

# Intra-Africa Academic Mobility Scheme

European Education and Culture  
Executive Agency

# Workshop 2 – project management, capacity building and dissemination

## OUTLINE

- ✓ Working as a team
- ✓ Financial management
- ✓ Communication and Dissemination

*Coffee break*

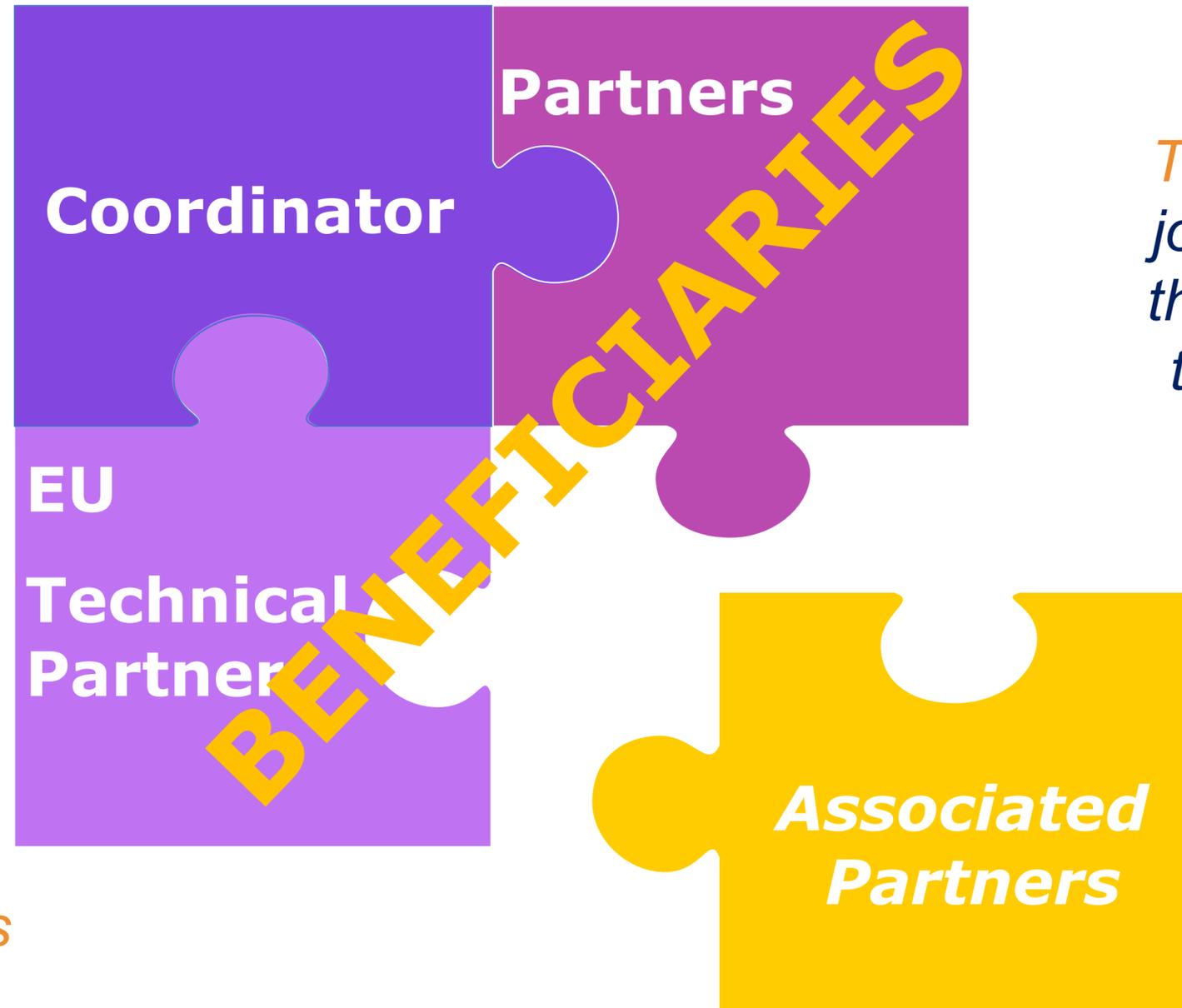
- ✓ Capacity building focus group: “*Study in Africa*”



