MISSIONE 4
**ISTRUZIONE
RICERCA**

PROPOSTA PROGETTUALE
ALLEGATO 1

AVVISO PER LA CONCESSIONE DI FINANZIAMENTI DESTINATI A INIZIATIVE EDUCATIVE TRANSNAZIONALI - TNE – D.D. n.167 del 3 ottobre 2023

Piano Nazionale di Ripresa e Resilienza (PNRR) – Missione 4 – Componente 1 "Potenziamento dell'offerta dei servizi all'istruzione: dagli asili nido all'università" – Investimento 3.4 "Didattica e competenze universitarie avanzate", Sotto-investimento T4 "Iniziative Transnazionali in materia di istruzione", finanziato dall'Unione europea – NextGenerationEU.

PROJECT PROPOSAL

(art. 8, par. 7 of the Notice)

Structure of the Proposal

As to the participation in the selection process the Project Proposal must be completed as follows.

The Proposal consists in:

Part A: General and Administrative Information
● General Information of the Project
● List of Participants

Part B: Application Form
● Objectives and expected results
● Concept and Methodology
● Work Plan
● Economic and Financial sustainability profile
● Characteristics of the Partners involved in the project

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PART A - GENERAL AND ADMINISTRATIVE INFORMATION

1. General Information of the Project

Project Title: Empowering the Academic Cooperation between Italy and Africa for fostering the quality and effectiveness of the higher education systems in a mutual learning environment
Acronym: UNITAFRICA
Start date of the project: 01/10/2024
Duration in months: 18
Project total amount (euro/€): 2.407.557,46
Project amount to be located in "Mezzogiorno" Regions: 768.216,45

2. List of Participants

List of participating members of the Partnership/Consortium/Foundation: private or public Universities.

Once filling in the information in the schedule below, the first row has to be filled by the coordinator of the project, in bold type

N.	University/Consortium/ Foundation Name	University/Consortium/ Foundation Acronym	Type Private or public University
1	**Università degli Studi di Brescia**	**UniBS**	**Public**
2	Università degli Studi di Bergamo	UniBG	Public
3	Università Alma Mater Studiorum Bologna	UniBO	Public
4	Università degli Studi di Firenze	UniFI	Public
5	Università degli Studi di Genova	UniGE	Public
6	Università degli Studi di Milano	UniMI	Public
7	Università degli Studi di Padova	UniPD	Public
8	Università degli Studi di Parma	UniPR	Public
9	Università di Pavia	UniPV	Public
10	Università degli Studi di Pisa	UniPI	Public
11	Università degli Studi di Torino	UniTO	Public
12	Università degli Studi di Trento	UniTN	Public

13	Università degli Studi di Udine	UniUD	Public
14	Università Ca' Foscari Venezia	UniVE	Public
15	Università degli Studi di Verona	UniVR	Public
16	Sapienza Università di Roma	UniSapienza	Public
17	Università degli Studi di Bari Aldo Moro	UniBA	Public
18	Università degli Studi della Basilicata	UniBAS	Public
19	Università degli Studi di Messina	UniME	Public
20	Università degli Studi di Napoli Federico II	UniNA	Public
21	Politecnico di Milano	PoliMI	Public

Please indicate the details of the possible foreign associate members (non-beneficiaries) of the Partnership below:

N.	Name of the associate member	Acronym of the associate member	Country
1.A	Université d'Abomey-Calavi		Benin
1.B	Université de Parakou		Benin
1.C	Sèmè City - Cotonou		Benin
2.A	Université Ouagadougou Jospeh Ki Zerbo		Burkina Faso
2.B	Institut International d'Ingénierie de l'Eau et de l'Environnement	IIIEDE	Burkina Faso
2.C	Université de Nazi Boni		Burkina Faso
3.A	African Institute for Mathematical Sciences	AIMS	Cameroon
3.B	Cameroon Hanseatic Institute of Technology and applied Sciences of Douala	HITAS	Cameroon
3.C	Ecole National Superieure de Transports Publiques	ENSTP	Cameroon
3.D	Institut Universitaire et Stratégique de l'Estuaire	IUSE	Cameroon
3.E	Università di Dschang		Cameroon
3.F	Università Yaoundè I		Cameroon

3.G	Università Yaoundè II		Cameroon
3.H	University of Buea SI		Cameroon
3.L	University of Ngaoundéré		Cameroon
4.A	Escola Universitaria Catolica de Cabo Verde	EU CATÓLICA	Cape Verde
4.B	Jean Piaget University		Cape Verde
4.C	Universidade de Cabo Verde		Cape Verde
4.D	Universitade Lusofona		Cape Verde
5.A	Addis Abeba University		Ethiopia
5.B	Hawassa University		Ethiopia
5.C	Bahir Dar University, Department of Biology		Ethiopia
5.E	Debre Markos University		Ethiopia
5.F	Ethiopian Catholic University La Salle	ECUL	Ethiopia
5.G	Jimma University		Ethiopia
5.H	Madda Walabu University		Ethiopia
5.I	Mekelle University		Ethiopia
5.L	Wolaita Sodo University	WSU	Ethiopia
5.M	University of Wollo		Ethiopia
5.N	University of Dire Dawa		Ethiopia
5.P	Haramaya University		Ethiopia
6.A	Cape Coast University		Ghana
6.B	Catholic University College of Ghana	CUCOG	Ghana
6.C	Kwame Nkrumah University of Science and Technology in Ghana	KNUST	Ghana
6.D	University for Development Studies (Tamale)		Ghana
7.A	Catholic University of Easter Africa	CUEA	Kenya
7.B	Meru University of Science and Technology		Kenya

7.C	Moi University (Eldoret)		Kenya
7.D	Strathmore University		Kenya
7.E	Technical University of Kenya		Kenya
7.F	Tangaza University College		Kenya
7.G	University of Nairobi		Kenya
7.H	Kenyatta University		Kenya
7.1	Masinde Muliro University of Science and Technology		Kenya
8.A	Malagasy Institute of Applied Research	IMRA	Madagascar
8.B	Universitè D'Antsiranana		Madagascar
8.C	University of Antananarivo		Madagascar
8.D	University of Fianarantsoa		Madagascar
9.A	Eduardo Mondlane		Mozambique
9.B	Universidade Catolica de Mozambique		Mozambique
9.C	Universidade Licungo		Mozambique
9.D	Universidade Lùrio		Mozambique
9.E	Unisave		Mozambique
9.F	Universita Zambeze (Beira)		Mozambique
9.G	Universidade Politècnica - A Politècnica		Mozambique
10.A	Obafemi Awolowo University		Nigeria
10.B	Convenant University		Nigeria
10.D	University of Ilorin		Nigeria
10.E	First Technical University		Nigeria
11.A	Universiity Amadou Mahtar MbOW	UAM	Senegal
11.C	Universite Cheikh Ahmadou Bamba	UCAB	Senegal
11.D	Université Cheikh Anta Diop de Dakar	UCAD	Senegal
11.E	Université Gaston Berger		Senegal

