



## COORDINATION MEETING WITH INDIAN PARTNERS

Online Conference through MS Teams ([Link to the Meeting](#))

**Friday 22<sup>nd</sup> January**

09:30-12:00 CET / 14:00-16:30 IST

### AGENDA:

1. **Welcome & Introductory remarks**
2. **Update on work done by Indian partners since March 2020**
  - **Status of coaching** carried out between April and December 2020
  - **Report from each partner on the refinement of the implementation plans** from the coaching received
  - **Implementation plan of each partner to be launched in January-February 2021.** The **related planned outcome report**, that is expected at the end of June 2021 (an extensive report on how EQUAMBI modified the benchmarking strategies of the partner institution)
3. **Information on pending transfers of funds and proposal for individual monitoring of administrative justification of project expenditure.**
4. **Next steps and other issues**
5. **End of meeting**

### ATTENDANCE LIST:

UB – Agustina Calabrese

UB – Jaume Fortuny

NAAC – Wahidul Hasan

NAAC – Jagannath Patil

NAAC – Umesh Kumar

SYMBIOSIS – SVK Bharathi

SYMBIOSIS - Bhama Venkataramani

IITM – Rashmi Uday Kumar

MYSORE – Hemantha Kumar G.

MYSORE – Chadrajith M.

EDULINK/AID/OBREAL-GLOBAL – Nicolas Patrici

EDULINK/AID/OBREAL-GLOBAL – Chaitanya Mohan

MANGALORE – Shashirekha H.L.

MANGALORE - Veerabhadrapa

External Evaluator – Elizabeth Colucci

### EXCUSED ATTENDANCE:

SHIVAJI – R.K.Kamat

### NON-ATTENDANCE:

JADAVPUR



## 1. WELCOME & INTRODUCTORY REMARKS

An overview of the status of the EQUAMBI project is given, highlighting that there have been delays in implementation because of the COVID19 crisis and the multiple confinements in both Europe and India.

Nicolas Patrici, former coordinator of the EQUAMBI project, no longer represents the UB as he has no contractual relationship with the university. However, as he is currently linked to Edulink-AID-OBREAL GLOBAL, he is still involved in the project. Jaume Fortuny and Agustina Calabrese are now the main people in charge of the coordinating entity for the implementation of the project and as points of contact.

The University of Barcelona, through Jaume Fortuny or Agustina Calabrese, will collect the implementation plans and check the status of implementation in each partner institution in India. The University of Barcelona will set up at least 5 or 6 virtual meetings to follow up the different discussions (1-to-1 meetings between the coordinator and the Indian partners, and two consortium meetings before the end of the project). Indian partners can present their application examples during these meetings.

The UB will contact UNIROMA La Sapienza University to check if we can organise the planned study visit to Rome (although due to COVID restrictions, it will be in online format). The final conference, to be led by NAAC, will also be organised online. The consortium will also be able to participate in the event being organised by SIU in April.

Elizabeth Colucci, the external evaluator of the project, is participating as an observer. She will lead the second phase of the evaluation.

Partners are informed that the extension of the project was approved, and that the eligibility period will end on 14 July 2021.

## 2. UPDATE ON THE WORK DONE BY INDIAN PARTNERS SINCE MARCH 2020

Partners are asked to state where they are in the development of Work Package 5, to detail:

- The status of the coaching undertaken between April and December 2020.
- To report on the refinement of implementation plans based on the coaching received
- To report on the timing and scope of the Implementation Plan.

It is recalled that a comprehensive report on how EQUAMBI modified the benchmarking strategies of the partner institution is expected from each of them by the end of June 2021.

Partners report the following:

## 2.1 NAAC (Wahidul Hasan, Jagannath Patil)

NAAC has already finished and shared with the project coordination the study of good practices. Some European partners have not yet submitted their good practices. Jaume is following this issue to complement the study of good practices and to share it with all partners in order to get feedback and make the appropriate modifications.

Now that the Indian institutions are starting to function again, it will be possible to prepare the implementation plans.