# MOBAF consortium



*The **BENEFICIARIES**, as signatories of the Agreement, are fully responsible for implementing it and for complying with all its obligations*



*The **Beneficiaries** are jointly responsible for the implementation of the project activities*

*The **Beneficiaries** must have the appropriate resources to implement the action*

# Role of the Coordinator



- Monitor that the action is implemented properly
- Act as the intermediary for all communications between the consortium and the Agency (via the Communication Centre)
  - request and review any documents or information required and verify their quality and completeness before passing them on to the Agency
  - **submit** the deliverables and reports to the Agency
- Distribute the payments received from the granting authority to the other beneficiaries without unjustified delay

*The coordinator may not delegate or subcontract the above-mentioned tasks to any other beneficiary or third party*

# Role of the Partners



- Submit to the coordinator in good time:
  - the contribution to the deliverables and technical reports
  - any other documents or information required by the Agency under the Agreement
- Work in full transparency with the coordinator
- have the full support of their organisation
- be aware of any institutional and/or legal constraints that can affect the project implementation

All partners must be fully informed about the project:

- ✓ planned activities and the expected results
- ✓ contractual framework & the financial rules
  - ✓ their role and responsibilities



## PURPOSE:

- Transfer of know-how in the management of international mobility
- Active involvement in cooperation, management, academic activities
- Advice and assistance with organisation and the implementation of mobility plan
- Contribution to the capacity development of the partner institutions
- Contribution to harmonisation and recognition of studies within the participating HEIs and to quality of teaching and research.

Call NDICI-2023-MOBAF:

*“The related activities may vary from teaching assignments, research activities, to administrative tasks, attendance in/delivery of training courses, curriculum development activities, technical support etc. Staff mobility should aim at fostering exchange of practices, capacity building as well as improvement of (management/ academic/ technical/ administrative) skills.”*

EU staff can receive  
scholarships for  
“staff mobility” to  
Africa





- Involvement in general project implementation, promotion and visibility, evaluation and sustainability
- They may not charge contributions to the action and the costs for their tasks are not eligible
- If cooperation arrangements with organisations hosting traineeship mobility entail any type of financial compensation (e.g. reimbursement of costs), they should not be included as associated partner.



# Working as a team

Some working mechanisms/tools:

- Project implementation structure / governing bodies
- Consortium Agreement (mandatory)
- Internal communication
- Conflict resolution



## Example: governing bodies

### Management Board

Planning & follow-up of activities  
Organisation of mobilities...

### Advisory Board

Quality Control  
Consultations on conflict issues  
Monitoring project implementation...

### Local Committees

Implementation aspects within each  
institution...

