Intra-Africa Academic Mobility Scheme

Managing an Intra-Africa Project

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European Commission | Education, Audiovisual and Culture Executive Agency

Session Content

Managing your project
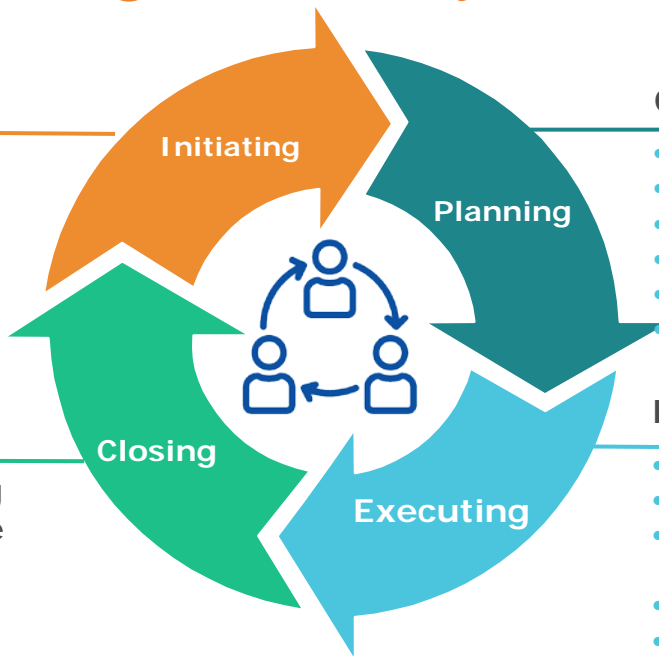
Managing your team

Recommendations

1- Project Management Cycle

Your proposal:

- Needs analysis
- Project Objectives
- Project scope and organisation
- Details on implementing arrangements

Analysis on the achievements:

- Project end review meeting
- Lessons learnt and possible recommendations
- Final report and project acceptance

Organisation of the mobility:

- Kick-off and partnership meetings
- **Review of project's schedule**
- Governance structures
- Assigning roles and responsibilities
- Provisions for recognition of studies
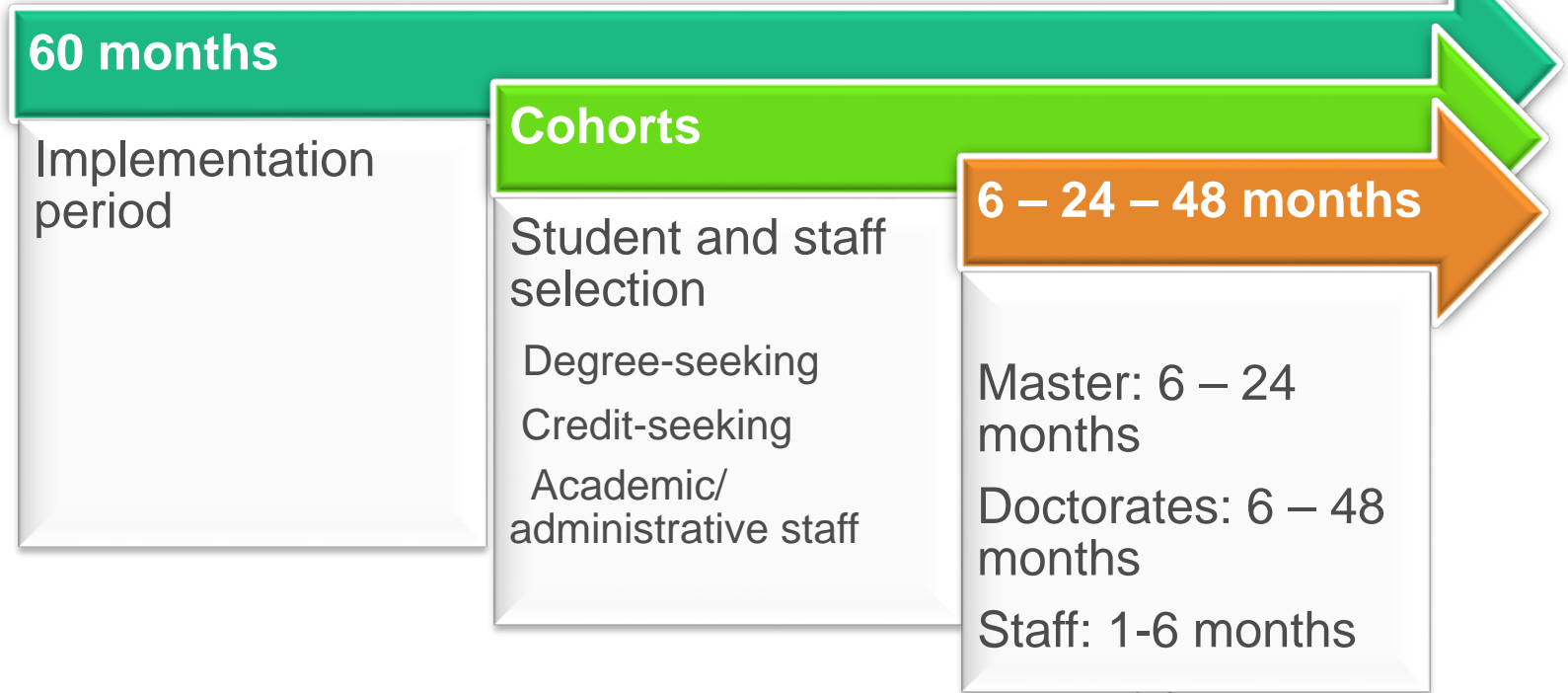- Services and facilities at each HEI