## 2.2 SYMBIOSIS (SVK Bharathi, Bhama Venkataramani)

SIU presented the progress of the work since April 2020. Firstly, the coaching made with ANECA from April to December 2020, discussing from item 0 to item 11 of the toolkit:

### Symbiosis International (Deemed University)

Table 1: EQUAMBI – PHASE III - IMPLEMENTATION OF QAM TOOLKIT - SUMMARY OF COACHING

Date / Time of coaching	Duration of the coaching	Coached by	Attended by	Discussion points
25.03.2020 (1730-1845 hrs IST)	75 minutes	Dr. Pablo Onate, Dr. Rafael Llavori, Dr. Cecilia Ruiz	Dr. Bhama Venkataramani and Dr. S. Vijayakumar Bharathi	Deliberation on the Implementation Toolkit - Item-wise discussion – Sharing of reference document for benchmarking – tentative dates for phase-wise completion
02.04.2020 (1600 hrs-1735 hrs IST)	95 minutes	Dr. Pablo Onate	Dr. Bhama Venkataramani and Dr. S. Vijayakumar Bharathi	Clarify on the timelines for the implementation plan - Review and recommendation for revision to the write-up about the implementation toolkit with particular reference to item 0, 1 and 3
06.04.2020 (1800-1845 hrs IST)	45 minutes	Dr. Pablo Onate and Dr. Rafael Llavori	Dr. Bhama Venkataramani and Dr. S. Vijayakumar Bharathi	Reflection on the EQUAMBI Zoom meeting with all partners – Review the plan of action for April and May
23.04.2020 (1730-1835 hrs IST)	65 minutes	Dr. Pablo Onate, Dr. Rafael Llavori	Dr. Bhama Venkataramani and Dr. S. Vijayakumar Bharathi	Discussion on the responses to item 0 and 1 (including all the sub-items)
16.07.2020 (1605 hrs-1735 hrs)	90 minutes	Dr. Pablo Onate, Dr. Rafael Llavori	Dr. Bhama Venkataramani and Dr. S. Vijayakumar Bharathi	Discussion on the responses to item 2,4,5, and 9 (including all the sub-items)
30.12.2020 (1630 hrs – 2130 hrs)	300 minutes	Dr. Pablo Onate, Dr. Rafael Llavori	Dr. Bhama Venkataramani and Dr. S. Vijayakumar Bharathi	Discussion on the responses to item 6,7,8,10 and 11 (including all the sub-items) Review by mentors on all the 11 items (0 to 11 of the toolkit) Finalization of toolkit and submission thereof – discussion about sharing of the final version of the toolkit and related correspondence

Secondly, SIU presented the process for the refinement of the Implementation Plan through the list of email exchanged after every coaching meeting held:



Table 2: Details of E-mail Correspondence relating to QAMBI Toolkit Preparation Coaching

Date of E-mail	Subject Matter
16.03.2020	EQUAMBI Toolkit & Implementation Template Post-Pune versions
16.03.2020	VERY IMPORTANT Re: EQUAMBI Toolkit & Implementation Template Post-Pune versions
20.03.2020	Item No. 3 of template for discussion
22.03.2020	Revised version of item no. 3 of implementation plan
23.03.2020	Revised version of item no. 3 of implementation plan
23.03.2020	Request review of Item No 3 of the implementation plan and subsequent coaching
24.03.2020	Skype Call March 25: Request review of Item No 3 of the implementation plan and subsequent coaching
02.04.2020	Skype conversation tomorrow (Thursday)?
31.03.2020	Zoom Call to Discuss Toolkit & Implementation Template Post-Pune versions (06.04.2020)
06.04.2020	EQUAMBI-MEETING: NEW ZOOM LINK FOR EQUAMBI MEETING Re: Updates on EQUAMBI.- Re: VERY IMPORTANT Re: EQUAMBI Toolkit & Implementation Template Post-Pune versions
07.04.2020	Final comments to parts A, C, E of item number 3_PO
21.04.2020	Item 1d - Indicators vs. Evidences
12.05.2020	EQUAMBI-MEETING: NEW ZOOM LINK FOR EQUAMBI MEETING Re: Updates on EQUAMBI.- Re: VERY IMPORTANT Re: EQUAMBI Toolkit & Implementation Template Post-Pune versions <b>(EXTENSION OF EQUAMBI PROJECT - Proposal)</b>
15.05.2020	Record of the coaching sessions
18.05.2020	Summary of coaching sessions - Revised
31.05.2020	Item 0,1 and part of item 2 for your review
03.06.2020	Revised Item 1
13.05.2020	Items 4 and 5
17.06.2020	Item 9
18.06.2020	
05.07.2020	Coaching items 2, 4, 5, and 9
06.07.2020	Scheduling our skype conversation (16.07.2020)
06.07.2020	EQUAMBI-MEETING: NEW ZOOM LINK FOR EQUAMBI MEETING Re: Updates on EQUAMBI.- Re: VERY IMPORTANT Re: EQUAMBI Toolkit & Implementation Template Post-Pune versions <b>(EXTENSION OF EQUAMBI PROJECT - Approved)</b>
05.08.2020	Implementation plan
09.08.2020	Items 6,7,8,10,11 and remaining portion of Item 2
11.08.2020	
03.09.2020	Coaching
28.09.2020	EQUAM-BI
29.09.2020	
30.09.2020	
30.09.2020	EQUAM-BI Toolkit: Item number 10
13.10.2020	Attached: Revised EQUAM-BI Toolkit: Item number 10 - Work-in-Progress
14.10.2020	
31.10.2020	Follow up mail for update of status on the progress of implementation toolkit
01.11.2020	
02.11.2020	
18.12.2020	Greetings from Spain - Greetings from India
22.12.2020	(Completion of Toolkit and Coaching plan during the week starting 28 Dec)
23.12.2020	
30.12.2020	EQUAM-BI Coaching Meet - Dec 2020 @ Wed 30 Dec 2020 16:30 - 18:00 (IST) (svk bharathi)
30.12.2020	Revised Documents (for reference during the coaching – 6,7,8,10,11
07.01.2021	Consolidated document for review