### Selection Committee

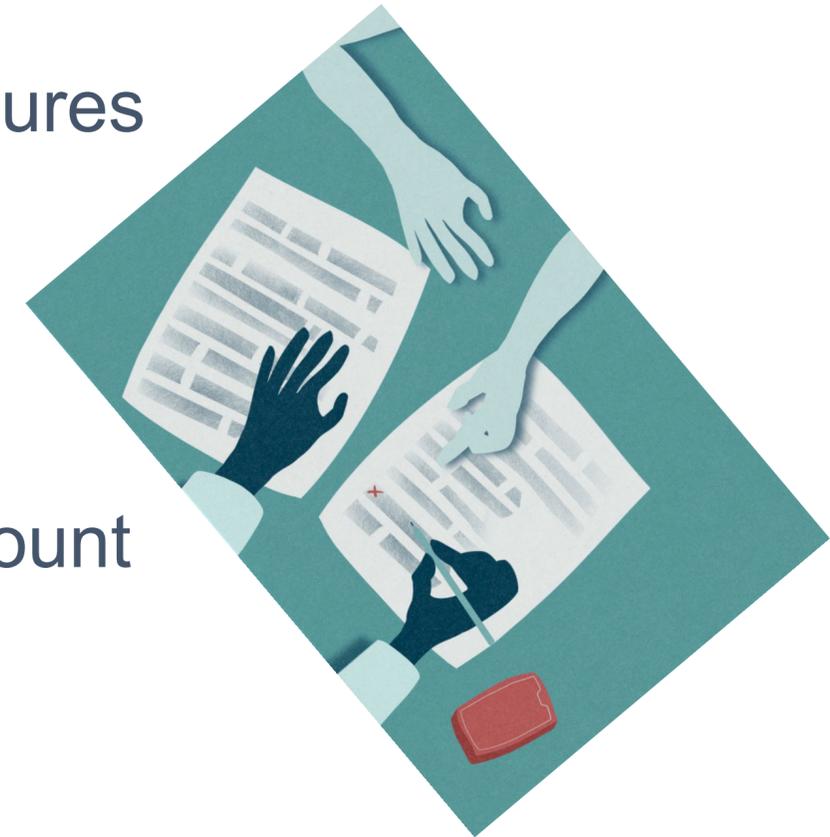
Selection of scholarship holders...

# Consortium Agreement



You are required to have a signed Consortium Agreement as stated in the GA, annex 5 « before the start of the first mobility »

- Objectives of the consortium agreement:
  - ✓ Transparency and formalisation of project management procedures
  - ✓ Commitment to the project
- To be agreed amongst partners and duly signed
- National and institutional constraints/regulations to be taken into account
- *No provision contrary to the Grant Agreement*
- *Internal document, **project's milestone**, not reviewed by EACEA*





# Consortium Agreement



Effective internal communication strengthens collaboration, builds trust, and contributes to the success of your project consortium!

- **Purpose and Clarity:**
  - Clearly define the purpose of communication within the consortium.
- **Regular Updates:**
  - Schedule **regular meetings** or updates to keep all consortium members informed.
- **Channels and Tools:**
  - Choose appropriate communication channels (e.g., email, chat, video calls).
  - Utilize project management tools for document sharing, task tracking, and real-time collaboration. Maintain a central repository for project documents.
- **Feedback Loop:**
  - Encourage feedback from all consortium members.
- **Cultural Sensitivity:**
  - Recognize and respect cultural differences within the consortium and adapt communication styles.
- **Transparency:**
  - Be transparent about project developments, decisions, and potential risks.



# Conflict resolution

A well-structured consortium agreement and proactive communication can significantly contribute to effective dispute settlement within a project consortium

- Outlines dispute resolution mechanisms and specify how disputes will be handled, including steps, timelines, and responsible parties.
- Consider creating a designated committee or point of contact responsible for dispute resolution

Reduce the risk of disputes with:

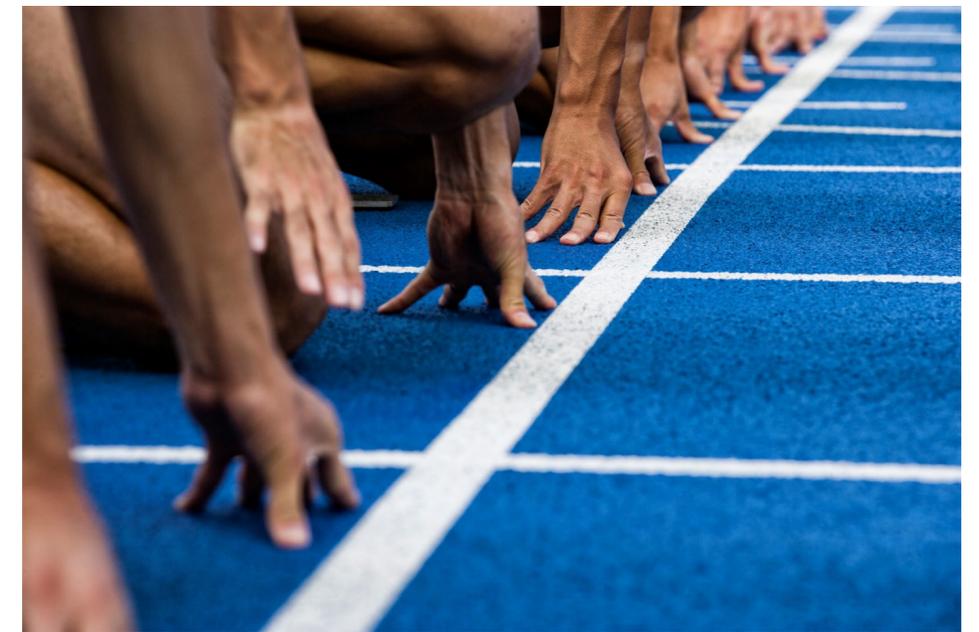
- Trust, transparency, honesty and respect
- Equal treatment, banning conflicts of interest