11.F	Università Assane Seck di Ziguinchor		Senegal
11.G	Higher Institute of Agricultural and Rural Training Bambey	ISFAR	Senegal
11.I	Universitè Du Sine Saloum El Hadji		Senegal
12.A	Somali National University		Somalia
12.B	Amoud University - Borama		Somalia
13.B	Nelson Mandela University		South Africa
13.C	Cape Town University		South Africa
13.D	Stellenbosch University		South Africa
13.G	University of Johannesburg		South Africa
13.H	University of KwaZulu-Natal		South Africa
13.M	University of Pretoria		South Africa
13.O	University of the Western Cape		South Africa
13.P	University of the Witwatersrand		South Africa
13.R	Durban University of Technology		South Africa
14.A	University of Khartoum		Sudan
14.B	University of Gezira		Sudan
15.C	Ruaha Catholic University - Iringa		Tanzania
15.D	Saint Francis University College of Health and Allied Science di Ifakara	SFUCHASI	Tanzania
15.E	Nelson Mandela Institution of Science and Technology		Tanzania
15.F	University of Dodoma		Tanzania
15.G	University of Zanzibar		Tanzania
15.H	College of African Wildlife Management MWEKA		Tanzania
15.I	University of Muhas		Tanzania

16.A	University of Zambia		Zambia
17.A	Catholic University of Rwanda		Rwanda
17.B	Ines-Ruhengeri, Institute of Applied Sciences, Musanze		Rwanda
17.C	University of Rwanda		Rwanda
17.D	University of Technology and Art of Byumba		Rwanda
17.E	IPRC Musanze		Rwanda
18.A	University of Namibia		Namibia

PART B - APPLICATION FORM

In this section, please declare: the objectives and expected results of the project (see section 1), the planned activities, the description of Work packages (see section 2 and 3), and the financial and economic sustainability profile (section 4).

1. Objectives and expected results

Please, describe and motivate the objectives of the project and highlight the expected results in terms of innovation, internationalization, cooperation and promotion of academic programs. In addition, describe the overall project model in order to explain how this will enable to reach the project's objectives.

In particular, in the section below, describe the objectives of the project, which should be specific, measurable, achievable, realistic and time-based. Objectives should be consistent with the expected exploitation and impact of the project.

Please be specific and provide only information that applies to the proposal and its objectives. Wherever possible, use quantified indicators and targets.

(Max 5000 caratteri)

The UNITAFRICA project is designed by Italian universities within the Italian University Network for Development Cooperation (CUCS) with the common interest of promoting joint training, research and international academic cooperation with peer institutions in the African continent supporting the traditional economic and geopolitical Italian-Africa relationship. The academic collaboration with Africa developed over more than 15 years has led to many successful experiences, of great scientific and human value for the students and lecturers involved, as well as resulting in local development impact. There are, however, still several critical issues in the African education system e.g. mismatch between the educational offer and social needs; obsolete study programs; obstacles for strategic research development; and rigid teaching and learning approaches lacking innovation. In this proposal, **21 Italian Universities (IUs) and 93 African Universities (AUs), under the UNITAFRICA Alliance, aim to empower mutual Cooperation in order to improve the quality and effectiveness of the higher education systems based on a mutual learning approach while strengthening the Italian academic system in Africa**. The partner universities through this project aim to answer this question: which educational methodologies are effective and capable of generating sustainable effects over time?

The **specific objectives** of the project are:

- to create an **enabling physical and virtual environment** for the development of project activities that can last over time (WP2);
- to **strengthen the mobility of students and academic staff** from higher education institutions across international borders between Italy and Africa (WP3, WP4);
- to **increase mutual education among students** (Master and PhDs) to become aware citizens able to use science and technology as tools to promote local development in line with the African Union Agenda 2063 (WP3);
- to **improve joint collaborations among researchers and teaching staff**, to increase the capacity to enhance quality, innovation and update of teaching and research

programs and to increase the skills, motivation and involvement of all academic staff (teaching, administration and information technology (IT)) (WP4);

- to evaluate the **effectiveness of the education activities** proposed during the project in terms of impact of the quality of education and effects generated (WP5).

Each of these objectives will be addressed by a dedicated WP (see section 3.2). The first activity (WP2) is aimed at creating an active and well-interconnected network, the UNITAFRICA Alliance, made up of **21 IUs and the 93 associated AUs**, to define its specific activities, role and long term objectives. Moreover, a Platform for Innovative Teaching and mobility (PIT) will be created among all partners to enhance virtual teaching, share teaching material, communicate within the network and provide useful information for the mobility of academics and students (WP3 and WP4). Education activities based on innovative methods will be organized for Italian and African Master and PhDs students both on the PIT and at the host Universities (WP3). Specific advanced skills education activities for administrative and teaching staff are implemented in WP4. Evaluation of all education activities is designed and structured to identify the best follow-up practices in WP5. WP1 and WP6 are aimed at the coordination of the project's activities and communication/dissemination at local, national and international levels.

UNITAFRICA is expected to:
- identify **guidelines and best practices on teaching methodologies** in relation to their effectiveness and the generated impact;
- create solid bases for building and **strengthening synergies in joint training programs between Italy and Africa**;
- encourage the education programmes' improvements and the use of **innovative teaching methods**;
- increase the **level of internationalisation** of both IUs and AUs through an effective bi-directional **mobility** of students, teaching and non-teaching staff;
- promote an effective **cooperation** in teaching and research among the participating universities far **beyond the project** through the establishment of the **UNITAFRICA** alliance in join collaboration with CUCS;
- promote a **new perspective of science** for human growth and development.

UNITAFRICA **Key Performance Indicators** (KPI) are:
- KPI_1: support bi-directional **mobilities** of students, teaching and non-teaching staff;
- TARGET: 120 students, 140 teaching staff, 90 non-teaching staff mobilities over the 18 months for a total number of 350 mobilities.
- KPI_2: systemic innovation through capacity building and **training of Master and PhD students**;
- TARGET: 13 advanced courses organized for Master and PhD students.
- KPI_3: development of a joint strategy for collaborative training through the offer of **courses for all academic staff members**;
- TARGET: 10 advanced skills training courses for teaching staff and 1 course for administrative staff (WP4).

1.1. Scale and Significance baselines, benchmarks, and assumptions

In this section, please indicate both the extension and dimension of the project in terms of budget, activities to be carried and where, numbers of students involved in the projects, to evaluate the impact that each action has on the project.

Scale & Significance

The project involves a **wide consortium of 21 IUs** (see box 5) with a strong interest in developing cooperation and scientific collaboration with African universities, confirmed by their active participation in the CUCS network.

The project activities foresee a considerable overall involvement of human resources. To develop this proposal, a mapping was conducted among the 21 IUs which highlighted the existence of more than 200 collaborations and agreements with AUs in approximately 30 African countries. This survey showed that most of the collaborations concerned two macro-regions in **Sub-Saharian Africa**, where **18 countries** (see list in box 5), of which **10 are least developed countries**, were identified based on the highest number of collaborations and strategic partnerships with Italian universities involving a **total of 93 African Universities**.