Implementation of the mobility

- Promotional activities
- Selection of the scholarship holders
- Student/mobility and learning agreements
- Quality Assurance
- Progress Reporting (operational and financial)

Initiating

Planning

Executing

Closing

Monitoring and Evaluation

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2 - Project timeline

60 months

Implementation period

Cohorts

Student and staff selection

Degree-seeking

Credit-seeking

Academic/ administrative staff

6 – 24 – 48 months

Master: 6 – 24 months

Doctorates: 6 – 48 months

Staff: 1-6 months

3 - Governance

Coordinator | Partners
EU Technical Partner | Associate Partners
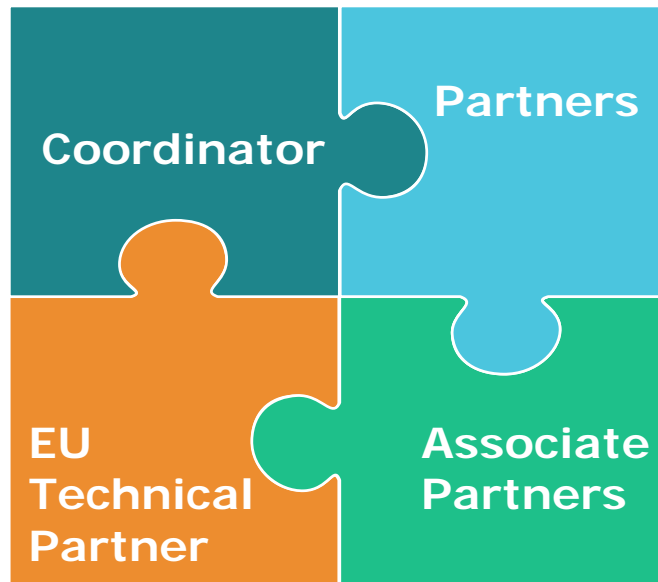
3a - Role of the Coordinator

- **Oversees the implementation** of activities

- **Manages the funds** of the project

- Ensures the **respect of the contractual rules**

- **Cooperates closely with the key institutional services** in his/her organisation

- **Central communication point** with project partners and external stakeholders

- **Regular contact** with the EACEA (through the project officer)

- Informs timely EACEA of any change and submits **interim and final reports and requests for payment** to EACEA

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3a - The Coordinator

Person who is **in charge** of the project

*A **good coordinator:***
  – Has good **management and communication skills**
  – **Is trusted** by the partners
  – Has the **full support of his/her institution**
  – Ensures **transparent communication** with the partners

Coordination should be shared:
  – Financial & administrative tasks / academic management
  – Clear distribution of tasks with partners

3b - Role of the Partners

- **Implement activities** under their responsibility

- Ensure the **smooth implementation of student and staff mobility** at their university

- **Support the coordinator** (e.g. providing information and supporting documents for reporting)

- **Cooperate with the key institutional services** in their organisation

- **Contribute to the dissemination** of the
project results in their organisation, country and/or region

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3b - The Partners

- Must be **fully informed about the project** and aware of the **implementation constraints.** They should:

    - know the **proposal** and the expected results

    - know the **contractual framework & the financial rules**

    - know their **role and responsibilities**

    - respect the **Memorandum of Understanding**

    - work in **full transparency** with the coordinator (inform of any changes / delays)

    - have the full **support** of their organisation

    - be aware of any **institutional and/or legal constraints** that can affect the project implementation!