**In principle, the Agency does not intervene in the internal "business" of the consortium**

## Getting started

- Take advantage of your first partnership meeting
- Establish a Consortium Agreement
- **Review project plan** considering internal/external changes and constraints
- Allocate roles according to work packages
- Create project management structure
- Set up communication rules
- Develop your **project business plan** and agree on budget allocations for institutional activities



**Do not underestimate  
the administrative and  
financial workload of a  
project !**

- ✓ Working as a team
- ✓ **Financial management**
- ✓ Communication and Dissemination
- ✓ Capacity building focus group: “*Study in Africa*”



# MOBAF budget

## Based on unit contributions



**UNIT COSTS: GA, ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS**  
*and Annex 2a (NDICI MOBAF section only)*

	Master student	Doctoral candidates/trainees	Staff
<b>SCHOLARSHIP CONTRIBUTION</b> <b>(per month of mobility)</b>	890 €	1.230 €	2.370 €
<b>INSTITUTIONAL CONTRIBUTION*</b> <b>(per month of mobility)</b>	900 €		
<b>CONTRIBUTION FOR SPECIAL NEEDS</b>	Unit costs varying from 3.000 € to 60.000 € <b>(max 2 x 60.000 €)</b>		



# MOBAF budget breakdown (GA Annex 2)



ANNEX 2

## ESTIMATED BUDGET FOR THE ACTION

Estimated EU contribution					
Estimated eligible unit contributions (per budget category)					Maximum grant amount <sup>1</sup>
A. Contributions for scholarships	B. Institutional contributions	C. Contributions for special needs	Total	c	
Forms of funding	Unit contribution <sup>2</sup>	Unit contribution <sup>2</sup>	Unit contribution <sup>2</sup>		d = a+b+c
	a	b	c		
	180 180.00	215 685.80	60 000.00	455 865.80	455 865.80
	213 780.00	158 645.80	0.00	372 425.80	372 425.80
	213 780.00	145 222.80	0.00	359 002.80	359 002.80
	180 180.00	122 244.40	0.00	302 424.40	302 424.40
	169 500.00	116 124.40	0.00	285 624.40	285 624.40
	0.00	21 476.80	0.00	21 476.80	21 476.80
<b>Σ consortium</b>	<b>957 420.00</b>	<b>779 400.00</b>	<b>60 000.00</b>	<b>1 796 820.00</b>	<b>1 796 820.00</b>

Calculated on the basis of number of planned mobility/months (i.e. « triggering event »)

The final amounts will depend on the number of mobility/months implemented at the end!

