

**ANNEX A**

**TECHNICAL AND ADMINISTRATIVE PROVISIONS**

**Partner:** India

**Project Title:** European Union Studies Programme

**Project Number:** IND/B7-3010/IB/98/0654

## **1. INTRODUCTION**

The facilitation of mutual understanding and the raising of awareness of the European Union have long been priorities for the European Commission within the framework of its role of promoting economic co-operation between the European Union and the developing countries of South and South-east Asia. The Asia Latin America (ALA) Regulation of 25 February 1992 highlights, inter alia, the importance of improving “the economic, social and cultural environment in general by means of training schemes and the transfer of know-how”.

The Commission Communication of July 1994 “Towards a New Strategy for Asia” emphasised the need to strengthen higher education links between Europe and Asia as well as to enhance the economic presence of Europe in Asia.

As far as India is concerned, the Co-operation Agreement between the European Community and the Republic of India on Partnership and Development, signed on 20 December 1993, gives as one of the main focuses of co-operation the “facilitation of better mutual understanding and strengthening of ties between the two regions in respect of technical, economic and cultural matters”. Article 18, which covers Human Resource Development states “In their mutual interest, particular attention should be paid to promoting co-operation between Community and Indian higher education and training institutes”.

The Commission Communication of June 1996 “EU-India Enhanced Partnership” states (article 2.2.3) “the Commission encourages all forms of links between civil society, educational establishments and the media, precisely to build up a pool of mutual understanding”.

The European Commission has given support for European Studies Programmes (ESPs) in several Asian countries, seeing such programmes as an effective way to boost the European Union profile and to encourage ties. An ESP in the Philippines ended in 1998. This involved three universities: Ateneo de Manila, De la Salle University, and the University of the Philippines. An ESP in Thailand comes to an end in October 1999. This is based at Chulalongkorn University in Bangkok and has led to a fully self-sustaining Masters course in European Studies. In China the EU-China Higher Education Programme is underway with seven different universities, while a programme at the University of Malaya in Kuala Lumpur began early in 1999. Other ESPs are planned for Karachi and Hanoi.

Technical assistance for the implementation of European Studies Programmes is generally provided to the Commission by consortia of European universities, recruited through an invitation to tender. These consortia are responsible for putting in place Fellows-in-Residence and for managing the project inputs. The use of such consortia ensures exposure to academics from several different European Union Member States, and results in durable links with a number of European universities.

Given the positive experiences with such programmes in other Asian countries and the acute need to promote awareness of contemporary European issues in India, both the European Commission and the Government of India have expressed a keenness to establish a European Union Studies Programme, which, given the size of the country, will be based at four different centres.

The European Union Studies Programme will complement the ongoing EU-India Economic Cross-Cultural Programme (EIECP), which provides grants for joint EU-Indian projects in the higher education field (as well as in those of media and business).

The Commission intends to establish and run a EUSP within four Indian “Centres for European Union Studies” (CEUS), situated at the Indian Institute of Foreign Trade, Jadavpur University in Calcutta, the National Law School of India University in Bangalore, and Goa University. Other higher education institutions in the four geographic locations will also be involved with the Programme.

The EUSP will encompass major EU-related topics of general interest to India, such as (i) European institutional set-up, (ii) economic integration and monetary union, (iii) common commercial policy, (iv) competition law and regulations, (v) social policies, and (vi) foreign and security policies. This basic list of study fields will be complemented with other subjects of interest for economic co-operation between EU and India.

## **2. OBJECTIVES OF THE PROGRAMME**

### **2.1 Overall Objectives**

The implementation of an EUSP within the four Centres in India is directed towards the following main goals:

- to raise the profile of the European Union in India;
- to promote better understanding of the European Union among academics, and public and private sector decision-makers, to lead to stronger economic ties;
- to strengthen linkages among European and Indian institutes of higher education, to lead to greater student flows in both directions.

The specific objectives are:

- to provide access in India to post- graduate university courses in European Union Studies
- to ensure that a body of teaching expertise in European Union Studies exists at universities in India
- to provide access to information on contemporary European Union issues to a wide range of individuals and organisations in the Indian public and private sectors
- to make available at universities in India library materials on contemporary European Union issues.

The specific objectives will be fulfilled through:

- the establishment, development and running of Centres for European Union Studies within four institutions of Higher Education in India;
- the training of Indian academic staff in European studies and India-EU relations, with a view to upgrading teaching/applied research capacities within the target universities and associated higher education institutions (HEI);
- assisting the faculties of the target universities and associated HEIs in upgrading their curricula and in developing specific courses on EU related topics;
- setting up European Documentation Centres (EDCs) in the target universities;
- disseminating information on the EU to a wide cross-section of academics, policy-makers and business leaders.

