

A person is rappelling down a dark, craggy rock face. The person is seen from behind, wearing a black t-shirt, blue jeans, and a climbing harness. Their arms are outstretched to the sides. A white rope is attached to the top of the frame and runs down to the person. The background is a dark, textured rock wall.

how to

manage
unexpected risks

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expected risks

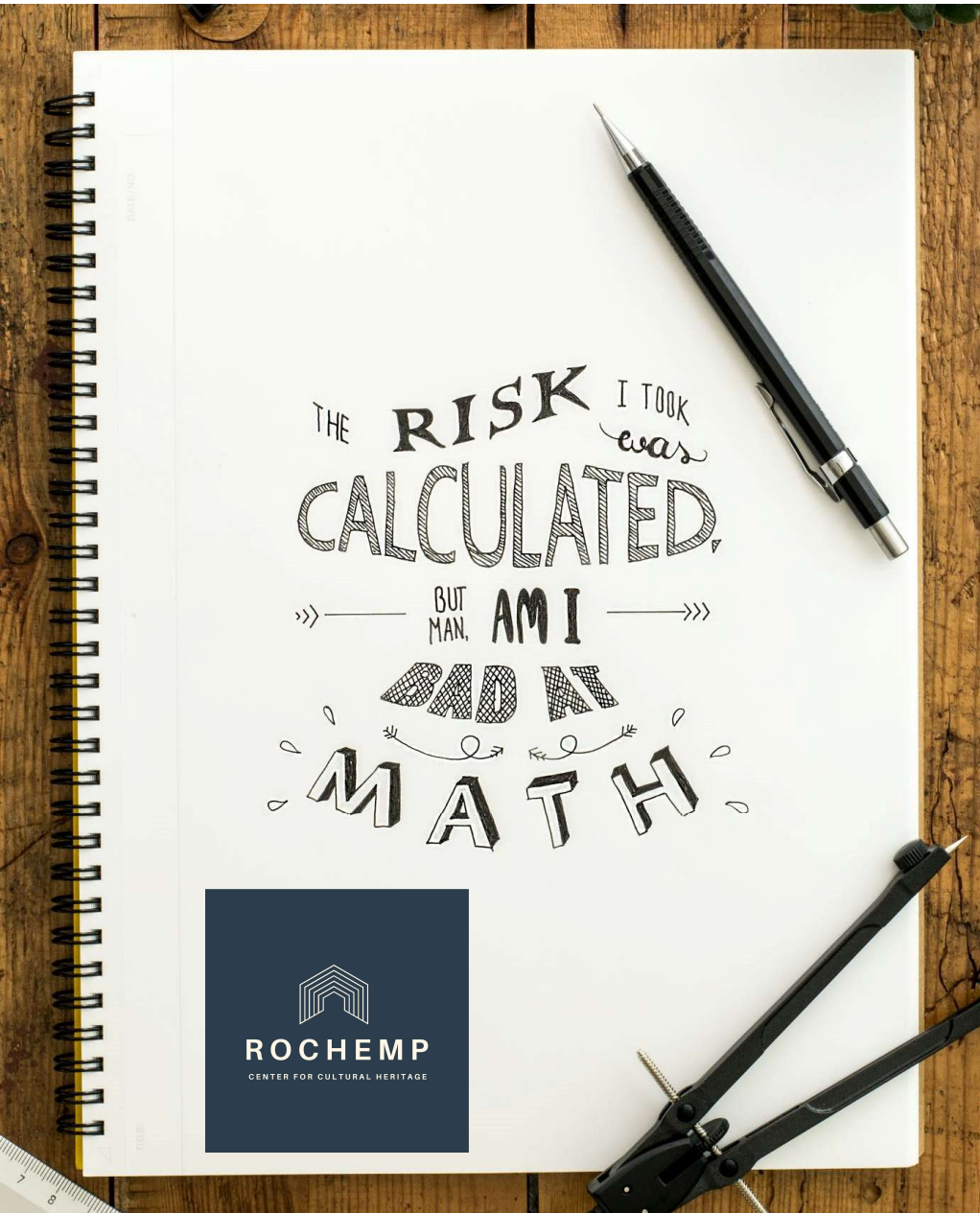
ineffective collaboration of MESCS

slowness in **bureaucratic procedures**

unstable situation in the Nagorno Karabakh

in the drafting phase of the project,
these risks had been categorized as
LOW





faced risks

Government changes

Nagorno Karabakh conflict

COVID-19 pandemic

Government changes



reference persons
changed several times,
without official handover



solution

person from Italy stayed in Yerevan as facilitator

[recurrent bi-lateral meetings with the Deputy Minister]

strong support from the Italian Embassy in Yerevan

[help in the identification of contact persons in the Armenian Government]