The establishment of the **UNITAFRICA Alliance** (WP2) will involve these **114 universities**, inspired by a common, new vision of science and education for human growth and development, human dignity, freedom, democracy, equality, as well as pedagogical principles and inclusiveness. A significant overall impact is expected, in terms of number of teachers and students involved, targeted countries, relationships activated, institutional relationships initiated.

The project will **support bi-directional mobilities** with a total number of about 350 mobilities, involving about 120 students, 140 teaching and 90 training staff (including academic and administrative staff). More specifically, the mobility of Master and PhD students is envisaged to carry out degree theses and research and training courses, respectively, for a total of 350 months (WP3) (about 17 months for each IU), both in Italy and in Africa. Overall, UNITAFRICA will support 150 mobilities from Italy to Africa and 200 mobilities in the opposite direction. A total of **13 educational initiatives targeting the students, 10 advanced skills courses** targeting teachers and early career scientists and **1 advanced skills course** for administratives are planned in WP3 and WP4, both in Italy and in Africa for a total number of 24 courses.

Setup of the **Platform for Innovative Teaching and mobility** (PIT) is a key task (WP2) of this project as this is a core tool for connecting IUs and AUs to increase virtual teaching and create a mutual learning environment. The PIT is expected to generate an important impact even on university staff and students who are not directly involved in mobility programs.

Two key points of this project concern the effectiveness and sustainability of transnational education initiatives with African countries. One specific activity (WP 5) is addressed to identify **best practices for effective mutual learning activities** for students and academic staff based on the mobility and innovative teaching tools. This is an important aspect of the project that can improve the quality of scientific collaborations among IUs and AUs and can generate important impacts for future activities also after the end of the project. The interactions among IUs and AUs during the project's lifespan will also be significant in creating the conditions for the Italian and African academic systems to develop joint programs in master's degree and PhD courses, creating a key basis for the **sustainability of the collaboration** after the project. Specific **communication activities** (WP6) will be

conducted at different levels to promote the project's activities and share the main achieved results, both in Italy and in the Africa.

Thanks to a consistent set of Advanced Training and mutual learning initiatives, together with the student and staff mobility to and from Italian universities, the overall **model of Italian higher education** will be shared with and promoted in at least 18 African countries and, potentially, in about 93 African universities. This will greatly contribute to the international visibility and **diffusion of the Italian model as an international best practice**, also thanks to an important dissemination and communication effort that will be implemented all throughout the project's duration.

The project has been allocated a total budget of 2,407,557.46 € including about:
- 115 k€ allocated to management and coordination activities (WP1),
- 110 k€ allocated to additional staff for Universities leading two WPs strategic for the project (WP2, WP4 and WP5);
- 1.400 k€ (B in the platform) to supporting staff and students' mobility and organization of training initiatives for students, teaching and non-teaching staff;
- 335 k€ for the mobility including also the participation to the main event that will be organized in Italy at the end of the project;
- about 200 k€ allocated to external services and consultancy including 150 k€ for the development, implementation and management of the PIT;
- about 100 k€ allocated to communication, including the project website, specific dissemination activities and the organization of the two main events (the kick off meeting in Africa and the final conference in Italy).

2. Concept and Methodology

Describe and explain the overall concept underpinning the project. Describe the main ideas, models or assumption involved;

Describe and explain the overall approach, distinguishing as appropriate, coordination and support activities;

Describe the activities related to the project and provide evidence about the impact of the activities on the countries involved.

(Max 5000 characters)

UNITAFRICA exploits a well-established system of academic relations and cooperation active since 2007 through the CUCS and builds on previous experiences in transnational mobility and higher educational programs implemented by IUs with academic partners in the 18 African countries. **UNITAFRICA aims to frame within a more structured higher education system the existing relations between IUs and the academic systems of the two macro-regions of South-East and Central-West Africa.** It will leverage on the strength of the **local human capital** and on an ensemble of **training/mobility** components and **innovative teaching tools** and methods developed within the Italian higher education system, thus **promoting the Italian model as a strong international benchmark**.

Mobilities will follow a bottom-up approach, starting from proposals developed between each IU and associated AU (see MoUs/letters of intent attached), and bilaterally supported with reference to visas, residence permits, notices for mobility, etc. **Teaching and training**

activities will value a more collective effort, exploiting at best the network dimension created within UNITAFRICA.

Cross-cutting concepts underpinning the project activities will be: (i) integration between mobility and continuous training; (ii) mobilities and training developed in a peer-to-peer collaboration model, at the individual and also institutional level; (iii) priority to ensure gender equality, equal access and inclusion opportunities to all ethnic, social and disability groups.

Project **coordination** will be ensured through a **Steering Committee** (SC), including all WP and Task leaders (see WP1) and meeting every 3 months. The SC will interact with the **Academic Board** (AB) that includes one academic and one administrative representative for each IU. The **coordination and dissemination mechanisms** will occur at the level of (i) the UNITAFRICA international network, created thanks to the project, which will also coordinate external relations with national and international institutions (e.g. European Union; African Union; national governments); (ii) each partner, who will supervise and coordinate the execution of each individual student and staff mobility, ensuring synergies with existing courses and innovative training (WP3).

Coordination will be supported by a **dedicated digital tool** (the PIT, see WP2), a flexible and modifiable IT platform, where all project teaching, training, and scientific material, including dissemination for non-specialized audience, will be made available to create favorable conditions for replication of project activities after its conclusion.

The project's educational activities will cover the following **strategic thematic areas**:
- Rural development, land management, agrifood and food supply chains;
- Health, water and hygiene, One Health;
- Sustainable Energy, environment and natural resource management;
- Entrepreneurial and industrial development for local prosperity;
- Cultural heritage and sustainable tourism;
- Social Sciences and humanities.

Specific courses both for students and teaching staff will cover strategic thematic issues related to ecological transition and digitalization.

The project activities have their core in the **mutual interaction between IUs and AUs**, which will occur in different forms. A total of 4 consortium-wide virtual meetings involving at least one representative per IU and potentially from each AU will be organized approximately every 6 months during the project implementation (month 1-6-12-18 see WP1). Moreover, two wide physical meetings will be organized during the project involving some representatives of the UNITAFRICA network: the kick off meeting is planned in Africa to launch the UNITAFRICA Alliance (WP2) and the final event (month 18) is planned in Bari, Italy.

The main **transnational activities**, occurring both in Italy and African countries, are based on the **mobility** (WP3 and WP4) between IUs and AUs. The mobility of master's degree and PhD students is envisaged for degree theses and research and training courses. Transnational education will also occur through innovative graduate educational initiatives targeting the students. Similarly, universities will organize teaching and learning activities, also through job shadowing, and will receive training through mutual learning within **advanced skills courses** (WP4), both in Italy and in Africa. Innovative formats, including challenge-based learning, field teaching, blended intensive programs will be used.

Communication will be conducted at different levels, both in Italy and in the involved African countries, through activities enhancing the voice of all partners (WP6), also targeting institutions that promote and develop policies in favor of cross-border collaborations within the academic world and beyond.