# Institutional contribution

- Type: unit contribution
- Triggering event: mobility of a scholarship holder
- Units: months spent by the scholarship holder on MOBAF related activities
- Amount per unit: **EUR 900 EUR**

## HOW TO MANAGE IT?

- It's a *project's « envelop »* representing ~50% of the total budget
- To be managed by the consortium and **shared according to the share of tasks/responsibility for institutional activities**
- **Its consumption should go hand in hand with mobility implementation**



# Scholarship contribution

- Type: unit contributions
- **Triggering event:** mobility of a scholarship holder
- **Units:** months spent by the scholarship holder on MOBAF mobility-related activities
- **Amount per unit:**
  - for Master students: **EUR 890**
  - for Doctoral candidates and Trainees: **EUR 1 230**
  - for Staff: **EUR 2 370**

For each month of implemented mobility, payment of monthly contribution to the scholarship holders



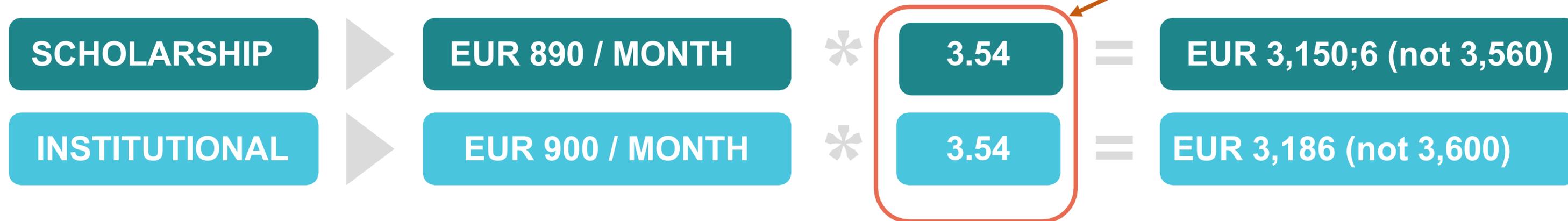
For partial months, a pro-rata unit cost of 1/30 will be reimbursed for each day

# Pro-rata payment of Unit Contributions to scholarship holders



Example: Master Student arrival date: 12/09/2023;  
Drop-out date: 27/12/2023

- A** • Count the FULL MONTHS → 3 (12/09 to 11/12)
- B** • Count the REMAINING DAYS and divide them by 30 → 16/30 = 0.5333
- C** • The system ADDS UP A and B for the duration in months → 3.5333



*Foresee corrective payments at the end when necessary and inform your students in the STUDENT AGREEMENT (!)*



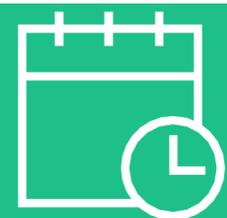
Important dates to determine the grant.



Declaration of dates through mobility tool (tab)



Please keep documentation to prove the declared dates (e.g. travel documentation, registration at university) in particular the student's presence on the starting date introduced in your tool, **and** the relation to your programme (MOBAF related activities). If no travel documentation is available the 'starting date' will need to be documented via – for instance - attendance confirmation of the scholarship holder in the activities.



In any case, the **indicative maximum duration of the scholarship** (3, 6, 24 or 36 months as per call for proposals NDICI-2023-MOBAF) should not be exceeded and only costs incurred **within the project's eligibility period** will be accepted.

# Contribution for special needs

**Triggering event:** mobility of a scholarship holder with disabilities whose long-term physical, mental, intellectual or sensory impairments are **certified by a competent national authority** and of such nature that their participation in the action would not be possible without the special needs items or services.

- **Type:** unit contributions
- **Units:** number of special needs units (per scholarship holder) that were needed for implementing the action (person-months)
- **Amount per unit\*:** {requested special needs unit multiplied by (1/number of months)}

i.e. number of months the special needs items or services were used or produced for implementing the action, depending on the nature of the items or services. For one-off costs, the number of months shall correspond to 1.