## **2.2 Location**

Programme activities will be centred on India, where four Centres of European Union Studies (CEUS) and a Programme Co-ordination Office (PCO) will be established. A number of activities will take place in the European Union, such as Faculty Fellowships for Indian Academics, Postgraduate Student Scholarships, and Research Grants.

The CEUS in India will be located in Delhi, Calcutta, Bangalore, and Goa. The PCO will be in Delhi. A programme Secretariat will be located in Europe, within the Consortium of European Universities selected to manage the programme.

## **3. PROGRAMME DESCRIPTION**

### **3.1 Expected Results**

In the short-term, the expected outcome the EUSP will be the following:

- four properly established and fully operational CEUS, focusing on EU-related topics and Indian-EU relations and staffed with a core team of two to three lecturers, two readers, and one to two professors
- an improved capacity of EUS staff, assigned to the four CEUS and their associated institutions, in developing applied research on European contemporary issues and Indian-EU comparative studies, and progressively running courses and degree schemes on EU topics at the post-graduate level (MA, M-Phil, PhD), preferably in an interdisciplinary fashion, involving primarily Economics, Law, Politics and Contemporary History. At present there are no distinct EUS MA or M-Phil degree programmes in India.
- four well-supplied and adequately accommodated and managed European Documentation Centres, properly responding to three main criteria, i.e. (i) accessibility, (ii) visibility and (iii) quality;

- properly established facilities and provisions at each of the four CEUS for the training of teachers (refresher courses), as well as for professionals such as lawyers, journalists, government officials and civil society (out-reach programmes) on EU-related topics and Indian-EU relations;
- publications popularising the Programme's activities (newsletter) and disseminating knowledge on EU-related topics (journal), among academics, policy-makers and business leaders.

In the medium-term, the high profile of the four CEUS will arouse the interest of:

- universities associated to the Programme, and other HE institutions in India in implementing European Union Studies options at MA and PhD level;
- policy and business decision-makers and opinion leaders in India, thus facilitating the dissemination of information and knowledge about the EU and its Member States and leading to a more effective cross-cultural dialogue and effective business relations between India and Europe.

### **3.2 Approach**

The implementation of the ESP will take account of the fact that the four CEUS have several functions to fulfil, ranging from teaching and research to training, information and advice. Consequently, programme implementation will concentrate on the development of a core teaching, research and training capacity in order to serve the above objectives of the EUSP, as well as provide information and appropriate feedback to the business community, the Indian authorities concerned, and the wider public.

Therefore, the programme will focus on the following targets:

- setting up four CEUS and adapting their structure, organisation and management methods accordingly;
- organising CEUS activities and implementing appropriate monitoring methods;
- formalising, organising and developing co-operation between the four CEUS and associated institutions (antennae or satellites);
- selecting, training and enhancing staff competencies at the four CEUS, its associated institutions and other academics concerned;
- developing within the four CEUS and associated institutions a comprehensive research agenda and improving research methodology;
- establishing and organising European Documentation Centres at the four CEUS. These EDCs should be designed as a basic support to the research and training of the four CEUS, as well as a "European window" providing transparent and accurate information to a wider Indian public.

The four CEUS will play a leading role in the implementation of the EUSP. Nevertheless, other HE/research institutions will be associated with the programme and partnership

agreements will be signed between the four CEUS and these institutions. The institutions selected are the following:

A: for the north: Indian Institute of Foreign Trade (IIFT), New Delhi. Specialism: the economics of European integration. Associates: the Indian Institute of Management, Lucknow, and Jawaharlal University, Delhi.

B. for the east: Jadavpur University, Calcutta (central university). Specialism: the politics and international role of the EU. Associate: Indian Institute of Management, Calcutta.

C. for the south: The National Law School of India University, Bangalore (central university). Specialism: EC law. Associates: Indian Institute of Management, Bangalore, and Pondicherry University.

D. for the west: Goa University (state university). Specialism: the history of EU construction and related humanities topics. Associates: Indian Institute of Management, Ahmedabad, and Pune University.

The Indian Institute of Foreign Trade, which is an autonomous institution with close links to the Ministry of Commerce, will also host the Programme Co-ordination Office (see below).

The possibility of associating more institutions to the programme will be studied after two years of implementation.

### **3.3 Programme Components**

#### **3.3.1 European Fellows-in-Residence**

The Programme will provide for the assignment of European Fellows-in-Residence (EFR), recruited by the Consortium of European Universities, to the four CEUS and their associated institutions, for the duration of the programme. Generally, EFRs are to lend long-term support to the ESP and relate to the activities assigned to the Co-ordination Committee.

EFRs will be European scholars, with a specialisation in Contemporary European Studies, and preferably a prior experience of India. They should have a significant background in either one or more of the disciplines of Economics, Law, Political Science and History.