impossibility to carry out
on-site training in person,
for safety reasons

**Nagorno-Karabakh
conflict**

solutions

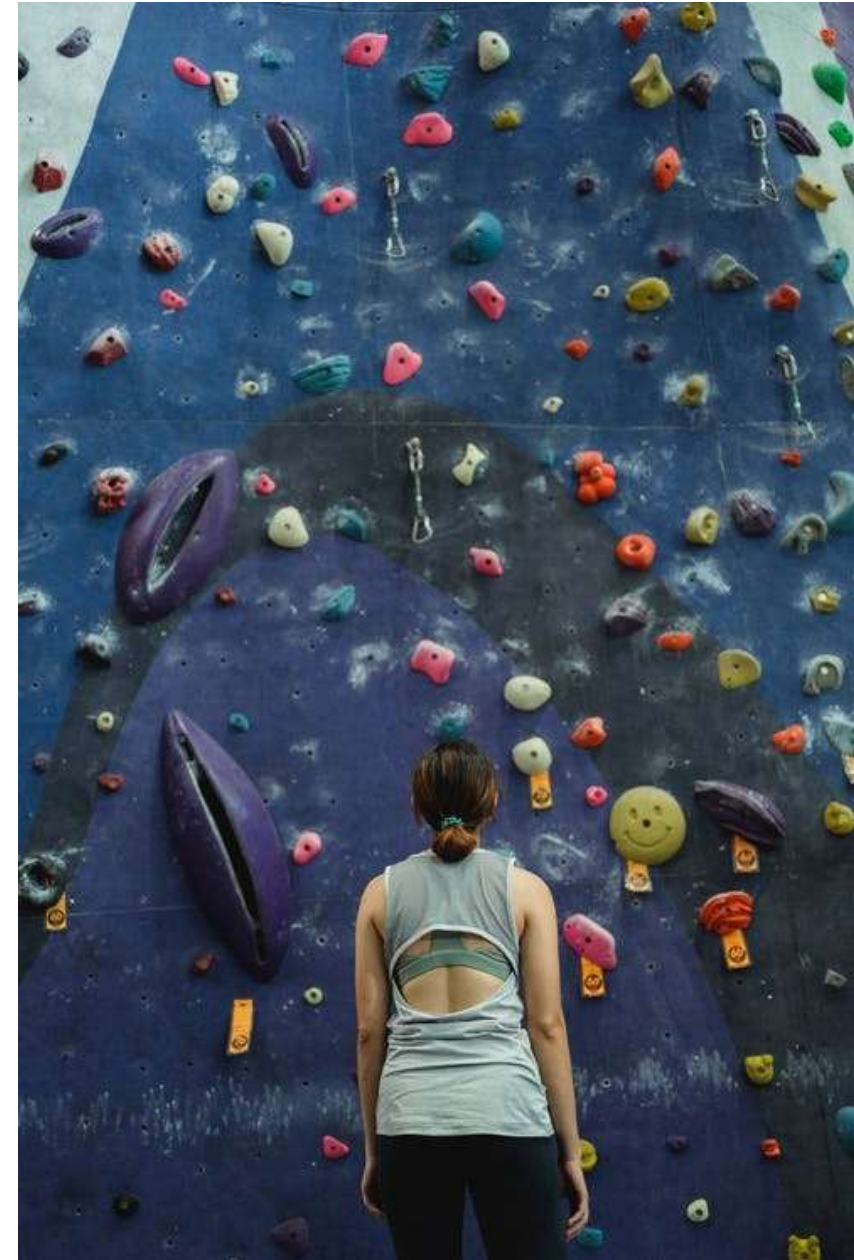
on-site training was postponed

[waiting for the situation to improve, on-site activities were re-scheduled]

on-site training was cancelled

[as situation remained unstable, on-site training was delated]

**Some risks can be out of our control.
Project Managers cannot control everything**



expected risks

r e a c h

Visits cannot be performed on time due to **force majeure** constraints

Albanian partners are **not familiar** with strongly inter-disciplinary research approaches

Structural measures cannot be accomplished due to **insufficient collaboration** of the MoESY





faced risks

r e a c h

COVID-19
Pandemic
[with several consequences]



innovating cultural heritage

COVID-19

*stop to international mobility
did not allow organizing the
KoM in Tiran (Albania)*



solution

The kick-off meeting was turned into **four webinars**, focused on different aspects of the project:

- REACH: an introduction to Capacity Building for Albanian Cultural Heritage
- REACH: managerial aspects
- REACH: stakeholders: project dissemination and communication
- REACH: administrative and financial aspects

Supporting materials servings as guidelines and tools for the webinars were prepared and shared with all partners and dedicated **Q&A sessions** were also organized



COVID-19

carry out need analysis
on the Albanian context
without being on site

ANALYTICS

r **e** **a** **c** **h**

innovating cultural heritage



solution

Detailed **questionnaires** have been designed and sent to selected researchers, teaching and technical staff from the Albanian academic partners

To reach collaboration among partners in data discussion, WP1 closing event was organized in a **mixed mode**

An **interactive video** of the data achieved from need analysis was prepared and presented during the event

The partners were divided into **working groups** and, on virtual working tables on TEAMS, they discussed collected data, supported by previously shared materials





In both events, a good **level of collaboration** was reached among partners: small-scaled working groups allowed people to better express their thoughts.

WP1 activities were **completed on time** and basis were set for the beginning of WP2 and WP3

strenghts

Working in small, separated groups requires **more discussion time** and an **experienced facilitator** and at least one **supervisor** per group, to ensure time schedule to be followed and to prevent the discussion from wandering