3. Work Plan

Please provide the following:

- *brief presentation of the overall structure of the work plan (3.1);*
- *detailed work description: a list of work packages (table 3.2 A), a description of each work package (table 3.2 B), and a list of major deliverables;*
- *timing of the different work packages and their components (Gantt chart or similar, see section 3.3).*

3.1. Work Packages

In the description of the proposal, give full details. Base your account on the logical structure of the project and the stages in which it has to be carried out. The number of work packages should be proportional to the scale and complexity of the project.

You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progresses can be monitored.

(Max. 5000 characters)

The UNITAFRICA project presents a comprehensive work plan structured around six main Work Packages, each strategically designed to achieve the project's **general goal** of fostering mutual cooperation and enhancing the higher education systems between 21 Italian Universities (IUs) and 93 African Universities (AUs) under the UNITAFRICA Alliance.

The **specific objectives** encompass creating an enabling physical and virtual environment, strengthening mobility, promoting mutual education, improving joint collaborations among researchers and teaching staff, and evaluating the effectiveness of education activities.

The **Work Plan** is structured as follows:

1. Project Management (WP1)

The foundational element of the work plan involves effective project management to ensure the coordination and implementation of all activities. A dedicated project manager will oversee the administrative and financial aspects, ensuring the overall success and sustainability of the project.

2. Constitution of UNITAFRICA Network and Digital Platform (WP2)

The establishment of the UNITAFRICA Alliance constitutes a crucial pillar, bringing together the 114 universities in a collaborative network. This involves the creation of a digital platform, the Platform for Innovative Teaching and mobility (PIT), which serves as a core tool connecting IUs and AUs. This platform is designed to facilitate virtual teaching, learning, and mutual collaboration beyond the project's duration.

3. Innovative Education for Master & PhD Students (WP3)

This component focuses on strengthening the mobility of students and academic staff across international borders. The project aims to enhance mutual education among Master and PhD students, fostering awareness and equipping them with the skills to use science and technology for local development, aligning with the African Union Agenda 2063.

4. Skills Development (WP4)

The focus is on enhancing capacity building, innovation, and the update of teaching programs and research. The project targets not only teaching academic staff but also non-teaching staff, including those in administration and informatics.

5. Retrospective Analysis: Impact Evaluation (WP5)
An essential aspect of the work plan involves evaluating the effectiveness of education activities proposed during the project. This includes assessing the impact on the quality of education and the effects generated. The retrospective analysis aims to provide valuable insights for continuous improvement and future planning.

6. Communication (WP6)
Communication activities are strategically integrated into the work plan to promote the project's initiatives and share key results. Internal communication within the UNITAFRICA Alliance, communication towards stakeholders, external communication with scientific institutions, and dissemination activities will be conducted at different levels to ensure visibility and engagement.

Approximately 350 mobilities are planned, involving around 120 students (WP3), 140 teaching staff (both WP3 and WP4), and 90 training staff (teaching and non-teaching staff) (WP4).

The **project's thematic focus areas**, including rural development, health, sustainable energy, entrepreneurial and industrial development, cultural heritage, and social sciences and humanities, guide the specific content of training courses. Specific course will focus on ecological and digital transition. These courses range from thematic training initiatives for students (13 courses in WP3) to advanced skill courses (11 advanced courses in WP4) targeting teachers and early career scientists (10 courses) and administrative staff (1 course). The **project's multidimensional approach** reflects a commitment to long-lasting impacts on higher education, research, and collaboration between Italian and African universities.

3.2. Work Package Description

This section contains a list of Work Packages in which the activities are declined.

A Work Package (WP) is identified as a set of activities aimed at achieving a specific objective of the project. Each WP is composed of one or more activity(ies).

A. *List of Work Packages*

WP N.	WP title	Participant(s) Institutions	Operational headquarter (Regional Area in which the activity will be carried out)	Start month	End month
1	**Project management**	All the IUs	Italy	1	18
2	**Constitution of UNITAFRICA network and digital platform**	All the IUs and AUs	Italy and Africa	1	18
3	**Innovative education for Master & PhD Students**	All the IUs and AUs	Italy and Africa	1	18
4	**Skills development**	All the IUs and AUs	Italy and Africa	1	18
5	**Retrospective analysis: impact evaluation**	All the IUs and AUs	Italy and Africa	1	18
6	**Communication and outreach**	All the IUs and AUs	Italy and Africa	1	18

B. For each work package:

Work Package number	*1*
Work Package Title	***Project management***
Participants involved in this WP	All the IUs
Duration of the WP	18 months
WP leader	**Università degli Studi di Brescia**
WP Supporter(s)	All the WP leaders: Università degli Studi di Bari Università degli Studi della Basilicata Università degli Studi di Messina Università degli Studi di Parma Università degli Studi di Trento Politecnico di Milano
*Task Leader	
*Task Supporter(s)	

*In case of Consortium or Foundation, please specify also the Task Leader and the Task Supporter

(Max 2000 characters for each work package)

WP 1 objectives and description *(where appropriate, divided into tasks). Indicate the foreign countries involved in the project, the objectives and the topic developed in the activities. Describe the ability to monitor the progress of the project and measure the achievement of the expected impacts of the different activities)*

WP1 aims to establish and maintain efficient organisational structures and processes that facilitate the successful implementation of the project. The need for strong coordination between the 21 IUs and the 93 AUs is ensured by a steering committee (SC), which will oversee the project implementation, supported on a daily basis by a fully dedicated project manager, who will be hired by the coordinator.

The WP1 is organised in 4 tasks.
Task 1.1 Steering Committee
The SC is composed by WP and Task leaders. The SC will meet every 3 months and will take care of planning, coordination and monitoring of the project implementation. It will be in charge of defining a Data Management Plan (DMP), which includes a framework of roles and responsibilities to guide partners in determining whether results are produced at an acceptable level of quality, enabling them to effectively manage the implementation. SC will also approve the guidelines for strategic communication and deal with critical issues that may arise during the project.

Task 1.2 Academic Board
An Academic Board (AB) will also be set up, including one academic and one administrative member per each IU. The AB will meet approximately every 6 months and will discuss activities planning, administrative issues and communication strategies to propose to the SC. Regular communication between the SC and AB will ensure the project's success.

Task 1.3 Financial and administrative management and reporting
A specific administrative task will be dedicated to project management in order to be fully updated and operating, due to the high number of IUs involved. An administrative staff network will also be established among partners.

Task 1.4 Advisory board
A Project Advisory Board of independent external experts, including African and Italian academics, will be appointed in order to oversee and deliver advice on the appropriate response to different tasks and quality of results in terms of output and deliverables.