On January 7<sup>th</sup>2021, SIU sent the consolidated document (more than 100 pages) for review to ANECA.

SIU placed this Implementation Plan to their top management, and they have taking in by.



SIU also wanted, apart from the eleven points that were given in the toolkit, to customize it to SIU core competences and its very basic purposes. For example, they took one point called "Health and Wellness" where SIU, among other things, is very keenly focus. In the default toolkit they could not find "Health and Wellbeing" as one of the points. So, what they thought was, based on their experience of writing the toolkit from 0 to 11 points, that they could then extended to something which is unique and extremely wanted for SIU. With that perspective, they started to implement the toolkit by requesting their Faculty of Health Sciences to contribute to what efforts they are making to enhancing the quality of health and wellbeing at SIU. The Dean of the Faculty of Health Sciences and his team, prepared a document, based on the same toolkit format, with now is under review by Bharathi and Bhama and tuned on what EQUAMBI requests. After the review process, it will be incorporated as part of EQUAMBI process.

Next Steps: As for the state of the implementation in SIU, some parts of the toolkit have already been implemented from 2020 onwards.

For example, a Quality Assurance Department has been created at the university, with its positions as well, which is responsible for monitoring not only external requirements (such as NAAC or NIR), but also for obtaining standardised data from all university stakeholders and preparing it in terms of quality and compliance with external and internal standards.

In addition, little by little, SIU will find out what can be more feasible and what can be implemented. That will be after discussions with the heads of the different departments, because all of them have contributed (academics, quality department, research departments,...) making this toolkit. So, SIU EQUAMBI staff will come back to them and say: these are some... of the areas we are interested in to really see how it progresses and what impact they can have.

Thus, at the end of the project, SIU will be able to provide constructive feedback on the implementation and its impact on the institution.

### 2.3 MANGALORE (Shashirenkha H.L.)

In the MU there has been some slowness in the development of the project these last few months. After the April meeting, Mangalore had two meetings with KTH and also some meetings with the University of Mysore and with Rashmi and Kavitha of IITM ). And discussions with the staff of Mangalore University itself.

Due to the pandemic, only a few people were allowed to enter the University until October. Now the Mangalore University is trying to collect the documents related to all the



implementation plans. MU has started doing so, but it is very busy with the NAAC accreditation which will take place on February 8, 9 and 10. Still, MU is trying to collect the documents. So even if it cannot get all the elements done, some of the elements can be implemented.

Next steps: Depending on the documents that MU staff linked to the EQUAMBI project obtain from other departments, they will be in a position to implement some lines of the plan in the institution and present a comprehensive report in June. Being a State University, some issues may not be resolved even at the Vice Chancellor's level and will have to go to the Government (as is also the case with Jadavpur University, Shivaji University, Mysore University and even IITM). In these cases, MU has no control in some of the aspects. Whatever is possible at the University level, MU will be able to implement it.