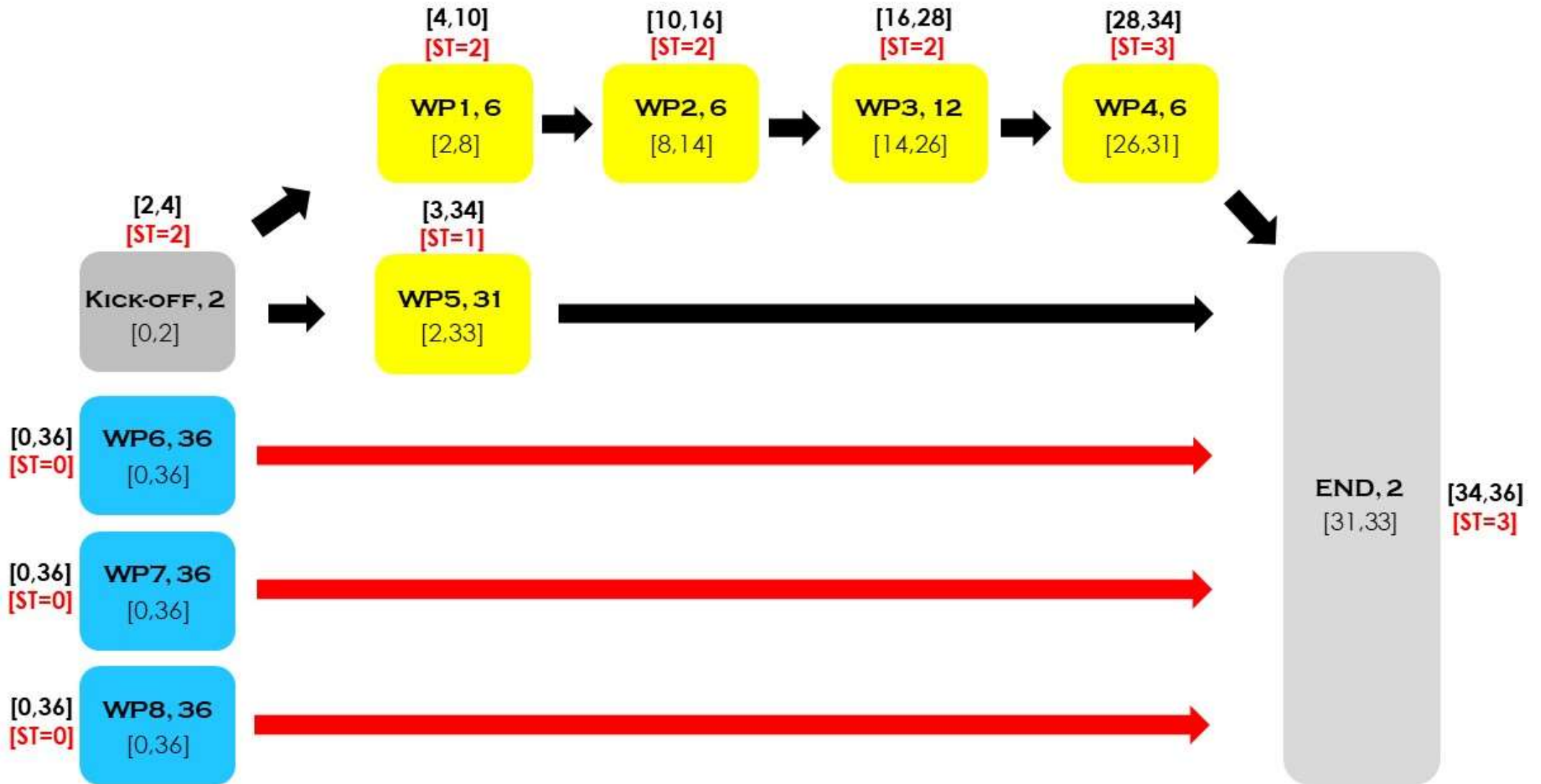
Groups can be productive to a different extent. Providing **supporting tools and materials** can help

Need to provide for a **technical support figure** to intervene in case of technical issues