(Max 2000 characters for each work package)

Deliverables *(Brief description and month of delivery)*

D1.1 Directory of members of the SC and AB (M1)
List of members of the SC which includes the WP leaders and the Task leaders and AB including the scientific and administrative referents of each IU

D1.2 Data Management Plan (M3)
The DMP will be the basis for data repository and availability in the 18 month period of the project and later on

D1.3 Chrono program of events, meetings and mobilities (M3)
Programme of meetings and events, education and training activities

D1.4 Directory of administrative staff team (M1)
Constitution of an administrative network among IUs

D1.5 Administrative and financial reports (Periodical)
Statement of the activities and financial reports

D1.6 Directory members of the Advisory board (M3)
The members of the Advisory board will be identified and appointed by the SC

Work Package number	*2*
Work Package Title	*Constitution of UNITAFRICA network and digital platform*
Participants involved in this WP	All the IUs and AUs
Duration of the WP	18 months
WP leader	**Università degli Studi di Trento**
WP Supporter(s)	Università degli Studi di Messina Università degli Studi di Pavia
*Task Leader	
*Task Supporter(s)	

*In case of Consortium or Foundation, please specify also the Task Leader and the Task Supporter

(Max 2000 characters for each work package)

WP2 objectives and description *(where appropriate, divided into tasks). Indicate the foreign countries involved in the project, the objectives and the topic developed in the activities. Describe the ability to monitor the progress of the project and measure the achievement of the expected impacts of the different activities)*

WP2 aims at establishing an active network among the partners, through both a network of people (UNITAFRICA) and a digital network (PIT).

WP2 is organized in the following 4 tasks.
Task 2.1 Definition of the UNITAFRICA Alliance and charter
The establishment of an Alliance and charter among the 114 partners will identify and establish guidelines to strengthen relationships, synergies, and cooperation among partners. A total of 4 consortium-wide virtual meetings involving at least one representative per IU and potentially from each AU will be organized approximately every 6 months during the project implementation (month 1-6-12-18 see WP1). These 4 virtual meetings will be integrated by 2 physical meetings (kick off meeting in Africa and final conference in Italy) that will involve some representatives of the UNITAFRICA network.

Task 2.2 Platform for Innovative Teaching and mobility
A Platform for Innovative Teaching and mobility (PIT) will be supplied to all the IUs and AUs involved, based on the already existing ICT infrastructures, in order to increase virtual teaching tools and create a mutual learning environment. The platform will be used for lectures, sharing of materials, networking and sharing mobility information. It will be a flexible tool according to the network needs. The PIT identification will involve both ICT staff of the Universities involved, an Italian computing centre (e.g. CINECA) and a professional African software house.

Task 2.3 Interaction and coordination with Italian CUCS for strategic partnerships
The Italian CUCS is the environment where the IUs involved in UNITAFRICA have been collaborating for more than 15 years. This will be crucial in order to strengthen the network and make it sustainable even after the project.

Task 2.4 Coordination with Intergovernmental Organizations (IO), EU and Italian authorities situated in Africa, local governments
UNITAFRICA is committed to promoting a multi-actor approach, creating relationships with IOs (such as the African Union, UNEP), European institutions, African governments and Italian institutional structures operating in the countries involved in the project.

(Max 2000 characters for each work package)

Deliverables *(Brief description and month of delivery)*

D2.1 Alliance charter (M3)
The charter will identify and establish guidelines to strengthen relationships, synergies, and cooperation among partners

D2.2 Functionalities of the PIT (M3-18)
A PIT tutorial will be released as soon as the platform will be operative in order to educate to its use with content filling and extraction examples

D2.3 List of members of the UNITAFRICA Alliance and 18 month general plan after the end of the project (M1-18)
This will give measure of future sustainability of the project in terms of reinforcing the existing partnership

D2.4 List of Italian, African, International and EU institutions to be contacted (M4-18)
The list will include African Union, UNEP, Africa EUSR, Directorate General for Development Cooperation (MAECI). A more detailed list will be developed during the project.

Work Package number	*3*
Work Package Title	*Innovative education for Master & PhD Students*
Participants involved in this WP	All the IUs and AUs
Duration of the WP	18 months
WP leader	**Università degli Studi di Brescia**
WP supporters	Università degli Studi di Bergamo Università degli Studi di Milano Università degli Studi di Torino
*Task Leader	-

*Task Supporter(s)	-

*In case of Consortium or Foundation, please specify also the Task Leader and the Task Supporter

(Max 2000 characters for each work package)

WP3 objectives and description *(where appropriate, divided into tasks). Indicate the foreign countries involved in the project, the objectives and the topic developed in the activities. Describe the ability to monitor the progress of the project and measure the achievement of the expected impacts of the different activities)*

The objective of WP3 is to increase number and quality of students and teaching staff mobility between IUs and AUs and to promote mutual learning thus fostering the Italian HE model in Africa.

The WP3 is organised in 4 tasks.
Task 3.1 Learning by doing and training towards research
Each IU will support an average of about 6 in/out Master's degree Students (MS) and PhD students' mobility, for a 2-6 months' period, with their strategic African partners. The activities will be focused on thesis (MSs) and research (PhDs) and mostly practice-oriented in order to learn by doing in Labs, cooperation projects & internships. The students will thus gain specific knowledge, intercultural and job oriented skills.

Task 3.2 Thematic innovative teaching for MS and PhD students
MS and PhD students' activities are integrated by a targeted selection of mobility opportunities of the network that will also co-organise 13 thematic, interdisciplinary training initiatives (inter-university seminars, micro-credentials and summer schools) based on innovative teaching methods (challenge and field based, case studies, active learning), held in Italy and in Africa. They will cover the main strategic themes of the project, with a focus on ecological and digital transition.

Task 3.3 Mutual learning with visiting professors and scholars
An average of 7 academic staff exchanges for each IU for short (2 weeks) and long (1-3 months) in/out mobility will ensure teaching activities within Task 3.2 initiatives and with seminars that will reciprocally integrate the academic offer. They will be an opportunity to improve mutual knowledge, exchange teaching methodology and share complementary skills.

Task 3.4 Towards joint master and PhD degrees
As part of the activities promoted in Task 3.3, the staff involved will also explore opportunities for further interactions among IUs and AUs in terms of possible joint MS/PhD programs.

The impact and degree of effectiveness of these tasks will be evaluated by WP5.

(Max 2000 characters for each work package)

> **Deliverables** *(Brief description and month of delivery)*
>
> **D3.1 Catalogue of the mobility opportunities offered by the partnership (M3-M18)**
> The coordinator will publish on the PIT, thus making it easily accessible to mobile Master and PhD students, the wide offer of targeted academic modules of partner IUs and the initiatives jointly designed and offered by the UNITAFRICA Alliance. The catalogue will be regularly updated every 3 months
>
> **D3.2 Repository of Master and PhD student's Thesis (M9 and M18)**
> Abstracts of the Master and PhD student's thesis will be collected in the PIT
>
> **D3.3 Land page of the thematic courses (on the PIT) (M3-18)**
> Each Thematic innovative teaching initiatives offered by the partnership will be made easily accessible to prospective participants through a landing page on the PIT, with the programme, targeted beneficiaries, organisational details also including, at the end of the initiative, a directory of participants and the the findings of the event. It will be regularly updated at least every 3 months
>
> **D3.4 Teaching activity reports (M3-M18)**
> Analysis reports of each course carried out (course held, number of participants, any comments on positive aspects and improvements to be made and any further information) with a focus on innovative methodologies, will be collected on the PIT
>
> **D3.5 Reports on study plan analysis (M9, M18)**
> A repository of the reports on study plans' analysis on courses of mutual interest between African and Italian partners and drafts of joint study plans designed in order to build new paths will be shared