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3c - The EU Technical Partner

Support to the partnership:

- Transfer of **know-how** in the management of international mobility

- Active involvement in **cooperation and management**

- Advice and assistance to the **organisation and the implementation of mobility**

- Contribution to the **capacity development** of the partner institutions

Cannot host/send scholarship holders

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3d - Associated partners

- **Involvement** in general project implementation, promotion and visibility, evaluation and sustainability

- **Legally, not a party** in the Agreement
  - → No funding from the grant

Good practices:

Expertise in the project's thematic area

Quality Assurance activities

Work **placements** for students

**Awareness** raising among target groups and stakeholders

Dissemination of project results

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4 - Institutional Commitment

Project management is not a "*one person show*" but an **institutional responsibility**

It is **essential to**:
- have the required institutional services/departments **on board from the start**

- provide regular **feedback** to relevant authorities

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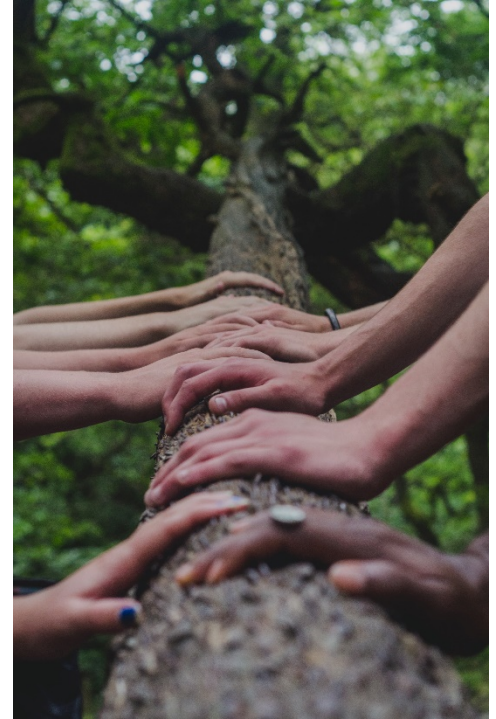
4 - Involving your institution's services

International Relations Office

Finance department

Quality assurance services

Institutional services

Academic services

IT/Communication

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Managing your team

Recommendations

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Working as a team

Different working mechanisms/tools:

- Project Implementation Structure

- Memorandum of Understanding

- Internal Communication

- Conflict Resolution

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Example: Team structuring and responsibilities

Management Board

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

Advisory Board

Quality Control
Consultations on conflict issues
Monitoring project implementation
Etc.

Local Committees

Implementation aspects within each institution

Selection Committee

Selection of students/staff

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Memorandum of Understanding (1)

- **Two objectives:**
  - Transparency and formalisation of **project management procedures**
  - **Commitment** to the project

- **Model available** on Agency website

- **Negotiated with partners**

- **Signed by the Legal Representatives**

- **Joint** (recommended) **or Bilateral**

- **National and institutional constraints and legislation** must be taken into account

Mandatory

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Memorandum of Understanding (2)

Project management and decision-making process

Partners' roles and responsibilities

Financial Aspects

Communication & Conflict Resolution

Promotion and Selection

Services provided

Quality Assurance & Recognition of studies

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Internal communication

- Define communication **means, channels & frequency**
- **Multilateral** communication
- **Transparency and trust**
- Consider **intercultural differences**
- **Problem-solving**
- **Meetings**
  - Minutes
  - Respect the deadlines and dates
    agreed at the meeting

Conflict Resolution

- **Disagreements** should not lead to

conflicts

- **But - need contingency measures**

- **Reduce the risk** of disputes with:
  - Trust, honesty and respect
  - Partnership agreement
  - Proactive attitude
  - Inter-personal skills
  - Equal treatment
  - Transparency

In principle, **EACEA does not intervene** in the internal affairs of the partnership

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Challenges

- Different HE systems
- Recognition of studies
- Reaching women candidates
- Financial management
- Admission and visa procedures
- Insurance scheme

Opportunities

- South-South Cooperation
- Internationalisation
- Harmonisation of HE area in Africa
- Access to HE
- Improved management structures
- Improved qualifications and skills

Getting started

- Organise your first partnership meeting (and inform us of the dates)
- **Review project plan** and revise if necessary
- Take into account **internal/external changes and constraints** that could affect project implementation
- **Allocate roles** according to work packages
- Create **project management structure** (management board, selection committee, advisory board, etc.)
- Set up **communication rules**
- **Discuss budget allocation**
- Establish a **MOU**

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

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Any questions?

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