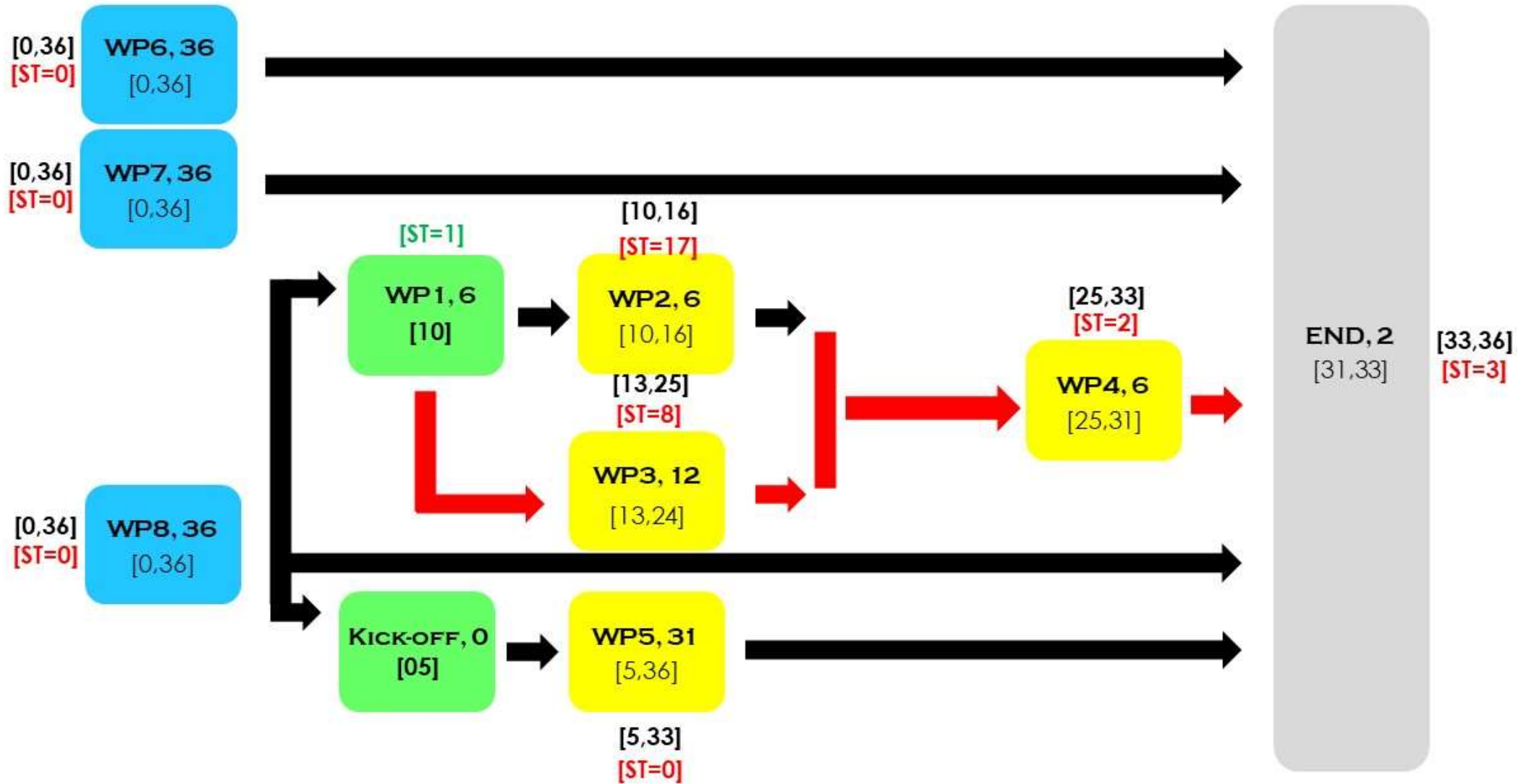
weaknesses

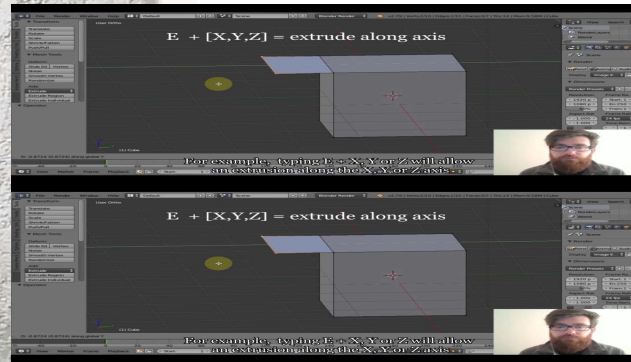


Critical Path – pre COVID-19



Critical Path – post COVID19





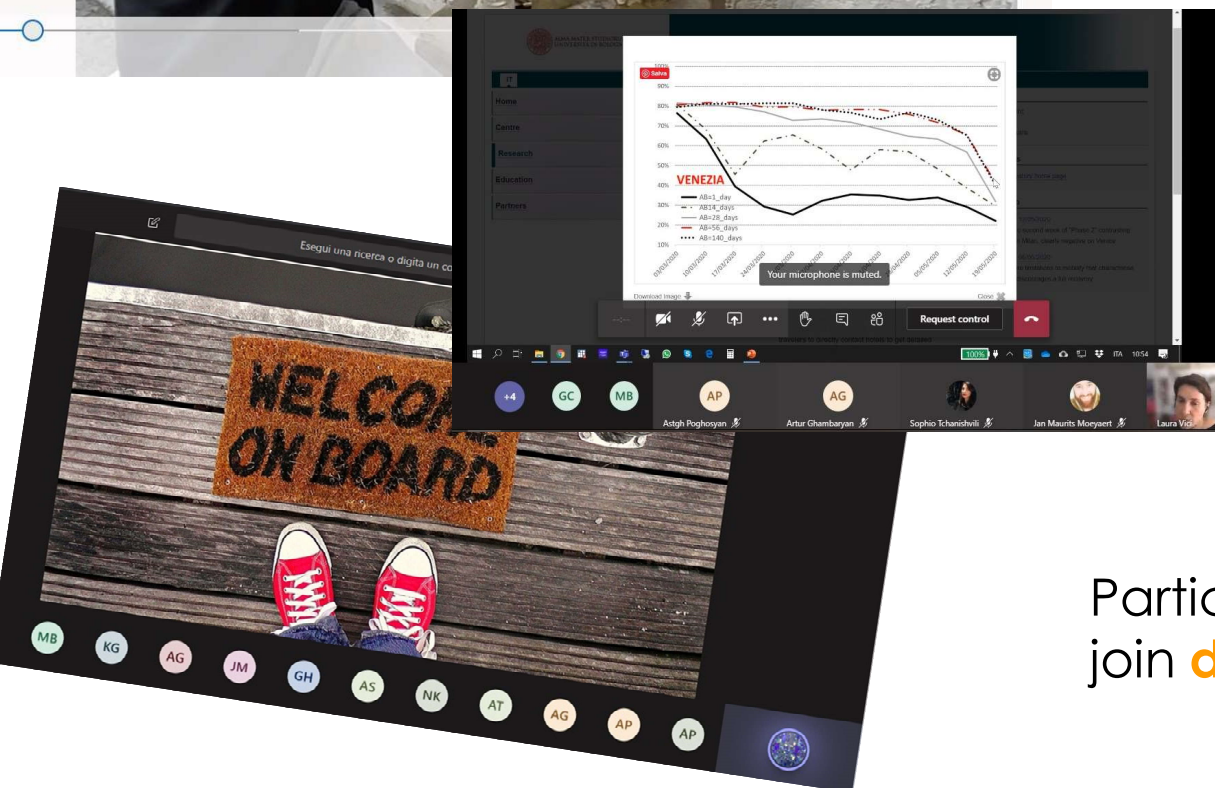
solution

join us online!

110h of training have been re-modulated online via TEAMS

Video-tutorials and MOOCs have been delivered on a dedicated sharing platform

Participants to the training were invited to join discussion groups with Italian experts





from
ROCHEMP to
REACH

Due to the impossibility to start capacity building in presence, preliminary training has been delivered online



A good **level of interaction** was reached between trainers and trainees: Armenian and Albanian participants were able to share their experiences in a mutual exchange of good practices

The projects **weren't stopped** due to the pandemic and the **training was delivered**

strenghts

The occurrence of limitations during 2020, made it **impossible to meet** partners and participants in the training course

It was **not** possible to carry out on the field **conservation activities** on the selected site (ROCHEMP project)

weaknesses



toolkit

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toolkit

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#1 be creative

there is more than plan A

#2 the show must go on

solutions are round the corner. Have a look!



toolkit

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#3 make it happen!

try to keep projects going on despite obstacles

#4 communicate

most of projects fail due to poor communication





**Thank you
for your
attention!**

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