Work Package number	***4***
Work Package Title	***Skills development***
Participants involved in this WP	All the IUs and AUs
Duration of the WP	18 months
WP leaders	**Università degli Studi della Basilicata** (Task 4.1) **Politecnico di Milano** (Task 4.2)
WP supporters	Università degli Studi di Trento Sapienza Università di Roma
*Task Leader	
*Task Supporter(s)	

*In case of Consortium or Foundation, please specify also the Task Leader and the Task Supporter

(Max 2000 characters for each work package)

> **WP objectives and description** *(where appropriate, divided into tasks). Indicate the foreign countries involved in the project, the objectives and the topic developed in the activities. Describe the ability to monitor the progress of the project and measure the achievement of the expected impacts of the different activities)*
>
> WP4 activities, targeting UNITAFRICA administrative and teaching staff, improve the participants' competencies and performance through network-wide training events and job-shadowing experiences, with the aim of contributing to the digital transformation and innovation of teaching methods in the IUs and AUs, multiplying the impact (training of trainers) and building relationships.
>
> The WP4 is organized in the following 3 tasks.
>
> **Task 4.1 Skills for Administrative staff**
> Admin staff of the IUs and AUs have complementary expertise which will foster mutual training. One co-organised training event will involve the IRO offices of IUs and AUs in building common procedures and knowledge to shape joint and innovative mobility schemes (challenge-based, micro credentials, double degrees).
>
> **Task 4.2 Advanced courses for teaching staff**
> Advanced skill courses for teaching staff (10), on specific topics, will be co-organised, mainly in person, by groups of partners. Events aimed at enhancing open science together with transversal, soft and digital skills, will strengthen research and methodological aspects of innovative teaching capacity, generating a mutual learning environment for academic staff. During job shadowing experiences, participants will share best practices, project-building skills and be reciprocally exposed to the educational system of the partner (culture, language, principles and values).
>
> The impact and degree of effectiveness of these tasks will be evaluated by WP5.

(Max 2000 characters for each work package)

> **Deliverables** *(Brief description and month of delivery)*
>
> **D4.1 Land page of the events (on the PIT) (M3-18)**
> Each training initiative offered by the partnership will be made easily accessible to prospective participants through a landing page on the PIT, with the programme, targeted beneficiaries, organisational details also including, at the end of the initiative, a directory of participants and the findings of the event. It will be regularly updated every 3 months
>
> **D4.2 Handbook on mobility management and improvement and innovative schemes (M6 and update M12)**
> A handbook for administrative staff will collect procedures and best practices on welcome/mobility procedures with a focus on inclusion; double/joint degrees planning and management; improving staff mobility recognition and shaping innovative and flexible mobility experiences (challenge-based, micro credential, inter-university experience, …).

D4.3 Training materials (M4-M18)
Training events will generate training materials that will be collected and published on the PIT and thus easily accessible to all partners, improving in this way complementary competences and creating synergies at regional level.

D4.4 Training activity reports (M4-M18)
Analysis reports of each course carried out (course held, number of participants, any comments on positive aspects and improvements to be made...) with a focus on innovative methodologies, will be collected on the PIT

Work Package number	*5*
Work Package Title	*Retrospective analysis: impact evaluation*
Participants involved in this WP	All the IUs and AUs
Duration of the WP	18 months
WP leaders	**Università degli Studi di Parma**
WP supporters	Università degli Studi di Torino Università degli Studi di Bergamo
*Task Leader	-
*Task Supporter(s)	-

*In case of Consortium or Foundation, please specify also the Task Leader and the Task Supporter

(Max 2000 characters for each work package)

WP5 objectives and description *(where appropriate, divided into tasks). Indicate the foreign countries involved in the project, the objectives and the topic developed in the activities. Describe the ability to monitor the progress of the project and measure the achievement of the expected impacts of the different activities)*

WP5 assesses the impact of the proposed activities on the administrative and teaching staff, MS and PhD students of IUs and AUs involved, and their effectiveness in fostering sustainable collaboration among them.

Task 5.1 Impact assessment on administrative staff involved
Identification of indicators and evaluation tools: task volume, workload distribution, time allocation, management efficiency, communication effectiveness, general staff satisfaction. An online questionnaire will be administered to the academic staff at mid-project and at the end; an appropriate number (min. 5 max. 10) of mixed focus groups will be conducted with representatives of the administrative staff of the AUs and IUs.

Task 5.2 Impact assessment on MS and PhD students and teaching staff engaged in IN/OUT mobility
The correlation between expectations and the experience gained will be evaluated through the following indicators: academic competencies and skills acquired; quality of life in the host institution; quality of reception, facilities, environment; quality of social life in the host institution. Online questionnaires on expectations will be administered before mobility and online questionnaires on the evaluation of the experience at the end of the mobility will be required.

Task 5.3 SWOT Analysis
It identifies factors that may influence success, providing a framework for developing informed strategies and making effective decisions. In-depth SWOT analysis will be conducted based on monitoring data (WP1/2/3/4) and data from task 5.1 and task 5.2.

Task 5.4 Lessons Learned and recommendations
Identification of best practices and recommendations for the future based on the following three activities: 1) identify and document lessons learned from the project, including successes and areas for improvement, 2) analyze the root causes of challenges and failures encountered during the project, 3) provide recommendations for future projects based on the insights gained from the analysis.

(Max 2000 characters for each work package)

Deliverables *(Brief description and month of delivery)*

D5.1 Report on indicators and evaluation tools (M6 and M12)
Focuses on the development of a comprehensive set of indicators and evaluation tools to measure the impact of project implementation procedures on administrative staff, teaching staff and students. The report aims to provide a clear understanding of the measurable aspects that will be used to assess the impact of the project on the specified stakeholders.

D5.2 The SWOT Report (M18)
The report presents the results of an initial analysis based on the monitoring data (WP1) and the individual assessment of administrative staff, teaching staff and students. This mid-term document serves as a strategic planning tool, offering insights into the current status of the entities involved. It helps stakeholders make informed decisions, highlighting internal strengths and weaknesses and external opportunities and threats.

D5.3 Final results and Lessons Learnt (M18)
It refers to the findings and insights derived from the comprehensive SWOT analysis conducted throughout the project. It outlines the identified strengths, weaknesses, opportunities, and threats relevant to the project. This information is crucial for stakeholders to gain insights into the project's dynamics and make informed decisions for future initiatives. Lessons learnt suggest actionable steps based on these results. They serve as guidance for future endeavours, providing a strategic framework for enhancing project outcomes and addressing potential challenges. They contribute to the project's continuous improvement and the development of best practices for sustainable collaboration between Italian and African universities.

Work Package number	*6*
Work Package Title	*Communication and outreach*
Participants involved in this WP	All the Italian Universities and the African Universities
Duration of the WP	18 months
WP leader	**Università degli Studi di Bari** **Università degli Studi di Messina**
WP supporters	Università degli Studi di Brescia
*Task Leader	
*Task Supporter(s)	

*In case of Consortium or Foundation, please specify also the Task Leader and the Task Supporter

(Max 2000 characters for each work package)

WP6 objectives and description *(where appropriate, divided into tasks). Indicate the foreign countries involved in the project, the objectives and the topic developed in the activities. Describe the ability to monitor the progress of the project and measure the achievement of the expected impacts of the different activities)*

WP6 deals with different forms of communications according to the strategies outlined by the SC according to the local situation in the different countries.

