



European Humanities University  
(Vilnius, Lithuania)  
Proposals on the EC  
Consultation:  
"Towards a new European  
Neighbourhood Policy"

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## The EHU Eastern Neighbourhood Center of Excellence (ENCE): the Tool to Create the EU – Eastern Neighbour Countries Connectivity

Vilnius, 2015

- Name of the submitting organization: European Humanities University
- Type of respondent (public authority, civil society organisation, think tank, association, citizen): a non-state non-profit university – higher education institution (tertiary level), officially registered in Lithuania by Registru centras on the 10<sup>th</sup> of March, 2006. (It was established in Minsk, Belarus, in 1992 and relocated to Vilnius in 2004 after its forced closure in Minsk for political reasons).
- Country of location of headquarters: Lithuania
- Contact details including an e-mail address:  
Tauro, 12  
LT01114, Vilnius, Lithuania  
Telephone: +37052639650  
Fax: +37052639651  
E-mail address: office@ehu.lt  
E-mail address for correspondence on these proposals:  
karina.barantseva@ehu.lt

Fully supporting the idea of essential necessity to undertake a fundamental review of the principles, on which the European neighbourhood Policy is based, as well as its scope and how its instruments should be used, in this paper European Humanities University is intended to stress the key ENP questions for discussion and to set out its proposals for the future direction of the ENP in these questioned positions, and on the other – to outline the forms, in which it is ready to join in the process of developing these new ENP directions if they are supported in the process of its re-examination.

### The ENP Challenges and Points to be Re-Examined: EHU Vision

From our point of view, the experience of ten years of the ENP implementation demonstrates its fundamental importance and benefit to the EU, as well as to neighbouring countries. The policy basically corresponds to its purpose and should be developed and maintained. On the other hand, some of its principles, as well as tools, after ten years of operation, need to be revised. We support the main directions of the ENP review proposed in the Joint Consultation Paper “Towards a new European Neighbourhood Policy” (Brussels, 4.3.2015JOIN(2015) 6 final) and, without pretending to develop proposals on all topics and give answers to all questions presented in the aforementioned document, we wish to make proposals concerning those moments of the basic directions of the ENP development, which are close to our competence as an academic institution and could not only be offered to the European Commission, but, if they are adopted, be implemented by our University.

To get a more equal partnership bringing good results is impossible without confidence of civil society, and even more - a critical mass of population of the neighbouring countries (as well as the EU Member States), in the usefulness and necessity of such cooperation, so as without visibility and tangibility of its results. One of the important issues, from our point of view, is that on the one hand, the potential results of such cooperation early in the process are in many cases contested by middle link practitioners in neighbouring countries - exactly by those who should implement this cooperation; then, when the results of the cooperation are actual, these practitioners try to ascribe them to themselves, to their own efforts, but say nothing about the contribution of the EU. Moreover, shortcomings and failures in their work they actively attribute to the co-operation with the EU and its “disastrous consequences”. As a result, the population of the neighbours lacks the information about the results, and is not always aware that many of the achievements have only been possible with the help of the EU. Information on the results of this cooperation, available to the public, is also limited by the language barrier: information in Russian and national languages, distributed by the EU Delegations in neighbouring countries, is very necessary and useful, but it is exploratory in its nature. The media resources, supported by the EU, are not always reachable for inhabitants of rural and other far from a capital regions. Information about the specific forms of cooperation, their

objectives and results, delivered by national media resource of the neighbouring states, broadcasting in Russian and national languages, most often, is either too general, or comes from Russian sources, or is distorted by journalists lacking corresponding skills.

On the other hand, a more equal and beneficial for both sides partnership requires a more careful approach to the applicability of particular forms of cooperation or assistance in particular neighbouring countries. At the same time, we do not suggest to follow a passive way - not to use some forms of cooperation, if they proved to be ineffective in a particular country or a group of countries. From our point of view, the main task of the ENP is not so much to develop cooperation with the neighbouring countries or to assist them - such a goal is characteristic of any foreign policy. *The uniqueness of the ENP, which was laid in its foundation from the outset and should be developed in the new stage is its focus on creating conditions for the formation of the grounds of efficiency and mutual benefit from cooperation.* This is the direction in which we see the ENP potential for re-launch and further development, as well as the point at which such a rebooting is principally necessary. Obviously, the "soft power" should become even softer - softer than the principle of "more for more" and the principle of conditionality that, in countries where there is no critical mass of the population supporting the EU membership, as well as in the actual state of a temporary suspension of the EU enlargement, is considered more as a "hard soft power".

Developing this idea, *we consider forming connectivity of neighbouring countries, the EU Member States and the EU supranational level as one of the concrete forms of realization of this ENP goal.*

*Connectivity* in our project is interpreted not only as a technical term, as it is used traditionally, for instance, in the Joint Consultation Paper "Towards a new European Neighbourhood Policy", but as *the state or extent of being connected or interconnected, and the possibility to actualize connections, fruitfully realize them both by the EU, its Member States and the Eastern European states, participants of the ENP and "the neighbours of the neighbours"*. We are sure, that connectivity of cultural patterns, of institutes, tools of their development, of foreign and home politics foundations, of different public policies principles – is the crucial point of the EU – Eastern Europe relations, and of a new European Neighbourhood Policy in particular.