EFRs will also have the capacity required for: (i) providing a permanent contact between the Indian and European organisations concerned and (ii) ensuring, together with the CEUS Co-ordinators, a proper management and monitoring of the EUSP.

While assuring the co-ordination of the EUSP activities at the respective CUES, EFRs will also act as part-time lecturers and research fellows, under the supervision of the European Director and visiting European professors, and in liaison with the Co-ordinator of the respective CEUS.

EFRs will be assisted by a local staff/administrator in each of the four Centres, who will also contribute to the work of the Co-ordination Office at each Centre.

Among the specific tasks of the ERFs are:

- engaging actively in the design and implementation of courses or degree schemes of the EUSP;
- playing an active part in the arrangement of visits by European professors, e.g. with regard to accommodation, teaching assignments, etc.;
- helping, in conjunction with the Consortium of European Universities, to ensure that proper arrangements are being made for the placement of students and faculty-fellowships in Europe (which should include provisions for accommodation at affordable prices). He/she will also help in the arrangement of research visits by Indian academics in Europe;
- providing support to the CEUS Co-ordinator in establishing contacts, identifying and locating the appropriate expertise required for the development of the programme (including contacts with European cultural organisations and commercial enterprises established in India);
- paying regular visits to CEUS associated HE/research institutions;
- assisting the CEUS Co-ordinator in establishing and facilitating contacts with the other three CEUS and the Programme Co-ordination Office;
- ensuring, together with the CEUS Co-ordinator, organisational and financial management of the Centre.
- preparing, together with the CEUS Co-ordinator, an initial inception report, global and annual financial and technical workplans and three-monthly reports (to be agreed with the CEUS Co-ordination Committee and to be approved by the Academic Committee and the European Commission).

The main outcome of this assignment will be:

- an appropriate operational set-up of the four CEUS and a streamlined implementation of the EUSP;
- an appropriate dissemination of information of programme activities and results;
- well established channels of communication among the four CEUS and their activities;

### **3.3.2 EU Professors' Visits to India**

A number of European scholars, and other experts as required, will visit the four CEUS and their associated institutions (84 monthly visits). These missions will be scheduled by and co-ordinated with the European Director, in collaboration with the Programme Co-

ordination Office, CEUS Co-ordinators and the EFRs. The major tasks of these specialists will include (but will not be limited to) the following:

- training staff at the four CEUS and their associated institutions in the various fields of European studies;
- advising the four CEUS and their associated institutions on research methodology and agenda, monitoring research works, whenever required; providing specific training to candidates for Postgraduate Scholarships, Faculty Fellowships and Senior Research Grants”;
- identifying and participating in, where feasible, joint research projects linking the four CEUS and their associated institutions with European faculties concerned;
- delivering conferences and teaching on courses at graduate level, in the various institutions associated to the EUSP in India;
- advising teaching staff from the four CEUS and their associated institutions in curriculum development and contributing to the upgrading of existing courses on European studies;
- presenting advanced topical seminars, targeted at Indian academics, civil servants concerned, members of the business community, and others as relevant;
- peer-reviewing articles to be published in the India Journal of European Studies and other publications;
- on returning to Europe, sharing with faculty staff of other European universities and other quarters concerned, his/her experiences in India.

Among other achievements, the expected output of the above actions will include the following:

- specialised training in the various fields of European studies provided to staff of the four CEUS and their associated institutions, as well as other scholars participating in the programme;
- research methodology and efficiency of the four CEUS and their associated institutions enhanced;
- around 60 conferences delivered in Indian HE/research institutes;
- around 50 advanced topical seminars (@ 2 days, 30 to 50 participants) and around 40 workshops (@ 1 day, 20 to 30 participants) over the period of the EUSP implementation.

### **3.3.3 European Union Studies Chairs**

European Union Studies Chairs, together with the Co-ordinator and the EFR, should be considered the pillars of the Centres for European Union Studies. They bear the main hopes for the long term prospects and sustainability of the EUSP. The role of the Chairs is thus crucial and their selection, interests and remuneration are critical. They will have high academic standing, be motivated to enhance the teaching, research and general capacity of the Centres, and will receive salaries or research contributions commensurate with this required standing and commitment. A higher financial reward and the prestige associated with such chairs will help to attract expatriate Indian academics living either in

Europe or the United States to return to India to take up such jobs, and will interest leading Indian academics who have so far only concentrated around 50% of their teaching and research activities in the EU area to engage full-time in this area.

Given the very low level of existing qualified academics in India, the programme will start with the appointments of Lectureships (first year) and Readerships (second year) before making full professorial appointments.

Each CEUS will start with one Lectureship, with another one to be added in year two. Year two will also see the introduction of a Readership at each of the CEUS. Chair appointments, at professorial level, are foreseen for year three.