Task 6.1 Internal communication
UNITAFRICA Alliance will promote an internal communication, addressed to students and academic staff of IUs and AUs. PIT platform will be used to communicate opportunities about education and mobility programmes for students and academics and to create group works and empower networks.

Task 6.2 Communication towards stakeholders
All the Communication offices of all the IUs and AUs will be actively involved in giving regular communication regarding UNITAFRICA initiatives to local stakeholders (students, NGOs, public institutions, private companies, etc.) both in Italy and in Africa. Tools based on press releases, radio, interviews will be used. Communication partnerships with NGOs, local authorities, enterprises will be promoted too.

Task 6.3 External communication
UNITAFRICA Alliance will work on communication channels addressed to scientific institutions, African academic networks, Italian scientific diplomacy in Africa, Italian Cultural Institutes, the Italian Agency for cooperation and development. This communication will be based on targeted meetings and the involvement of scientific diplomacy representatives in the main dissemination events.

Task 6.4 Dissemination activities
Dissemination activities will include social networks, interactive materials, newsletter and a dedicated website to give visibility to all project activities. One specific event will be organized at the end of the project in Italy. Moreover, presentations, relevant outputs and results from the UNITAFRICA network, will be posted in the PIT and disseminated to the scientific community, as well as to all the stakeholders and policy makers.

In case of positive evaluation, the UNITAFRICA consortium is happy to interact with other consortia involved in the other winning TNE projects.

(Max 2000 characters for each work package)

Deliverables *(Brief description and month of delivery)*

D6.1 Plan for strategic dissemination and communication activities (M1)
Plan approved by the SC to describe strategies for dissemination and communication activities

D6.2 List of communication activities to develop during the project (M1, updated at M6 and M12)
List of the communication and dissemination activities carried out all over the project, including press releases to local, national, and international media outlets, social media platforms (Twitter, LinkedIn, Facebook, etc.) to share project updates, newsletter, academic publications, interactive material (infographics, videos, and interactive presentations), radio campus campaign.

D6.3 Project website (M3)
Develop and maintain a dedicated project website that serves as a central hub for information, regularly updated with news, project progress, events, and publications

D6.4 List of initiatives for communication to stakeholders (M1, updated at M7 and M13)
List of workshops, webinars, and seminars to share knowledge and engage with the academic and professional communities and NGOs. Local communities will be engaged too through outreach programs and community events.

D6.5 Programme of the main dissemination event (M18)
Programme of the outreach event includes significant updates on the project and identify and target audiences. It will be organised under the coordination of the University of Bari with the collaboration of all the project partners.

While the project will privilege electronic communications, printed material will be used if needed or requested by Universities.

3.3. Activity timeframe

This section includes a section relating to the implementation time and monitoring of the activities.

Please provide a timeframe (Gantt or similar) to better explain how the project would be developed.

PROJECT WP/ WP TASK	18 MONTHS					
	M1-M3	M4-M6	M7-M9	M10-M12	M13-M15	M16-M18
WP1 - Project management						
T1.1 - Steering Committee	D1.1, D1.2, D1.3, D1.4	D1.3	D1.3	D1.3	D1.3	D1.3
T1.2 - Academic Board	D1.1, D1.3, D1.4	D1.3	D1.3	D1.3	D1.3	D1.3
T1.3 - Financial and administrative management and reporting	D.1.4, D.1.5	D1.5	D1.5	D1.5	D1.5	D1.5
T1.4 - Advisory board	D1.6					
WP2 - Constitution of UNITAFRICA network and digital platform						
T2.1 - Definition of the UNITAFRICA Alliance and charter	D2.1					
T2.2 - Platform for Innovative Teaching and mobility	D2.2	D2.2	D2.2	D2.2	D2.2	D2.2
T2.3 - Interaction and coordination with Italian CUCS for strategic partnerships	D2.3	D2.3	D2.3	D2.3	D2.3	D2.3
T2.4 - Coordination with Intergovernmental Organizations (IO), EU and Italian authorities situated in Africa, local governments		D2.4				D2.4
WP3 - Innovative education for Master & PhD students						
T3.1 - Learning by doing and training towards research	D3.1	D3.1	D3.1, D3.2	D3.1	D3.1	D3.1, D.3.2
T3.2 - Thematic innovative teaching for MS and PhD students		D3.3	D3.3	D3.3	D3.3	D3.3
T3.3 - Mutual learning with visiting professors and scholars	D3.1, D3.4	D3.1, D3.4	D3.1, D3.4	D3.1, D3.4	D3.1, D3.4	D3.1, D3.4
T3.4 - Towards joint master and PhD degrees			D3.5			D3.5

PROJECT WP/ WP TASK	18 MONTHS					
	M1-M3	M4-M6	M7-M9	M10-M12	M13-M15	M16-M18
WP4 - Skills development						
T4.1 - Skills for Administrative staff	D4.1	D4.2, D4.4		D4.2		
T4.2 - Advanced courses for teaching staff		D4.1, D4.3, D4.4	D4.1, D4.3, D4.4	D4.1, D4.3, D4.4	D4.1, D4.3, D4.4	D4.1, D4.3, D4.4
WP5 - Retrospective analysis: impact evaluation						
T5.1 - Impact assessment on administrative staff involved		D5.1		D5.1		
T5.2 - Impact assessment on MS and PhD students and teaching staff engaged in IN/OUT mobility		D5.1		D5.1		
T5.3 - SWOT Analysis						D5.2
T5.4 - Lessons Learned and recommendations						D5.3
WP6 - Communication and outreach						
T6.1 - Internal communication	D6.1, D6.2	D6.2		D6.2		
T6.2 - Communication towards stakeholders	D6.1, D6.2, D6.4	D6.2	D6.4	D6.2	D6.4	
T6.3 - External communication	D6.1, D6.2	D6.2		D6.2		
T6.4 - Dissemination activities	D6.1, D6.2, D.6.3					D6.5

4. Economic and Financial sustainability profile

Please, indicate the Economic-Financial sustainability profile of the initiative in terms of implementation and feasibility of the interventions, focusing on the adequacy of financed interventions to guarantee the continuity of the project.

(Max 5000 characters)

As regards economic sustainability, UNITAFRICA's implementation will generate significant positive externalities in terms of educational and social benefits with strong repercussions on the promotion of the Italian Higher Education system and the strengthening of AUs in 18 African countries, thus fully reaching the **investment objectives** (art. 2 of the call). Moreover, thanks to the thematic areas tackled by UNITAFRICA, the invested capital will create the possibility of activating structured financing beyond the project lifespan through EU schemes and programs specifically designed for Africa, such as Erasmus+ extra-EU mobility actions and Horizon Europe. In this context, some of the IUs partners have already experienced this type of actions through Erasmus+ KA107 - International Credit Mobility and/or bilateral or multilateral research projects.