To explain our idea in a more vivid way, let's sustain it in one of the dimensions, in which the connectivity forming is necessary. The majority of countries cooperating with the EU on issues of institutional development, implementation of the criteria for membership, adaptation of legislation, formally fulfil their obligations. On the other hand, neither EU Member States nor the general public in these countries often do experience major changes in the direction of true democratization, liberalization, support for EU values, that is, radical changes in their lives. The reason of it to great extend lies in the fact that under such transformations, copying or "recreating" the institutional framework of the EU, it is not taken into account such side of connectivity as the possibility of their organic connection with the realities of the neighbouring countries. Such alleged and then reversible processes are totally natural: everyone is aware that the Europeanization and the EU integration processes are influenced by various and changing causes and

obstacles which can lead to progress, regress or stagnation depending on existing political culture, modes of the external EU influence, ratio of its active and passive leverages, historical experience of a state, democratic (open, inclusive) or authoritarian (enclosed, excluding) institutions, social structure of society, a state of modernization and socio-economic development, and the constellation of political actors. Due to all these factors seemingly democratic institutions can be in practice far enough away from the content of democracy for the specificity of citizens' thinking, training of personnel, specific combination of the real socio-cultural, economic and political situation in a given country and etc.

That is why we regard the mission of the ENP not only as a support of tangible transformations, such as the implementation of the Copenhagen EU membership criteria, but *active and pro-active activities on creation and development of connectivity in these, to great extent, intangible dimensions, using "spot" forms of influence, clearly designed for a particular region, country, sector, and implemented through permanent interaction in different forms, sharing specific issues development, joint overcoming challenges and achieving results*<sup>1</sup>.

To describe the mechanisms for achieving connectivity that we are considering, we first clarify our vision of its basic components, accessible for real, limited in time and space influence.

- One of the main ways to ensure the successful implementation of the European integration processes, including prospect of the EU membership, as well as cooperation without plans of membership, for instance within the framework of the ENP, is related to the creation of basic conditions for connectivity in the institutional sphere. Given the fact that the EU is primarily an institutional project, built largely on the basis of functional and institutional approaches, such connectivity could be achieved primarily through institutional convergence of the EU and neighbouring countries. Perhaps the most important point of the new format of the ENP could be carefully designed and targeted process of its institutionalization in the neighbouring countries not only at the level of inter-state agreements and other documents, as well as national legislation of the neighbouring countries but also at the level of institutions that should be designed strictly for a "spot" influence in certain sectors and the society as a whole, being ensured by the entire system of public administration and social interaction. Though, these institutes could be designed for a "spot" influence, it is necessary to make them systemic. In this case connectivity could be gained by reaching of its *systemic character* and permanent institutionalization of *functional connections*.

- Develop connectivity and monitoring its forming takes a lot of time, deserves great attention and deeper understanding of ongoing processes in a particular country, factors influencing them, systematicity of changes, the depth of their effects and possible risks of their implementation. We can conclude that agents of changes leading to achievement of connectivity, as well as agents of its monitoring should act from within the neighbouring states. Moreover, to get the level of real changes these agents are to be spread over all the levels of the state administration, professional

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<sup>1</sup>Exactly in this way, according, for instance, to viewpoint of Marc Crepon, the European identity was formed and continues to shape (Crépon, Marc. *Altérités de l'Europe*, Paris, Galilée, 2006, 207 p.)



sectors, NGOs etc. So, it is necessary to give the corresponding knowledge, skills and competencies to a wide number of people in neighbouring states.

- The agents of these processes are to coordinate actions, understanding each other, that is, to achieve connectivity in their interaction, not only within one country, but a group of neighbouring countries. So, the ENP is still to pay attention to promotion of regional cooperation, develop its multilateral dimension, which is able to deliver further added value, but the new format of it is to be added: to gain the goal of connectivity forming, it is necessary to cooperate on the new level with such regional and national actors, as universities and their consortia.

- The rationale of our consideration of universities as one of the main actors of the process of formation connectivity is related to the fact that training of young professionals able to innovate across all sectors, as well as retraining of specialists, is concentrated in universities. Moreover, it is in the competence of universities, together with the provision of certain professional skills of future professionals, to form an understanding of the processes taking place in the EU, as well as of socio-cultural tools for achieving connectivity.

- The activities of forming, as well as monitoring of connectivity, need a deep and comprehensive analysis, comparative study of the processes of institutional development in the new Member States, in the neighbour states, thorough analytical research of the situations where the institutional connectivity was successfully achieved or, on the contrary, failed, and transformation of these theoretical results into practical suggestions, plans, draft laws etc. That is why, the educational tool of the connectivity is to be combined with the research one, conducted in the close relation with the educational centers in collaborative forms and with the creation of pools of information, research results, teaching and research staff and other resources (that organically going on at universities). Such kind of research would have applied results, based on the advanced theoretical backgrounds. These results would create the substantial part of the corresponding educational curricula and content.

- Taking into consideration that in the process of the ENP implementation the EU's own interests have not been fully served either, as well as that some EU member states have undergone and are still undergoing deep transformations, the regions, in which the group of universities is to prepare the connectivity agents, capable to tailor the tools of cooperation exactly for this region, are to comprise the neighbouring (so, having some socio-cultural similarities and common historical heritage) states, including at least one EU Member and a number of interconnected Neighbourhood states. Some examples of success of this form of local cooperation already exist: the Visegrád Group, the Nordic Council etc., though they are examples of intergovernmental arrangements, and we speak now about the necessity of direct connections of academic centers (big hubs). Now we can speak, for instance, about launch of a regional consortium - an association of universities and of other relevant structures from Lithuania, Poland, Belarus and Ukraine. Designed in this way,

consortium may also get a great influence on Russia and other Russian-speaking states or groups of people.