The Chairs are fixed to the institution designated, i.e. if an individual holder leaves, he/she can not transfer the title to the new institution, unless the new institution has the possibility to make a similar appointment.

Among the results of this assignment will be:

Additional appointments in the field of EUS will increase the core teaching and research staff in the EUS area and help to make them viable academic units.

The reputation of the appointment of Lectureships, Readerships and Professors will provide prestige to the CEUS and enhance their standing in the Indian academic community. The CEUS will be able to raise interest among students and attract a larger and more qualified number of students to the EUSP.

The Chairs will enable the post-holders to establish collaborative links with their counterparts in Asia, Europe and elsewhere in the world where similar Chairs (e.g. Jean Monnet Chairs) exist, and profit from these collaborations.

### **3.3.4 Postgraduate Scholarships**

European Union Studies, being a new area of academic endeavour, will need to encourage interest by giving a number of annual postgraduate scholarships (PGS). Seventy-eight, varying from 1 to 6 months, will be organised in Europe for Indian post-graduate students in European studies at the four CEUS and their associated institutions.

The PGS will be advertised nationally to attract students to the four CEUS. Candidates will be chosen by an independent Selection Panel, which will meet two to three times a year.

Training in the appropriate European languages will be made a requirement, involving a three-month intensive language-training period. Language training will be undertaken where possible and appropriate in collaboration with EU Member State cultural institutions, organised either in the classrooms of these institutions or at the campuses of the CEUS.

The scholarships will enable students to raise their awareness and knowledge of European affairs by either enrolling for one term at a European university or by obtaining supervision from the host institutions on their research projects. The visits, especially if they are of three months or longer, will be combined as appropriate with travel in Europe, including visits to the European institutions or European enterprises.

Among the expected results will be:

- the raising of interest among students and attracting a greater number to the EUSP. It can also be expected that the quality of students enrolling in EUS will increase through the introduction of PGS.
- good placement prospects in European multinationals operating in India; various academic agencies and NGOs; Indian companies establishing branches in Europe; international institutions, and as potential teachers for the EUSP in India.

### **3.3.5 Faculty Fellowships**

Seventy faculty fellowships, with durations of between one and six months, will be organised in Europe for staff from the four CEUS and their associated institutions over the four-year programme period. The availability of the fellowships will progressively increase over the first two years.

Faculty Fellowships will be advertised and contain references to conditions, rationale, eligibility and required results. Candidates will be chosen from among CEUS and associated institutions' staff by an independent Selection Panel, two to three times a year.

These intensive training periods, which will also include both attendance, and participation in conferences/seminars, will be geared to providing teaching staff with the means of enhancing their expertise, updating their factual knowledge about European affairs, acquiring documentation and developing contacts.

These visits to Europe should be the occasion to initiate longer-term partnerships with European training institutions in order to develop possible "sandwich" programmes and joint-research projects with these institutions.

Moreover, the Indian academics involved should also be given the opportunity of not only meeting university scholars but also public administration and business sector representatives from the various European countries visited.

The expected output of these faculty fellowships is the following:

- 70 CEUS and associated institutions research/teaching staff attending 1 to 6 months training sessions in Europe on advanced EU-related topics, over the duration of the Programme;

- an improved awareness and knowledge of staff from CEUS and associated institutions on contemporary European issues;
- the progressive establishment of a network of contacts between the four CEUS, their associated institutions, and other Indian academics and European specialists;
- an increased capacity in the four CEUS and their associated institutions to provide relevant information to Indian government departments and to the business community.

### **3.3.6 Senior Research Grants**

Sixty-four senior research grants, varying in value from € 5 000 to € 20 000, will be provided within the framework of the programme. These research grants will be targeted at enhancing capacity, amongst researchers of the four CEUS and their associated institutions, to conduct high-level and intensive research on topics related to the EU.

Research grants will be advertised and contain references to conditions, rationale, eligibility and required outcomes. An independent Selection Panel will choose candidates from among CEUS and staff from associated institutions, two to three times a year.

While academic criteria should be of importance, some flexibility should also be applied, if there are not enough “good” proposals in a particular year from one particular CEUS. If the latter were to occur, unused funds should be made available the following year for that particular CEUS. In the meantime, the Academic Council should provide both encouragement and guidelines as to how the quality of applications for research grants might be improved. The overriding objective must be to ensure the flow of research grants to each CEUS in order to create communities of researchers with an interest in EUS.

Research topics can range from EMU, Internal Market, CAP, CFSP, to EU-Indian relations. In the case of the Indian Institute of Foreign Trade (IIFT), research topics may relate to: trade, investment and technology transfer between the EU and India; global developments affecting external relations of the EU and India and their possible impact on their bilateral relations

The research projects, in Europe, should provide the opportunity of launching joint-research projects with European research teams concerned.