The pre-defined special needs units are:

EUR 3 000, EUR 4 500, EUR 6 000, EUR 9 500, EUR 13 000, EUR 18 500, EUR 27 500, EUR 35 500, EUR 47 500 and EUR 60 000

*No prior authorization needed if the budget provides for this unit contribution.*

## **Supporting documents to be kept:**

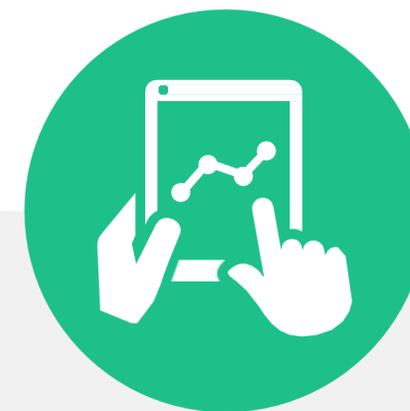
- Student request and costs estimate;
- Proof that the cost were **needed** - that the student's participation in the action would not be possible without the special needs item/service;
- **Certification by a competent national authority** of the long-term impairment of the concerned student;
- Proof that the related costs were not already covered (e.g. direct invoice to beneficiary/proof of payment, etc.)



The budget figures are based on a maximum contribution, they do not apply a **'maximum number of people'**. Therefore, reallocations are possible (e.g. following drop-outs, pro-rata payments etc.)



No **'justification'** is needed for no-show, late arrivals, replacements, etc.



**Monitor your project budget closely**

(Do not commit to more costs than foreseen, the max. grant will not be raised and EACEA will not calculate this before the end of your project!)



Consider that you will only receive 90% pre-financing

## *UNIT CONTRIBUTIONS (G.A. Article 6, Eligible and ineligible contributions; Article 20 – record keeping)*

### Units declared must:

- be actually used or produced by the beneficiary in the period set out in Article 4
- be necessary for the implementation of the action
- correspond to the number of months spent by the scholarship holders on MOBAF-related activities (for Scholarship and Institutional contributions)
- Correspond to the number of special needs unit needed for implementing the action (for Special Needs contribution)

The number of units must be **identifiable** and **verifiable**, supported by records and documentation (see Article 20).

### Beneficiaries:

- must keep adequate records and supporting documents to prove the number of units declared;
- beneficiaries do not need to keep specific records on the real costs incurred.



No real costs, but **'triggering events'** (FR article 183)



Declared through the **mobility tool**



Keep documentation to prove the declared dates and demonstrate that you **implemented** the activities and **adhered to the minimum requirements** (identifiable, verifiable)



*E.G.: student applications (nationality & residence), selection lists, student enrolment records, student payments, presence lists, documented costs for special needs, travel invoices, etc.*



*Financial statement per partner HEI to be signed at the end of each reporting period*



❖ **STUDENTS** (at Master and Doctorate) must be:

- **national of and resident in** an African country (including from Northern Africa region)
- graduated/registered/admitted at one of the African HEIs member of the consortium (TG1) or any other African HEIs (TG2) (including from Northern Africa region)



❖ **TRAINEES** must be:

- **national of and resident in** an African country (including national of Northern African countries)
- enrolled in a Bachelor/Master/PhD programme at African HEIs members of the consortium



❖ **STAFF MEMBERS** must be employed in one of the HEIs members of the consortium including the HEI from EU



- ❖ Only **HEIs from Africa involved in the project as beneficiaries** can host mobility of students and staff
- ❖ Mobility can only be toward an eligible African **country different from the country of nationality and of residence** of the scholarship holder
- ❖ Only organisations (public or private) established in the countries of the applicants (beneficiaries) HEIs from Africa can host trainees

## Student mobility can be:

- credit-seeking mobility (leading to the academic recognition by the home HEI of the study/research period spent at the host HEI )
- degree-seeking mobility (for a complete academic programme/leading to a degree)

# Indicative mobility requirements/targets



	➤ Min/max duration	➤ Minimum Percentage
Master students	4 to 24 months	50%
Doctoral candidates	6 to 36 months	15%
Trainees	3 to 6 months	10%
Staff members	2 weeks to 3 months	10%

- Participation of women (25%)
- Scholarship holders with vulnerable status or special needs (10%)
- Balanced distribution of mobility per host institutions and per nationality (of scholarship holders)
- Credit seeking mobility for students (25%)

- ✓ Working as a team
- ✓ Financial management
- ✓ **Communication and Dissemination**
- ✓ Capacity building focus group: “*Study in Africa*”



# Communication & Dissemination



Communication and dissemination of activities and results are an integral part of any EU-funded project.