• Developing the previous idea, we would like to stress that, in the frame of the new ENP, a special tool could be created to strengthen the effects of the Erasmus+ and Horizon2020 programmes. Today these programmes allow reaching the goals of inter-universities cooperation in the region and the development of research, faculty and students exchanges, and the creation of joint research projects and educational programmes. However, they are not focused on the problems of the regions of the ENP and do not consider the specifics of the academic environment in Eastern Europe, which is characterized by generally “weaker” partners and substantially low rate of inter-university cooperation. A special tool, proposed by us, - the East-European dimension of the Erasmus+ and Horizon2020 programmes - would allow the European Commission to give much more tailored support to initiatives of creating consortia in Eastern Europe, uniting universities from the Neighbourhood countries with EU universities. *EHU, in this instance, might perform the role of an experimental platform for creation of the first such consortium, which would combine the efforts of numerous centres and institutes in the region and outside.* Such a solution would help EHU, being supported by this specific EU project, to gain the leading positions in the issue and would provide the university with the necessary research context and social base. In this case, the maintenance of the competitiveness of universities in Eastern Europe becomes really a common interest of the European Commission and universities themselves.

The advanced level of knowledge and skills that a strong European cooperation requires, is highly dependent on a solid level of understanding of the relevant academic concepts, theories and research methods. On the other hand, this kind of cooperation, as well as the higher forms of integration, require professionals who know how to analyse, critically evaluate and research the state policy problems and are able to solve them according to the rules of the EU policy-making and principles of the EU governance. On the other hand, professionals, able to provide connectivity in different sectors regardless of the field of their activities, have to be practitioners, being able to reflect country-specific preferences for particular approaches and legal instruments of the EU or differences in political, administrative culture or socio-economic conditions of states which their country is associated with, and to take them into account in the formulation or implementation of the public policy in a given area.

Preparing professionals for the implementation of European integration and cooperation with the EU now under way in the EU and in most countries of the Eastern Partnership. But training of specialists with the above competencies is beyond the abilities of one particular educational institution or research center for it deserves exchange of teaching practitioners with different experience, rich analytical basis accessible to students and prepared for use in the educational process, as well as direct communication of students from different neighbouring countries, which gives usability to the knowledge gained. Provisions of such opportunities, as well as the achievement of such results are possible only within the framework of a consortium of universities of neighbouring countries in the same region.

Given all these reasons, there is now a clear need to review the way of preparation of professionals in the EU cooperation and integration spheres both in the Eastern European states and in the EU. They are not only to know the history of the EU and its legislation. They are to be ready to analyse deeply assumptions on which the policy is based, as well as how cooperation tools are to be tailored and strictly

targeted in each case. They are to be ready to monitor and assess the state and the prospects of cooperation not only in statistical terms, but also in terms of transformation of the general state of society, to find the ways how to tailor the cooperation with a particular state in a particular sphere to make the cooperation to reach its full potential, and what can be done to strengthen it in the interests of both the EU and neighbouring states.

In other words, success of the renewed ENP depends greatly on two factors: on the one hand, on tools that are well matched with a particular situation in a particular neighbour state, on the other – on the existence in the neighbouring states a crucial number of professionals who are able to use the tools of cooperation to get benefits for their own country and society, professionals, who are really committed to the EU core values, and ready to act in an atmosphere of equal partnership. At the same time, the EU itself needs a critical number of professionals, who can understand better the different aspirations, values and interests of their neighbouring countries, and the availability of such kind of platforms that can provide this critical mass of professionals, that is, the EU should pay attention to initiation of appropriate regional consortia with neighbours.

#### The EHU Proposals on the Lithuania – Poland – Belarus – Ukraine Region

EHU would like to initiate the forming of connectivity in the region through launching the EHU Eastern Neighbourhood Center of Excellence (ENCE, the Center). The urgent need for research and training of students in a way, the Center is aimed at, relate to the possibility of connectivity building via students' preparation in the educational process for the perception of more specialized subjects related to European integration, developed in the process of the research projects implementation, and forming in this manner citizens that understand, respect and are ready to implement the European values.

The Centre's main functions and tasks would be to serve as a regional Center of academic and professional education and training for students and professionals – adult learners from the EU's Eastern Neighbourhood, in particular from Belarus and Ukraine, as well as from all the other Russian-speaking countries, on the one hand, and from Lithuania and Poland, on the other, to form connectivity around both parts of the region. The Center's mission will be reinforced by the fact that in the communication (partly spontaneous, partly - organized by the Centre) of these students, originating from quite different countries of the region they would be able to get the "word of mouth" information about the life in their neighbour countries, its specificity, thus expanding their competence and increasing the opportunity for the development of collaborative educational tasks for forming of various formats of connectivity. Also, the Center would be a platform for civic and political leaders that will act as agenda setters for transformation in the direction of Europeanization, European integration and building connectivity. One more dimension of the Center would be to serve as a research platform and resource base on the issue.



Presenting its mission as carrying out activities targeted at building capacities for change by establishing a resource centre on strategies of Europeanization, European integration and connectivity building in Eastern Partnership countries and Russia, speaking about connectivity built in the EU states as well, the Center regards its educational activity as the main part of the aforementioned capacities building process.

To implement this side of its mission, the Center will play a significant role in the transformation of the academic formats and activities of EHU towards the demands of today's changing world and the European higher education system.

To serve as a platform of academic and professional education and training in the EU studies, the Center is aimed to launch a number of specific modern advanced programmes, giving the way to the excellence in teaching in the sphere of the EU and preparing professionals (young – via Master's programmes, and already experienced – via Executive Master's programmes and clearly targeted certificate modules, including tailor-made ones - on the order of state bodies and public organizations), capable and competent to conduct changes in different spheres of life towards the closer European cooperation (*see Annex I*). At the same time, these programmes will be extremely helpful in promoting international credit mobility, mobility of learners and staff from and to the countries of the region, launching Joint Master Degrees in the region according to the objectives of the strategic framework for European cooperation in education and training; in promoting European and regional language learning and linguistic diversity, based on the early stages of the Programs on education in Russian language creating the friendly and open environment for young people and researchers from the region (Belarus, Ukraine, Russia, Moldova and some other states – “the neighbours of the neighbours”).