The expected output of these research grants will be:

- over 60 CEUS and associated institutions research staff, pursuing projects on advanced EU-related topics, or EU-India relations, over the duration of the Programme;
- progressively improving research and teaching standards within the four CEUS and their associated institutions.
- disseminating research results of both a scientific and applied social science kind, to academics, government officials, policy makers, opinion leaders, etc.

### **3.3.7 Training Programmes**

#### **3.3.7.1 Seminars and Workshops for CEUS staff: Training of trainers/refresher seminars**

Topical advanced weekly seminars will be organised in each of the four CEUS and their associated institutions. Foreseen are two annual weekly seminars in each of the four respective core disciplines: Economics, History, Law and Political Science. Given existing low number of qualified EUS staff in India, the training of trainers (refresher courses) will be one of the priority items of the EUSP in India, particularly in the first two years of the programme. Consequently, in the first two years, this activity will be largely provided by visiting European professors/experts at institutions of the four CEUS, in each of the four core disciplines; involving advice on literature, curriculum structure, research design, and EU development. In subsequent years local staff will provide an increasing share of the instruction.

The seminars will be open primarily to HE/research institutions' scholars and also to trainers from other public and private sector institutions. They will be relevant to those studying various disciplines related to international relations as well as to those on specific European Studies courses.

In order to ensure the effectiveness of such sessions, the participants will be limited to a workable number of 12 to 15.

In the third and fourth year these seminars will be partly modified into workshops, with 15 to 20 participants each. For such purposes, the four CEUS and their associated institutions will gather experts (academics as well as top-level policy makers and government officials) from India to participate and deliver papers in these working sessions.

#### **3.3.7.2 Out-reach Seminars and Workshops for Professional Groups**

The four CEUS and their associated institutions will organise a series of out-reach training programmes for professional groups, e.g. government officials, business organisations, journalists, lawyers, NGOs, etc..

In the case of the IIFT, training programmes will be directed to Government officials in the concerned ministries such as the Ministry of External Affairs and Ministry of Commerce as well as the officials of Trade Promotion Organisations such as IPTO, Export Promotion Councils, etc. Private sector organisations (chambers of commerce, professional bodies, sectoral organisations) will also be involved. The focus of the IIFT training programmes will be on current issues relating to bilateral economic and political relations and to deliberate on measures for further enhancement of the economic linkages.

The four CEUS and their associated institutions will ensure the careful organisation and monitoring of a total number of around 120 seminars, workshops, and special out-reach training programmes, which should also contribute towards raising the profile of the EU and promoting a better understanding of its values in India. A close co-ordination with the EU Delegation in Delhi and the cultural institutions of EU member states will be established in the preparation of these events. Where appropriate, the European Business Information Centre/the Council of EU Chambers of Commerce in India will play a role in the organisation. Sponsorship from EU firms, established in India, will also be actively sought. In the first instance, contacts should be made with the newly established European Business Club in New Delhi, comprising around 200 European enterprises in India.

The expected outcome of the advanced topics seminars, workshops and out-reach training programmes includes:

- arousing interest and increasing knowledge on EU-related topics amongst a core groups of Indian scholars, policy-makers and opinion leaders, thus ensuring a progressive popularisation of contemporary European developments;
- increasing the visibility of the EU in India and promoting the excellence of its HE and research institutions, as well as that of its economic sector;
- sensitising public opinion about major issues in Indo-EU relations.

### **3.3.8 European Documentation Centre**

The EUSP will provide for the setting-up of a “European Documentation Centre” (EDC), as a specialised library within each of the four CEUS, with a view to facilitating research and providing teachers/researchers, administration officials and the business community with up-to-date reference material.

This specialised documentation section will require:

- appropriate accommodation and management to be provided within the existing premises of the host organisations, in order to ensure the accessibility, visibility and quality of the EDCs;
- a clear separation between EDCs and any other library holdings;
- a permanent authorisation to import the whole documentation required for building up a comprehensive and proper depository of EU-related published material;
- the acquisition of books, periodicals, newspapers and non-classified European official documents/publications;
- the acquisition of hardware and software allowing access to existing data bases providing information related to on-going research on European studies topics and facilitating a networking with other EDCs in India, and possibly with other EDCs in Asia;
- the establishment of a joint web-site, the appointment of an EDC Librarian/Officer.

The location of the EDCs will be in each of the four envisaged CEUS (Indian Institute of Foreign Trade, Jadavpur University, National Law School of India University, and Goa University).

The expected result of establishing and formalising EDCS will be:

- an extensive collective of documentation, including key documents on EU affairs;
- 800 to 1000 books and monographs on EU related aspects;
- 100 to 120 professional journals on EU or European integration matters.

