov Ave., Bishkek, Kyrgyz Republic

Nurlan Omurov

Osh State University
723500, 331 Lenin Str., Osh, Kyrgyz Republic

Abstract. The aim of the study was to examine the role of financial autonomy of universities in increasing the competitiveness and sustainability. The method of descriptive statistics was used to compare revenues and budget expenditures per student in Central Asian countries. The method of system analysis was used to study the provisions of laws and regulations governing the mechanisms of the education system, methods of distribution and management of financial resources of universities. The results of the study showed that financial autonomy contributed to the diversification of university revenue sources, including public funding, tuition fees, research grants, partnerships with the private sector and investment income. This allowed universities to set the own development priorities, allocate resources and respond to external changes. Financial autonomy made universities more accountable to stakeholders, including students, teachers, and government bodies. Analysis of legislation in Central Asian countries confirmed the importance of legislative reforms and the introduction of financial transparency mechanisms. All countries identified the need for reforms and corresponding changes in legislation that would allow for greater financial autonomy for universities. Only Kazakhstan took measures to increase financial autonomy, while in other countries there were restrictions on this. In Kyrgyzstan, the increase of financial autonomy took place within the framework of the project "Development of Financial Autonomy of Universities in Kyrgyzstan", supported by the Erasmus+ programme, for which strategic plans and a model of financial autonomy were developed. Universities participating in the project demonstrated improvements in transparency of financial flows, ability to attract extra-budgetary funds and accelerated implementation of innovative programmes. The results of the study were useful for improving the models of financial autonomy of various educational institutions and increasing the competitiveness of universities.

Keywords: education sector; competitiveness; global standards; diversification of income sources; performance.

1. Introduction

Universities play a key role in society, performing many important functions that contribute to its development and prosperity. The universities are centres for acquiring knowledge, training qualified specialists and intellectual formation of the nation's abilities, preparing future leaders, scientists, engineers, doctors and other specialists who advance science and culture. The universities are centres for the development of science and technology, fundamental and applied research, innovations that allow solving present problems of society. The effectiveness of the activities depends



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