All these programmes will be targeted at providing skills necessary to implement European integration and cooperation with the EU in various spheres of society, supplying neighbourhood countries of the region with professionals capable to conduct real changes.

*The main difference of these programmes from MA and other types of programmes on the European Union and European Integration (for example, delivered by College of Europe, including its Natolin campus in Warsaw) is that they are focused not so much on training specialists for work in the EU, but for cooperation with the EU, first and foremost, for tailoring conditions of the cooperation, formation of connectivity in different dimensions and spheres. One more difference of our programmes is teaching mainly in Russian that greatly expands the number of students from Neighbourhood states and Russia and significantly enhances the effect of the EU on the Eastern European states. Another advantage of the programmes offered by us - they are relatively inexpensive (3000 EUR for an entire Master's programme), compared with other similar programmes.*

The delivering of the module and programmes will be based on a combination of teaching methodologies. Students attend face-to-face lectures, workshops and tutorials supplied with interactive education methods
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such as group work, collaborative learning, problem-based learning method, the method of organized discussions and oral presentation, projects preparation, case-studies, role-plays. At the same time, a set of web-based learning tools such as audio-video tutorials, web-conference lectures, assignments and online tests are offered.

One of the main innovative features of the teaching is the introduction of the system of Modular Teaching and blocking of the material, that would give the opportunity to reduce the cost of inviting guest professors and practitioners, as well as allow students to get perfect balance between study and work, providing a path to a dual tracking. One more compulsory methodology condition: all the topical blocks are to be developed (“implotted”) around some practical problems of the corresponding sphere and delivered by both academic lecturers, trainers and experienced practical experts in the sphere.

The main impact of the programmes topics, as well as their content, will be built around the idea of systemic changes, comprising political, economic, ideological components of the system, their clusters, surrounding of the system, unconscious factors of system reproducing or transformation. So, the main practical aim of the programmes will be the supply of students with the tools enabling to “overplay” a system and to influence on its most sensitive points in the process of its transformation before starting to navigate a new policy, studying a system inside and out – where the influences are cumulated, how decisions get made, who to ally with and how to bring people along.

In other words, the programmes are designed not to prepare “traditional” professionals in domestic or foreign policy development, but to give students a better understanding of how the cooperation is to be tailored to become profitable not only for the economy or state structures, but for each citizen, his/her life, freedom, rights protection, personal development.

For teaching separate module blocks there will be invited well-known experts in various sectors of European integration.

The main objective of the Center research programme is to achieve the level of institutional and people-to-people connectivity of the EU and neighbouring states of the region that gives the way to freedom of mobility, information exchange, labour market development, cultural interrelations etc. This objective will be achieved via collaborative research activities in this field, maintained by the EHU and partner institutions experts and transformation of their results into formats that are applicable in the political and educational practice. The research activities will comprise (*see Annexes 2 and 3*):

- implementation of a number of the research collaborative micro-projects in the frame topics of “Governance Challenges and the EU Experience”, “Migration and Mobility” and “European Higher Education”;
- creation of the EHU Research and Data Hub on the United Europe;
- launch of the Center Open Electronic Recourse, EHU On-line Coalition of Researchers on the EU and e-Research Lab;
- issue of two Scholarly Journals.

One more important contribution of the Centre is the foundation of a new format of financial relations between the EC and EHU, when, in parallel with the existing support of the University in exile, the EC, according to the rules of grant funding, finances, in the frame of the ENP funding, clearly defined academic projects aimed at the implementation of the activities of the Center (*for detailed budget of the Center see Annex 4*).

### Why European Humanities University?

The European Humanities University (<http://www.ehu.lt/en>) is a non-profit university currently situated in Vilnius. It was established in Minsk, Belarus, in 1992, and relocated to Vilnius in 2004 after its forced closure in Minsk for political reasons. In an effort to overcome the prevalent isolation from the intellectual and cultural traditions of Western style educational institutions, it was intentionally called European. Registered in 2006, the University is now part of the Lithuanian higher education system and operates in accordance with Lithuanian legislation. Its current Founders (Part-Owners) are organisations active in Central and Eastern European countries: the Eurasia Foundation, the Open Society Foundation and the Institute for International Education (a Lithuanian public institution).

The mission of EHU, as defined in its Strategic Plan 2012-2019, is “to facilitate and deepen the contribution that its students, graduates, and faculty can make to the quality and potential of their own lives and to their respective civil societies. By so doing, they contribute to Belarus and its integration into the European and global community”.

The University has approximately 1,500 students, including 1,300 enrolled in Bachelor's degree programmes, 200 in Master's degree programmes and 8 in the PhD programme. The total number of staff is 270, including 167 academic faculty and 103 administrative and academic support staff. Among the academic staff, there are 22 Professors, 59 Associate Professors, 60 Lecturers and 26 Assistants, with 50.5% of the staff holding a PhD degree. Most courses are taught in the Russian language, 5-10% in Belarusian and about 20% in other languages, mainly English, as well as Lithuanian, French and German.

EHU has been involved in the Lifelong Learning / Erasmus Programme, Campus Europae, Eurasia and Fulbright programmes since the academic year 2011/12.

The academic structures of EHU provide the Bachelor and Master academic programmes in Law, Media, History and Social and Political Sciences. Therefore EHU comprise such important units as the Foreign Language, Business Education and Low Residence and Distance Learning Centres which give the prominent support to the academic process. The Center would create the possibilities of development of current programmes and establishment of new academic programmes.