2.4 **MYSORE** (Hemantha Kumar G., Chandrajith M.)

The University of Mysore submitted the Good Practices report to NAAC on June 6<sup>th</sup>, 2020. Revised the suggestions and implementations of the toolkit driven by the University of Montpellier, ended by September 21<sup>st</sup>, 2020. Submitted the revised template on September 28<sup>th</sup>, 2020. Submitted the revised implementation toolkit on January 22<sup>nd</sup>, 2021.

Report on Implementation Toolkit:

Submitted Best Practices Report to NAAC	6 <sup>th</sup> June 2020. ✓
Received Review suggestion for Implementation Toolkit by University of Montpellier ✓	21 <sup>st</sup> September 2020.
Submitted reply to template <i>Revised</i>	28 <sup>th</sup> September 2020
Submitted revised implementation Toolkit	22 <sup>nd</sup> January 2021

*Implementation tool kit is ready*

UM will share the documents presented at the meeting to the coordination. Also, **UM make a call to all partners to share the revised implementation of the toolkit** to learn from the experiences.

Next steps: Implementing the toolkit at the University will have to be done carefully due to the pandemic. Many colleagues started again now, and the activities started to resume on 15 January. Thus, UM will complete the activities as soon as possible.



#### 2.5 IITM (Rashmi Uday Kumar)

IITM has been closed for a long period due to the COVID crisis. The last coaching discussions with KTH (with Calle and Mette) took place in March and April 2020, including a joint Whatsapp call with Mangalore (also coached by KTH). The university is not yet fully operational and will now start working on the implementation plan.

Next steps: IITM will contact the new KTH representative (Ms Pia Schmitt pisc@kth.se) to organise a joint discussion with MANGALORE and IITM and to finalise both coachings and further refine the implementation plans.

#### 2.6 EDULINK/AID/OBREAL GLOBAL (Chaintanya Mohan, Nicolás Patrici)

During the Pune meeting in March, Edulink-AID-OBREAL GLOBAL presented all the points and, at that time, some of them were already being implemented. Throughout 2020 and to date, the rest of the points of the plan have been implemented. They also updated and sent the toolkit to ANECA, closing this issue. Regarding this work package, no discussions with the European partners have taken place during the lockdown. In reference with the Good Practices, as stated by NAAC, Edulink-AID-OBREAL GLOBAL communicated that they have no good practices to share.

Next steps: Edulink-AID-OBREAL GLOBAL will send the updated toolkit and status shortly. Edulink-AID-OBREAL GLOBAL is made available to complete what is assigned or what needs to be done for the completion of the project.

#### 2.7 SHIVAJI (R.K.Kamat)

He excused his attendance at the meeting. He offered to follow up on the issues raised at this meeting and to work on whatever comes out of it. He will be contacted to supplement this report.

#### 2.8 JADAVPUR (Amitava Datta)

He was unable to attend the meeting. He will be contacted to supplement this report.



### **3. INFORMATION ON PENDING TRANSFERS OF FUNDS AND PROPOSAL FOR INDIVIDUAL MONITORING**

The UB explains that they are discussing internally the availability to transfer the second instalment of funds as soon as possible. The coordinator informs that will not transfer neither travel costs nor costs of stay, as they won't be use. Only staff costs will be transferred to partners, depending on the status of the justification of expenses for each partner.

For that reason, UB will organise individual meetings shortly to discuss the financial justification with each partner. It is important to have correctly justified (eligible and with full supporting documentation) of at least 70% of the expenses of the first instalment in order to be able to process the second payment to the Vice-Rectorate of the UB, which must authorise it.

It is stated that, if any partner has more staff costs and (due to the pandemic) we cannot spend on travel and stay costs, the coordinator would like to be able to give a little more funding to cover the additional staff costs that some participating institutions may have had. This depends on what evidence can be presented to the European Commission and whether they can give us their approval. But if the conditions are met, the coordinator will be happy to make the request to the Project Officer of the European Commission.