Thanks to the experience in intra-university collaboration matured by the CUCS in over 15 years, a solid existing Italian-African network, and the previous experience in mobility projects in EU and extra-EU countries maturated by the participating institutions, the consortium is able to fully guarantee the **financial sustainability of the project**. More specifically, such sustainability is measured in terms of:

(1) **a real growth of student and staff mobilities over time**: 58% of the total budget has been allocated to support 150 mobilities from Italy to Africa and 200 mobilities in the opposite direction as well as 13 educational initiatives targeting the students, 10 advanced skills course targeting teachers and early career scientists and 1 advanced skills course for administrative staff are also planned. The main barriers to in/out mobilities are mostly related to the increasing cost of travelling and to the increasing cost of life, especially in Italian university cities. Moreover, social selectivity continues to obstruct student mobility: inadequate funding as grants and sponsorship do not nearly meet the needs of many students. For this reason, in building the project's proposal and the related budget, adequate and up-to-date financial support measures are designed to make mobility more attractive among students and staff and to ensure gender equality, equal access and inclusion opportunities to all ethnic, social and disability groups. Starting from Erasmus+ Programme Guide allowances, we have estimated an average travel allowance of 1.500 euro, a monthly scholarship between 1.000 and 1.800 euro for long term mobilities (>2 months) and a daily allowance between 160 and 200 euro. For the thematic course for students (WP3) and advanced training activities (WP4), we have allocated an average of 40.000 euro/activity as organizational support allowance, including additional staff and students' mobility. The effort required in terms of coordinating 114 universities is covered by 115 kEuros allocated to management and coordination activities (WP1), partly dedicated to the project officer.

(2) **the survival of the UNITAFRICA alliance after the project ends**: the UNITAFRICA alliance will exploit a well-established system of academic relations and cooperation active since 2007 through the CUCS and will build on previous experiences in transnational mobility and higher educational programs implemented by all the IUs with academic partners in the 18 African countries. The creation of a more structured and mutually connected higher education ecosystem through the foundation of the Alliance will strengthen the existing relations among the IUs and AUs in two macro-regions in

Africa (South-East and Central-West Africa) ensuring long term impacts in education and research far beyond the project's duration. Such impacts will be also linked to the involvement of institutional stakeholders in WP2 and WP6 (i.e. governments, national educational agencies, African Union).

(3) **an attractive risk–return profile**. As previously said, the invested capital will create the possibility of accessing economic resources beyond the project lifespan through EU schemes and programs specifically designed for Africa, such as Erasmus+ extra-EU mobility actions, Horizon Europe, ACP–EU development cooperation

5. Characteristics of the Partners involved in the project

In this section, please provide information about the implementation of the initiative, with a precise description of the Partnership/Consortium/Foundation scope and quality: (i) quality and complementarity of the Partnership/Consortium/Foundation; (ii)

capacity and organizational experience of the host institutions.

Please, describe the partnership organization features as foreseen in the following subsections.

(i) *Please, describe the Partnership/Consortium/Foundation in terms of quality and complementarity. In addition, describe the organization model in terms of human resources; relevant professional experiences and competences of the personnel involved in the implementation of the project. (**Max. 3000 characters**)*

The project involves **21 IUs (Partners)** offering training programs at first, second and third level on all the thematic areas covered by the projects. The IUs have a total number of 900.000 students and 60.000 academic members (teaching and non-teaching staff). The vocation for internationalisation is attested by a good number of international and incoming/outgoing students through international mobility, 6% and 5% of the students respectively. Moreover, the IUs have more than 600 scientific agreements with AUs all over Africa. About 800 academics have been involved in in/out mobility to and from Africa in the last 5 years while the students' mobility is still limited, being less than 1% of total student mobility. The 21 IUs are united by the interest for development cooperation, all belonging to the CUCS network, where Africa plays an important role. The participating universities also network the human resources and materials of several UNESCO Chairs.

The **AUs (Associate Partners) are 93 universities from 18 countries** belonging to different geographical areas: West Africa (Benin, Burkina Faso, Cape Verde, Ghana, Nigeria, Senegal), East Africa (Ethiopia, Kenya, Madagascar, Mozambique, Rwanda, Somalia, Sudan, Tanzania, Zambia), Central Africa (Cameroon) and Southern Africa (Namibia and South Africa). **Ten** among these are **Least Developed Countries**.

The **collaborations among 21 IUs and 93 UAs** are evident through 136 agreements/letters of intent attached to the initial submitted proposal. UNITAFRICA aims to strengthen internal networks by integrating existing agreements with addenda to establish relationships between IUs and AUs lacking valid agreements.

In terms of quality, the **UNITAFRICA network** involves some of the best IUs and AUs characterised by a collective commitment to excellence, collaboration, and innovation. The broad inter-university network can rely on strong **complementary academic capacity and academic offer** and can support innovative teaching and training activities aimed at strengthening specific and transversal skills for the promotion of human development.

At an **organisational level, in terms of human resources**, the project will be coordinated within each partner by an Institutional Representative, assisted by the scientific referents of the academic areas involved and the support of the International Relations Offices (IRO). It will be implemented by a task force of dedicated and qualified staff.

The **leading University** is an historical member of CUCS and has a long experience within more than 50 cooperation projects and scientific collaborations with African countries. It coordinates the UNESCO Chair "Training and Empowering Human Resources for Health Development in Resource-Limited Countries", the Research Centre on "Appropriate technologies for environment management in Developing Countries (CeTAmb)" and it offers a PhD programme on "Appropriate methodologies and techniques for international development cooperation (Health & Technology)".

(ii)   *Please, describe the organizational experience of the host institutions, the capacity to improve the international organization/collaboration and highlight the importance of geographic coverage. (**Max. 2000 characters**)*

Thanks to the experience in intra-university collaboration matured by the CUCS in over 15 years, and a solid existing Italian-African network, the consortium is able to guarantee the overall **coordination, administrative and financial management,** mobility implementation (before, during and after), monitoring and communication activities. In particular, UNITAFRICA can count on:

- the expertise and relationships of the CUCS network;
- the long-term experiences in students and staff mobility management gained by all Italian and African partners within a wide number of EU and cooperation mobility projects;
- the expertise gained in mobility experience management by CUCS partners during the project Partnership for Knowledge, a higher education initiative funded by AICS.

Thanks to the above mentioned previous partnership experience, the network already shares **management methods** that respect the principles of transparency, inclusion and equity, with a particular focus on gender equality. The partner's expertise in diverse geographical areas, provides perspectives into different systems, strategies and solutions for the implementation of the activities that is guided by the common goal of ensuring high quality mobility experiences and strengthening the Alliance. Common management tools will be in digital form to ensure effective and sustainable management.

The activities have a significant international dimension focusing on topics and knowledge relevant to international development cooperation.

Such a wide **geographical coverage** and the existing partnership among HEIs allows for the project to impact numerous countries across Africa, as well as to create an exchange of knowledge among regions (Italy-Africa and Africa-Africa).

The 4 Italian southern HEIs play a crucial role in the project, providing their competences of excellence in managing tasks that require specific digital, organisational and communication skills.

Brescia, 12th July 2024

The Legal Representative

Università degli Studi di Brescia

Prof. Francesco Castelli

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