Research is conducted by the academic departments and ten research units of the Research Division.

Thus, EHU has all the material, technical and organizational capacity to support this project, all the more so the goals of the idea are fully integrated in the objectives of the EHU, deepening the forms and methods of their implementation.

More detailed, the reasons of considering EHU as one of the most suitable institutions to conduct the aforementioned activities are:



*Historic Background.* One, that gets to know about EHU history and present, becomes aware that EHU is in a unique position as an institution which was forced to ‘emigrate’ from Belarus after over a decade of efforts to offer an alternative to Soviet-type education, which now operates as a Lithuanian university, and where most students and staff are Belarusian, with a large proportion of both based in Belarus. Today it is located in neighbouring Lithuania, a member nation of the European Union, in order to maintain its mission to free and open inquiry.

*From Regional to International Impact.* The EHU faculty comes from various Eastern European countries (although its majority comes from Belarus). Therefore the faculty is strongly acquainted with Ukrainian, Belarusian, Russian, Lithuanian political, economic, social and cultural situation and status, their activity in the framework of the Center may contribute to Belarus, Ukraine and other Eastern Partnership states further democratization and their integration into the European and global community.

*Institutional Infrastructure.* The Centre will be launched by the University having a rich experience of creating similar structures. For ten years EHU managed the activities of the Center for Advanced Studies and Education (CASE) that fostered and supported interdisciplinary research on post-Soviet transformational processes in Central and Eastern European borderlands (Belarus, Moldova and Ukraine). CASE was established at EHU in 2003 and was funded by the Carnegie Corporation of New York until 2014. CASE published books and a cross-disciplinary quarterly journal called “Crossroads Quarterly”.

The Centre can accumulate some other activities of EHU structures, developing the researches in the corresponding domains, for example, of the Centre for Constitutionalism and Human Rights, established in 2012. Activities of the Centre for Constitutionalism and Human Rights are focused primarily on research, assessment, and consultations in the sphere of establishing constitutional law and order, the system of legal values and securing human rights in East-Central European and CIS states, as well as assisting EHU’s academic structures in preparing legal professionals in constitutional law and human rights in the region. The Centre for Constitutionalism and Human Rights is publishing the Journal of Constitutionalism and Human Rights.

*Common Initiative Background.* The idea of launching of the Center was developed together with the Belarusian, Ukrainian partners of EHU (see list below), with support of the Lithuanian Foreign Ministry and the Center for European Integration Studies (Zentrum für Europäische Integrationsforschung, ZEI) in Bonn, Germany (<http://www.zei.uni-bonn.de/about-zei>).

#### The Organizational Frameworks and the Expected Impact of the Center

It is possible to speak about the already existing developed network of different centers, institutes and schools in the region, whose research activity is connected with transformation, democratization, modernization or Europeanization studies. The EHU



Center is going to open a new page in this domain by *organic knitting of the new study programmes with the European studies research activities*, on the one hand, and by *transdisciplinary approach to the research and programmes development, integration of different methodological approaches* (for instance, constellation of practical institutional studies and Europeanization theories traditions, augmented on the level of today's requirements and challenges of political and social practice), on the other hand. So, the Center is not going to be one in the line of similar research structures. It is going to start and to develop the tradition both of the elaboration and of the implementation of the research results via the academic programmes and teaching/studying process on the one hand, and the dissemination through regional partners - research centers and institutes, non-governmental organizations, and so on - for introduction in practice of public policy, on the other.

In other words, *the Center regards itself as a networking structure*. We are convinced that we can fully use our potential and work most effectively when cooperating with others, serving as a centre of excellence and competence, stimulating and conducting advanced comparative collaborative research on the EU, European integration and Europeanization processes, acting as a leading partner in an international network of academic institutions, active in disseminating research results, thus linking research with practical action and education.

*So, the Center is regarded as a European Neighbourhood advanced and applied studies hub – an educational structure for connectivity personnel maintenance, a common connection point in a network of research structures, a source of initiative and a platform for the implementation of academic initiatives and projects, as well as of the place of the network members' debates and discussions.*

*The Center will gather a group of stakeholders which will compose the Advisory Board of the Center.* Today we carry on negotiations on the possible membership in the Advisory Board of the Center of representatives of the following bodies:

- Ministry of Foreign Affairs of the Republic of Lithuania;
- Ministry of Foreign Affairs of Ukraine;
- Embassy of the Republic of Lithuania in Ukraine;
- Embassy of Ukraine in the Republic of Lithuania;
- Delegation of the European Union to Ukraine;
- Center for Quality Assessment in Higher Education (Lithuania);
- Center for Quality Assessment in Higher Education (Ukraine);
- Swedish International Development Cooperation Agency (Sida);
- Center for European Integration Studies (Zentrum für Europäische Integrationsforschung, ZEI) in Bonn, Germany (<http://www.zei.uni-bonn.de/about-zei>);
- Center for Political and Legal Reforms (Kyiv, Ukraine) (<http://www.en.pravo.org.ua/index.php/aboutcentre-tmn-ua>).