It is noted that the European Business Information Centre (EBIC) in India is the Official Sales Agent of the Official Publications Office of the European Communities.

### **3.3.9 Publications**

The four CEUS and their associated institutions will publish information on, results of ESP activities through:

- a bi-monthly “newsletter” by each CEUS, with the assistance of the Programme Co-ordination Office, targeted at academic, government departments and business quarters and providing information on recent and forthcoming activities of the EUSP (seminars, workshops, out-reach training programmes, visitors, awards for studentships, faculty-fellowships, research grants, post-graduate student enrolment and completion, publications of books and journal articles, student affairs, etc.);
- the Indian Journal of European Union Studies
- books, monographs, journal articles (other than published in the Indian Journal of European Union Studies), official reports, etc..

All four CEUS newsletters will be of a similar, if not identical format. The Programme Co-ordination Office (PCO) will ensure a high degree of uniformity. The PCO will also publish an additional newsletter, which will report on the EUSP generally and might reprint, possibly in an abridged form, some of the items published in the regional newsletters.

The six-monthly Indian Journal of European Union Studies will be a scientific publication and will, therefore, have to comply with generally accepted standards for such publications. All articles presented for publication in this journal should be subject to peer-review by visiting European professors and/or, wherever possible, Indian or Asian experts in European Union Studies.

It will be the task of the PCO to co-ordinate all publication material. (See also 4.7 below: Promotion of the Programme).

## **4. IMPLEMENTATION AND MANAGEMENT**

### **4.1 Executing Agencies**

The CEUS host institutions will act as Executing Agencies. The Indian Institute of Foreign Trade will host the Programme Co-ordination Office (PCO).

### **4.2 Language Regime**

The language of the programme will be English, and all documents related to the programme (reports, information material etc) will be in English. Course of study of other European languages will be made available to faculty and students going to European Universities where they will need to work in a language other than English, prior to their departure from India.

### **4.3 General Management**

#### **4.3.1 European Technical Assistance/Consortium of European Universities**

The European Commission will recruit, through a call for tenders, a consortium of European universities to provide technical assistance to the programme, to deliver the inputs enabling the successful provision/organisation of the different components, to monitor the programme and to report on it, and to manage the EC financial contribution. The consortium will comprise universities from at least three different European Union Member States. The consortium will appoint a senior European academic as European Programme Director, an Indian academic as Director of the Programme Co-ordination Office, and will set up a secretariat in Europe.

#### **4.3.2 CEUS Co-ordination Committees**

Each CEUS will have a Co-ordination Committee, which will consist of the Centre Co-ordinator (nominated by the host institution and approved by the European Commission), the European Fellow-in-Residence, the Jean Monnet Chair (once appointed) and representatives of the different schools, faculties and other institutions involved in the programme. The Co-ordination Committee will meet on a bi-monthly basis and will, inter alia, agree on global and annual technical and financial workplans as well as on an initial inception report (to be prepared by the Fellow-in-Residence and to be approved by the Academic Committee and the European Commission), and will oversee their implementation.

#### **4.3.3 Academic Committee**

The programme as a whole will be overseen by an Academic Committee, which will meet on a twice-yearly basis in New Delhi. The Academic Committee will, inter alia, be responsible for appointing on an annual basis a Selection Panel (see below), for approving the global and annual technical and financial workplans of the four CEUS and of the Programme Co-ordination Office, and for monitoring the programme. The

Academic Committee will comprise: a high level nominee of Indian Government, a representative of the European Commission Delegation in New Delhi (Chairperson), an Indian academic nominated by the Ministry of Human Resource Development (not from any of the host institutions), and a European academic, nominated by the European Commission (not from the Consortium of European Universities).

#### 4.3.4 Selection Panel

Applications for Postgraduate Scholarships, Faculty Fellowships and Research Grants will be assessed by a Selection Panel, which will be responsible for proposing successful applications. The recommendations of the panel will be submitted to the European Commission for endorsement. The panel, the members of which will be chosen by the Academic Committee, will comprise two Indian and two European academics (with no involvement in any of the institutions linked to the programme), from different disciplines related to European studies, such as Law, Political science, Economics, and History.

#### 4.3.5 Programme Co-ordination Office

A Programme Co-ordination Office (PCO) will be established in New Delhi, hosted by the Indian Institute of Foreign Trade (IIFT). The PCO will be headed by a Director (Indian national) appointed by the European consortium of universities. The tasks of the PCO will be, inter alia, to ensure co-ordination, together with the consortium of European Universities secretariat in Europe, of the inputs to the different CEUS (e.g. missions of European specialists), organise meetings of the Academic Committee and Selection Panel, compile reports on the programme as a whole, ensure the timely delivery of workplans, and establish a consolidated inception report and global and annual technical and financial workplans for the programme.