	Communication	Dissemination
Definition	Process aiming at <i>promoting the projects and its results</i>	The <i>disclosure of the project results to the public</i>
Objective	Showing the impact of the project and raise awareness on EU-funded activities	Transfer knowledge & results to enable the use and take-up of results by stakeholders
Focus	Inform and promote the project and its results/success	Describe and ensure that results are available for others to USE
Target Audience	Audiences beyond the project's community, e.g. media, broad public	Audiences with interest in the potential use of the results, e.g. the scientific community, policymakers



Communication covers promoting all aspects of the project, while Dissemination focus on the project results.

Your Communication & Dissemination activities should be aimed at maximising the expected impacts and ensure sustainability of results.

Your strategic Communication & Dissemination measures should include clearly defined:

- ✓ Target audiences
- ✓ Messages
- ✓ Channels
- ✓ Tools
- ✓ Activities
- ✓ Timings
- ✓ Evaluation criteria



## Communication

Communicating your project will:

- enable you to **engage** with your stakeholders
- show the **impact** of your project and its results to vast public
- expand your **network** for future collaborations
- support the **dissemination** of your project's results
- raise awareness on the EU – Africa cooperation in HE



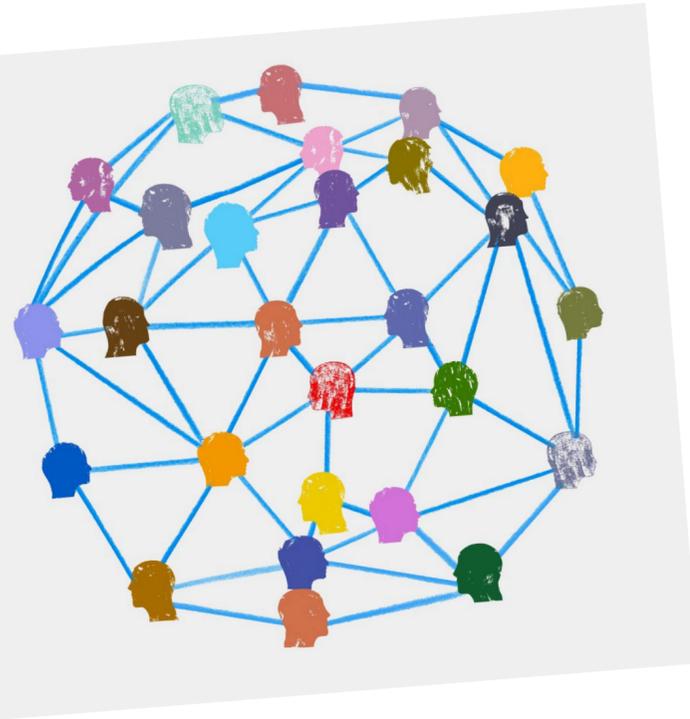
## Dissemination & Sustainability

Project results should be sustainable and should **continue to be used/updated** after the end of the project funding

**Dissemination of your project results supports sustainability** by ensuring

- visibility of the project at partner institutions
- interest from students
- support from the university authorities and services
- support from policy makers, labour market and others relevant stakeholders
- awareness among general public

- **Dissemination tailored to different audiences**
- **Focus on multiplier effects**
- **Alternative sources of funding**



## Sustainability

- Sustainability of **financial / institutional / legislative** achievements
- Continuation of **developed mechanisms**
- Continued **cooperation with project partners**
  - Student and staff mobility
  - Joint degrees and programmes
  - Research cooperation
  - New projects
- Continued **cooperation with stakeholders at national/regional levels**





- ✓ Working as a team
- ✓ Financial management
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Global  
Gateway



Thank you.