*The organizations that already gave prior consent to cooperate in the framework of the Center, are:*

European Humanities University  
THE EHU EASTERN NEIGHBOURHOOD CENTER OF EXCELLENCE (ENCE): THE TOOL TO CREATE THE  
EU – EASTERN NEIGHBOUR COUNTRIES CONNECTIVITY

- The School of Young Managers in Public Administration (Belarus) <http://sympa-by.eu/>
- Center "Propylaea" (Minsk, Belarus) <http://propilei.com/>
- The Barys Zvozhkau Belarusian Human Rights House (Belarus – Lithuania) <http://humanrightshouse.org/Members/Belarus/index.html>
- Centre for Political and Legal Reforms (Ukraine, Kyiv) <http://www.en.pravo.org.ua/>
- The Institute for Euro-Atlantic Cooperation (Ukraine, Kyiv) <http://www.ieac.org.ua/>
- Public Initiative "Europe without Barriers" (Ukraine, Kyiv) <http://novisa.org.ua/en>
- Ukrainian Institute for Public Policy (Ukraine, Kyiv) <http://www.uipp.org.ua/en/>
- Centre UA (the United Actions Centre) (Ukraine, Kyiv) <http://centreua.org/en/>
- The National University of Kyiv-Mohyla Academy Public Administration School (Ukraine, Kyiv) <http://www.ukma.edu.ua/ects/index.php/fpm/185-mppa>
- Institute of International Relations of Taras Shevchenko National University of Kyiv (Ukraine, Kyiv) <http://www.iir.edu.ua/en/>

*Outcomes of the Center activities:*

- training professionals, who are ready and interested to introduce democratic reforms and European values, able to disseminate knowledge about the EU and professionally defend their position;
- networking with other Universities of the region, centres of European studies, as well as different other partner organizations;
- creating a pool of visiting scholars for the academic programmes, developed under the Center activities, and a pool of partner researchers;
- creating a joint clearly focused and tailored research product that will help to implement connectivity in various areas of partnership, cooperation and European integration;
- usage of the product obtained as a basis for new curricula of applied character and as a basis for action of governmental reformers' groups, non-governmental organizations, the general public;
- constant and active transformation of the resulting research products in formats that facilitate the spread of information about the European Union among the general public in the Neighbourhood via the EHU Media Hub activities.

*Innovative character of the Center activities* is realized, first and foremost, by the expression of the main aim of the project as making conditions for the connectivity of the EU and Neighbouring states. It is developed in the collaborative applied form of the Center research activities and in modular principle of its teaching.

***How stakeholders can benefit from the Center activities in the short and long term:***

- the EU will get a tool for the connectivity between the EU and Neighbourhood countries via its support of the inter-university cooperation. The ENP will support the creation of universities consortia, designed especially for the region, and the development of research and education in the region. The consortia will be the point of interaction between the EU and variety of actors in the political and economic segments of Neighbourhood countries and the experimental platform for creation of the East-European dimension of the Erasmus+ and Horizon2020 programmes;

- universities in the Neighbourhood countries will be able to increase their competitiveness and more efficiently participate in the European educational space, using specifically targeted grant support under the European Neighbourhood Policy;
- EHU will continue its development as a European pilot project in the field of creation of consortium for education and research in the frame of the European Neighbourhood Policy;
- in the short term Belarus and other countries in the region will have specialists who are ready and interested to introduce democratic reforms in their legal systems; the Eastern European countries will have trained professionals able to disseminate knowledge about the EU and professionally defend their position, politicians, public servants and academics will have feedback from students on the subject of European integration;
- in the long term the Eastern European countries will have trained professionals able to carry out activities related to democratic reforms and European integration processes in these countries; state structures, non-governmental organizations, research centers and educational institutions will be provided with well-trained personnel capable of implementing tasks and exercising initiatives, related to the European integration issues; the public at large in Eastern European countries will be more and more informed about the EU.

President

*Anatoliy Nikhaulev*  
*A. Muradov*

Rector

*G. DAVID POLLOCK*  
*G. David Pollock*



European Humanities University  
(Vilnius, Lithuania)  
Proposals on the EC  
Consultation:  
"Towards a new European  
Neighbourhood Policy"

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## The EHU Eastern Neighbourhood Center of Excellence (ENCE): the Tool to Create the EU – Eastern Neighbour Countries Connectivity

### ANNEXES

*Annex 1: Teaching Activities*

*Annex 2: Research Activities*

*Annex 3: Main Deliverables*

*Annex 4: Proposed Implementation  
Timeline and Budget*



## Teaching Activities

### **Teaching Nr.1 Joint Degree Master's Programme in EU Governance and Public Administration**

**Typology:** 90 ECTS credits (18 months) MA Programme providing a joint diploma, issued by European Humanities University and the National University of Kyiv-Mohyla Academy Public Administration School (Ukraine, Kyiv); modifications of this programme, designed to special requirements of its consumers (60 ECTS credits (12 months) Executive Master Programme providing a joint diploma; a number of certificate training courses, workshops, seminars, based on the different parts of the Programme, tailored on the demand of different public structures and other bodies; Summer Schools, designed as a kind of development, expansion and deepening of separate blocks of the Programme).

**Language of teaching:** Russian, with separate blocks taught in English.

**Target groups:**

90 ECTS credits (18 months) MA Programme students are supposed to come from a wide range of academic backgrounds in the sciences, social sciences, humanities, engineering and business. 60 ECTS credits (12 months) Executive Master Programme and certificate courses will be targeted at experienced professionals in different fields, having the purpose or the need within their professional duties to develop cooperation with the EU. The main feature of the students who make up the target group of the Programme is the desire to contribute, within the framework of their professional activities, to connectivity formation for implementation of extended, in-depth and mutually beneficial cooperation with the EU and the implementation of closer forms of cooperation, in particular – of Association Agreements.

Also, the students of the Programme in its various modifications may be the EU citizens who wish or obliged, by their professional duties, to develop Neighbourhood Policy tools or implement them.

**Description:**

The objectives of the Programme are as follows:

- provide students with the knowledge and understanding of the complex system of European governance and practical skills of its implementation in their particular states;
- give students the knowledge on the main goals, spheres, tools, advantages and risks of the EU policies and form practical skills for organization of cooperation of their particular states with the EU in corresponding policies;

- prepare students for the realization of cooperation of their states with the EU in the framework of the European Administrative Space.