### **4. NEXT STEPS & OTHER ISSUES**

#### **4.1 SUMMARY FROM THE COORDINATION**

##### **a) On the outstanding work**

In order to submit the documents for the grant and to demonstrate the amount of work done by the partners, UB wants to justify this project as it was, reflecting the high involvement of all partners.

- Therefore, the coordinator will make in this month a report of the coachings that the partners have done or will perform in order to probe the amount of work that has been done. Individual reports on the coaching process and the refinement of the implementation plans of each partner that have not yet been sent to the coordinator should be sent as soon as possible.
- In addition, each Indian partner should write a comprehensive final report on how EQUAMBI modified the benchmarking strategies in each of the Indian partner institutions. This should be an extensive report to be submitted to the coordination by the end of June 2021. All partners have a lot of information to share in this report, so the coordinator would like to remind that this is very important also to demonstrate the work that each partner has done in the last three years. It would be great to close this project with a lot of information to build on the work we have all performed.





**b) On the financial aspect of the project**

- The UB will not transfer any more funds for travel and stay costs. But if the partners have spent more on staff and there are enough evidences, the coordinator will submit a proposal to the European Commission to allocate more funds for staff costs and ask for their approval.
- The coordinator will discuss with the new Vice-Rectorate of the UB the sending of the second instalment of funds once the first instalment is properly justified.

**c) On administrative issues**

- Everything concerning documentation and justification must be gathered before February-March in order to be able to focus on the implementation of these plans before the end of the project, which will be on 14 July 2021.
- For the final administrative justification, we will have the months of July and August 2021 to submit the outstanding documents before the coordinator undergoes an internal audit of the project.

**d) On pending activities**

- The UB will contact UniRoma to request the completion of the pending study visit in online mode (if feasible).
- The UB to contact Jadavpur University to request the implementation of the pending multiplier effect workshop in online mode (if feasible).
- The UB will coordinate with NAAC for the Final Conference to be held in early July, where each Indian partner is expected to present a summary of the extensive report, among other dissemination activities of the event.

**e) On the end of eligibility**

End of project: 14<sup>th</sup> July

**4.2 BHAMA QUESTION ON THE EXTENSIVE REPORT**

**Bhama:**

We already have a consolidated report that is almost ready to present, except for point number 12 which we have to work on. But what Agustina said, you want us to present how the toolkit has helped us to modify existing strategies, right?

We actually had strategies, but not in the context of the toolkit. The toolkit is something that we have just been given and we thought it was a good framework to work with. So to lay out why that will be able to present an implementation plan or how it has changed each of our strategies may be difficult to link, because the toolkit, as I said, is a framework that we just had. So we can pick out some points that we already had and say how it has been modified, which at most will be what we will be able to report to all of you. But it won't be a comprehensive report saying how each of the points modified the strategies that we had. So I wanted to make this observation here.



**Jaume:**

We assume that it is impossible to define an implementation plan and in six months to implement and evaluate it. Many of the actions will have an impact in the future. Some of the strategies can be implemented in the short term, but others need 12, 24 or 36 months. Therefore, it is interesting to focus on one or two strategies that are easy to implement and see how in a few months they have had an impact on the institution's strategies. For example, in your case, point number 12, which was born as a consequence of your implementation plan and has a profound impact on the core values of your institution, seems to me to be one of the strategies where you could focus.

The idea is to have a report of what you have planned, what you have been able to do, what you are currently working with and what you are going to do in the future with the implementation of the plan. There are results that can be delivered in a few months and you can explain the impact now, and others that will be delivered in the future.

**Bhama:**

In the next six months we will be able to demonstrate that we have implemented, for example, "the creation of our Quality Management Department". We have done that, and that is a result of this EQUAMBI project. The second one we can talk about is Health and Wellness. "Health and Wellbeing" as an outcome, how this EQUAMBI toolkit has influenced the university to look into this area. We can even present a third point. Three areas where we will be able to show some implementation before July. Also raise the timeline saying we will implement this and that, in this timeline. Some will be short term, some will be medium term, and some will be longer term.

**Agustina:**

It would also be necessary to report on the main constraints, what could not be done due to the pandemic, what could actually be implemented due to the time you had to implement it, etc. It is like a report of the main results of the project that will justify the work that has been done during the last almost four years. It has to be something real (you cannot change everything in such a short time), explaining what has happened and how your institution has benefited from the participation in this project.