#### 4.4 Time Schedule

The duration of the programme will be four years.

Following the recruitment of the Consortium of European Universities, work will begin on setting up the Programme Co-ordination Office and the four CEUS. Thereafter the different programme components will begin to be implemented as below:

<b>Programme Components</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Visiting European Experts	15 @ 1 mon	20 @ 1 mon	25 @ 1 mon	25 @ 1 mon
Fellow-in-Residence	4 for full year	4 for full y	4 for full y	4 for full y
EUS Chairs	4 for full year	11 for full y	15 for full y	15 for full y

Senior Research Grants	16 for full year	16 for full y	16 for full y	16 for full y
Faculty-Fellowships	8 for 1-6 mon	15 for 1-6 m	21 for 1-6 m	26 for 1-6 m
Postgraduate Scholarships	20 for 2-6 mon	20 for 2-6 m	20 for 2-6 m	20 for 2-6 m
CEUS Seminars/ Workshops	32 for 1 week	32 for 1 w	16 for 1 w	16 for 1 w
Out-reach Seminars/ workshops	16 for 1-2 days 4 for 1 week	24 for 1-2 d 8 for 1 w	24 for 1-2 d 8 for 1 w	24 for 1-2 d 8 for 1 w
European Doc Centres	Creation of EDC Organisation Acquisitions	Aquis. of books periodicals	Aquis. of books periodicals	Aquis. of books periodicals EDC fully established
Publications	Start of public. of EUSP newsletter	Reg. public. of EUSP NL Start public. of EUS Journal	Reg. pub. of EUSP NL Reg. pub. Of EUS Journal	Reg. public. of EUSP NL Reg. Public. Of EUS Journal

## 4.5 Inception, Reporting, Monitoring, and Evaluation

### 4.5.1 Inception Period and Reporting

Within three months of programme start-up, the Consortium of European Universities will present a detailed inception report to the European Commission. This will include contributions from the four CEUS and the PCO, and will have been approved by the Academic Committee.

The inception report will include:

- an overall workplan, covering the broad strategic orientations and milestones over the entire duration of the programme. The workplan will cover both technical and financial matters;
- a detailed workplan for the first year of the programme, covering specific objectives and activities, together with an expenditure forecast, a budget and a cash flow projection, procurement procedures and schedules and staffing patterns;
- a detailed plan for the set up and operation of the programme management structure, for the financial arrangements for the programme, for internal reporting, monitoring and evaluation mechanisms, and for co-ordination among the four CEUS, the PCO, and the Programme Secretariat in Europe;

- a report on progress made during the first three months (inception phase) and on difficulties and constraints encountered and solutions proposed.

Every three months the Consortium of European Universities will deliver progress reports to the Academic Committee and the European Commission. These reports will highlight strengths and weaknesses, describe progress achieved in the implementation of different parts of the programme, and provide updates on financial and technical progress.

Prior to the end of each year of programme operations, the Consortium of European Universities will submit a detailed workplan for the next year of the programme, covering specific objectives and activities, together with an expenditure forecast, a budget and a cash flow projection, procurement procedures and schedules and staffing patterns. This will take into account contributions from the four CEUS and the PCO, and will have been approved by the Academic Committee.

A draft final report will be submitted by the Consortium of European Universities three months before the end of the programme. This will summarise all earlier reports and will include a workplan for the last three months of the project (as well as the other usual components of progress reports).

The Consortium of European Universities will submit a final report no later than six weeks after the end of the programme.

#### **4.5.2 Monitoring and Evaluation**

The Consortium of European Universities, together with the CEUS and PCO, will set up and operate an internal reporting, monitoring and evaluation mechanism to ensure that indicators and targets set for the programme can be measured, tracked, and evaluated. This will be done, inter alia, through a systematic use of questionnaires to obtain feedback from participants in the different activities supported by the programme, and the systematic analysis of this feedback.

An independent external evaluation of the programme will take place two years into the programme. Modifications to the provisions of the programme may be proposed on the basis of the findings of this evaluation.

Six months to a year after the end of the programme a further independent external evaluation will be carried out.

#### **4.6 Co-ordination with Activities of the European Union Member States**

The EUSP will complement long and well established relations the different institutions from the different European Union Member States have had with India in the fields of cultural and education co-operation. Much of the bilateral co-operation in these areas has been carried out by institutions such as the British Council, Alliance Française, Max

Müller Bhavan, Fundação Oriente, Gulbenkian Foundation, Konrad Adenauer Foundation, Agnelli Foundation, and the German Academic Exchange Service.