- form students' understanding of what connectivity points should be developed to implement the fruitful cooperation of their countries and the EU in one or another Neighbourhood Policy direction, as well as the ability to develop in practice these points of connectivity;

- form students' ability to assess the specificity of certain neighbouring states in different spheres of their life and to make appropriate proposals for the development of tailored and targeted cooperation in these spheres in the framework of the Neighbourhood Policy;

- develop competences to propose more targeted and individualized strategies and tactics of the EU Neighbourhood Policy (mostly for students – the EU citizens);

- provide students with competences of developing, realizing, assessing and improving different fields of public policy under the process of Europeanization and European integration of Neighbourhood States;

- provide students with the opportunity to start communication with practitioners that carried out the European integration, as well as, through interactive forms of training, to be included in the process of reforming, needed in a particular country at a particular format of cooperation with EU;

- provide citizens of Lithuania and the countries of Eastern Europe, working in different fields of activities, with expertise concerning the opportunities of cooperation with the EU in their fields and with skills to organize such a cooperation.

So, *the mission of the Programme* is to make contribution to the implementation of the renewed ENP by means of teaching students and training professionals for the EU and Eastern Europe, capable to form connectivity of neighbouring countries, the EU Member States and the EU supranational level and to implement the strictly targeted and tailored ENP.

*Needs:* The urgent need for such training of students and wider public relates to the possibility of connectivity building via training professionals with corresponding knowledge and skills.

### ***Methodology and ICT technologies:***

The public affairs profession requires people who know how to analyse, critically evaluate and research the state policy problems and be able to solve them according to the rules of the EU policy-making and principles of the EU governance. On the other hand, a European public affairs professional has to be a practitioner, being able to reflect country-specific preferences for particular approaches and legal instruments of the EU or differences in political, administrative culture or socio-economic conditions of states, and to take them into account in the formulation of public policy in a given area. So, our Programme graduates have to develop the capacity to apply theoretical ideas and transfer academic evaluation into specific policy solutions. They are to be able to contextualise and analyse problems in their

context, as well as design, assess and communicate proposed solutions, and then - to implement them.

Taking into consideration the above information, the programme is designed as interdisciplinary and practically oriented. From the perspectives of political science, law, economics, cultural science and public administration, immersed in the specific of the EU policies and their influence on public policy of the EU Member States, countries, associated with the EU, and the ENP countries, the programme delves into contemporary policy problems. So, a student is encouraged to become familiar with national and regional differences of the EU rules implementation as well as with searching out commonalities and paths for the EU integration.

Speaking about ICT technologies, it is necessary to mention, that all the high-residence and low-residence students at EHU get the Moodle platform support for their studying. This platform gives them not only the possibility to reach easily to some teachers' recommendations and tasks, but to link to relevant sources. Moreover, they may share the results of their work via Moodle and get the professor's and the group mates' feedback.

The Center activities also comprise creation of the e-Research Lab for publishing the results of all the research activities of the Center and serving as an open educational resource.

### ***Students' involvement:***

One of the biggest highlights of the programme is its practice-oriented approach. First, civil servants of the highest categories, as well as key representatives of NGOs and representatives of businesses related to the subject of studies will be directly involved in teaching, which ensures that there is a direct link between the 'classroom' and the 'professional world'. Secondly, students will be exposed to a teaching format using practical assignments derived from the practice of European, Ukrainian, Belarusian, Lithuanian public affairs, whereby in small teams, under strict and tight deadlines, students simulate the professional world as much as possible. Such assignments will always require students to conduct high-level academic research; students require a strong theoretical understanding of the working and functioning of the system of governance before being able to critically evaluate potential policy solutions. The programme combines the knowledge base and methods of scientific disciplines with the skills for solving real life policy problems. The learning process therefore will introduce many concrete policy problems as cases, and request from students – cooperating in small groups or working individually – to provide concrete solutions based on the theoretical background discussed beforehand. Also, the Programme includes an 8-week internship, ensuring that all students are provided with the opportunity to gain relevant work experience and the stimulus to critically reflect upon and evaluate their own learning process.

One more highlight of the programme is its promoting of students' understanding of fundamental values of liberal education as a tool for self-

development and self-management in any position. For this purpose students have the “Mentoring programme and Capstone Project”, which is designed in a way when a student is to solve a practical problem, having only a box of materials and tools for its solution. A student has to choose himself information, theoretical background, tools and ways of taking a decision, suitable for solving this problem.

Also, we would like to emphasize such specificity of the programme as its teaching in the Universities of two countries – Lithuania and Ukraine. Moreover, one of the partner Universities – EHU – is an institution whose mission is the democratization and Europeanization of public life in Belarus. This peculiarity gives the possibility to combine the experience of the former post-soviet state, being now the EU Member State, the necessities of the state, having the associated relations with the EU and having a great number of problems and obstacles on its way to real democracy, and the needs of the state that is only supposed to start its real democratization and liberalization.

During their internship students are going to get experience working at public bodies responsible for working out and implementation of public policy in various spheres of public life in both countries. We believe that this approach can enable students to understand better the EU and its neighbours.

### ***Teaching content:***

We offer a two-week (60 hours, non-credit) introductory course prior to the beginning of the academic year for students who do not have background in politics and EU studies.

#### ***Introductory Course (60 hours – 2 weeks, non-credit)***

1. Introduction to Political Science and Administration Management (20 hours)
2. Introduction to Economics (20 hours)
3. The EU: History, Institutions and Decision-making, Law, Economy, Public Affairs (general overview) (20 hours)

The mandatory modules make up the core curriculum, while the optional modules can be chosen according to the personal interests and professional needs of each student.