Several cultural institutions of EU member states have expressed strong support for the EUSP and declared a keen interest to collaborate in its activities, e.g seminars, workshops or conferences, faculty fellowships and studentships, the visiting programme of European professors, and training programmes. Such collaboration will be co-ordinated by the Project Co-ordination Office, which will ensure information flow to the different European institutions

When language training is required to prepare programme participants for study or research in Europe, this will be sourced, whenever possible, at the above mentioned institutions.

#### **4.7 Promotion of the Programme**

Given that one of the main aims of the programme is to raise the profile of the European Union in India, effective promotion is a crucial element. Such promotion will also result in optimal take-up of the learning opportunities that the programme offers. Therefore promotion and dissemination of information, particularly to agencies seen as multipliers, will be inherent aspects of most programme activities. Promotion will be directed primarily towards the following:

- universities and other higher education institutions, both in India and the European Union;
- private sector organisms in India, including chambers of commerce, trade and industry organisations, financial institutions, and companies and executives themselves;
- public sector organisms, including central government ministries, state governments, and public bodies;
- India-based European Union diplomatic representatives, public sector organisations, and companies;
- the media, both in India and the European Union.

While the many seminars and workshops supported by the programme will have an important promotional role in themselves and will therefore be central to the dissemination of information and to awareness building among target groups, other promotional instruments will include:

- the regular and frequent publication and distribution of newsletters;
- the issuing of press releases and the holding of press conferences, followed up by press/radio/TV interviews whenever possible;
- the development and maintenance of a programme web-site, to be hyper-linked to appropriate European and Indian sites (including the European Commission Europa server);
- the publication and distribution of an Indian Journal of European Studies;

- regular and frequent briefing sessions to EU embassy representatives (organised in collaboration with the EC Delegation in New Delhi);
- the participation of programme representatives in conferences and other appropriate events in both Europe and India; these will include events organised by other EC supported initiatives such as the European Business Information Centre (EBIC).

In order to enhance the visibility of the programme itself and of the EC's support for it, the Consortium of European universities will design a logo, to be approved by the European Commission, which will be easily recognisable and understood. It will be used on all promotional materials, internal and external documents, and at all events at which the programme has a presence.

#### **4.8 Financial Arrangements**

The EC contribution to the programme will be paid through the Consortium of European Universities, which will open special EURO accounts in Europe and India. Amounts will be paid to the Consortium in accordance with European Commission rules and procedures. These will be set down in the technical assistance contract to be established between the Commission and the Consortium of European Universities. The four CEUS host organisations will open EURO accounts to receive and manage the EC funds received from the Consortium of European Universities to pay costs incurred locally which are covered by the EC's contribution.

The Indian contributions will be handled directly by the CEUS host institutions. Detailed financial requirements for the CEUS and PCO, for both EC and Indian budget contributions, will be set down in the annual financial workplans, to be agreed with the Academic Committee and approved by the European Commission.

#### **4.9 Procurement and Contracting Arrangements**

European technical assistance (Consortium of European Universities) will be recruited on the basis of European Commission tendering procedures.

Procurement of goods and services for the programme will be subject to the Commission guidelines covering procurement.

## 5. COST ESTIMATES AND RESPECTIVE CONTRIBUTIONS

### EC contribution (in euro)

1. Centres for European Studies (CEUS)	
• European Fellows-in-Residence	1.664.000
• EU Professors Visits to India	858.000
• EUS Chairs	608.000
• Postgraduate Scholarships in EU	355.280
• Faculty Fellowships	282.880
• Senior Research Grants	480.000
• Training Programmes	344.296
• European Documentation Centres	400.000
<i>Sub-total</i>	<i>4.992.456</i>
2. Management and Co-ordination	
• Programme Co-ordination Office (including Selection and Academic Committees)	234.000
• Secretariat in Europe	463.000
<i>Sub-total</i>	<i>697.000</i>
3. Publications/Promotion	92.000
3. Programme Evaluation	80.000
4. Contingencies	138.544
<b>TOTAL</b>	<b>6.000.000</b>

### Indian (in-kind) Contribution (in euro)

1. Centres for European Studies		
	(For each centre)	(Total for 4 centres)
Office, library accomm./furniture	337.600	1.350.400
IT/Telecoms equipment	6.400	25.600
Office running costs	20.000	80.000
Communication costs	20.000	80.000
CEUS Co-ordinator salary	44.000	176.000
Librarian for Eur. Doc. Centre (salary)	32.000	128.000
Other CEUS staff salaries	40.000	160.000
<i>Sub-total</i>	<i>500.000</i>	<i>2.000.000</i>

Programme Co-ord. Office Accomm.  
120.000

**TOTAL** **2.120.000**

**TOTAL PROGRAMME BUDGET** **8.120.000**

The Indian contributions will be made available by the host organisations. The availability will be ensured by the Indian Government.