Students complete the Programme by writing a Master's thesis. They will research and deal in depth with the specific problem in public policy, which they studied while preparing their Capstone Projects. Aided by a colloquium and assisted by a supervisor, students conduct a study on a particular policy issue with a distinct practical orientation.

### ***Teaching syllabus:***

#### **Semester I (30 ECTS credits)**

1. European Governance: its notion, foundation, principles, meaning for Neighbourhood states (6 credits).



2. Public Policy process and Policy analysis: European principles and their meaning for Neighbourhood states (6 credits).
3. European Administrative Space and Public Administration (6 credits).
4. Specificity of the EU Law. Application of the EU Law. Adapting the candidate countries and third countries legislation to the Union *acquis* requirements (6 credits).
5. The EU internal market and common policies and their significance for the Neighbourhood states (6 credits)

### **Semester II (30 ECTS credits)**

1. Political process in the EU. Practical ways to influence decision-making in the EU: negotiations in the EU, lobbying, interaction of governance and civil society, communicative policy in the EU (4 credits).
2. Europeanization and its practical implementation. Europeanization and enlargement: conditions for membership. Europeanization and states - new EU members (4 credits).
3. Europeanization beyond the EU: The European Neighbourhood Policy, the Eastern Partnership, cooperation with the EU in the framework of the Association Agreement. Public Policy in Lithuania, Belarus and Ukraine: influence of Europeanization (4 credits).
4. Europeanization of a nation state under the EU influence: national institutions, economics, public policy, governance (4 credits).
5. Project and programme management and evaluation (4 credits).
6. Capstone Project (6 credits).
7. Internship in Public Administration of a partner country (4 weeks, 4 credits).

### **Semester III (30 ECTS credits)**

#### **1. Optional Modules**

*Each student chooses to study no less than 2 modules (it makes not less than 10 credits)*

- 1.1. ENP and other opportunities for cooperation with the EU in the process of building a legal state (5 credits).
- 1.2. ENP and other opportunities for cooperation with the EU in the economic policy (5 credits).
- 1.3. ENP and other opportunities for cooperation with the EU in the energy policy (5 credits).
- 1.4. ENP and other opportunities for cooperation with the EU in the regional policy (5 credits).
- 1.5. ENP and other opportunities for cooperation with the EU in the agricultural policy (5 credits).
- 1.6. ENP and other opportunities for cooperation with the EU in the anti-corruption policy (5 credits).

1.7. ENP and other opportunities for cooperation with the EU in the social and humanitarian policy (including migration and mobility) (5 credits).

1.8. ENP and other opportunities for cooperation with the EU in the infrastructure policy (5 credits).

1.9. ENP and other opportunities for cooperation with the EU in the educational and R and D policy (5 credits).

1.10. ENP and other opportunities for cooperation with the EU in the foreign and security policy (5 credits).

2. Capstone Project (10 credits)

3. Internship in Public Administration of the students' native country (4 weeks, 4 credits)

4. Master's thesis (6 weeks, 6 credits)

### **Mentoring programme and Capstone Project**

In this Block of the Programme students learn methods by which research contributes to the design and development of policy outcomes. Students are required to apply the skills they have acquired to the completion of a Capstone Project which investigates a well-defined issue of public policy. The final product of the Capstone Project is expected to be a substantive, well-researched, focused and highly professional document.

A student is to solve a practical problem, having only a box of materials and tools for its solution. A student has to choose himself, having only some consultations with the faculty supervisor and the mentor, information, theoretical background, tools and ways of taking a decision, suitable for solving this problem.

Each student is required to nominate a mentor from the programme database. Mentors may be practitioners from civil service, non-governmental sector or business involved according to their functional responsibilities to transformation activities according to the EU requirements and standards.

During the 2<sup>nd</sup> and the 3<sup>rd</sup> semesters each student prepares (under the guidance of a faculty supervisor and a mentor) his / her Capstone Project on an issue of relevance to the organization or sector, corresponding to the direction of one of selected by him /her Optional Modules, place of work and interests of his mentor and relevance for his state. These issues are to represent the specific problems in a particular area of public policy that are to be solved using the appropriate tools of the cooperation with the EU, including the ENP tools.

At the end of the 3<sup>rd</sup> semester a student will be required to give a formal presentation on his / her research findings to the organization, represented by his / her mentor, to faculty supervisor and other students.

The Capstone Project is to be completed individually.

A mentor's responsibility is to help a student to prepare the Capstone Project by guiding him on practical issues, though he / she can provide a confidential advice and direction on a range of issues.

A faculty supervisor's responsibility is to help a student to prepare the Capstone Project by guiding him in methods and tools of research.

Also, a part of this block is attending by a student of Seminar Series (non-credit) according to his choice, helping him / her to prepare the Capstone Project.

The result of this Block is that the students are immediately ready for the professional world since they have above average practical experience in identifying, analyzing, tackling and communicating complex problems. The skills' training is based on instruction and learning-by-doing. The specific skills to be acquired in the Block include amongst others negotiation skills, research skills and presentation skills.

***Learning outcomes:***

The Programme graduates will be professionals who:

- 1) can understand and critically evaluate the complex system of European governance;
- 2) are capable of analyzing contemporary EU policies;
- 3) are aware of the programmes, mechanisms, tools and opportunities for cooperation with the EU;
- 4) are able to assess the significance, possible problems, risks and advantages of different formats of cooperation in various fields;
- 5) are able to develop and implement the basics of connectivity between a particular neighbour country and the EU in specific areas of interaction;
- 6) are able to implement the fruitful cooperation of their countries and the EU in one or another Neighbourhood Policy direction;
- 7) are able to assess the specificity of certain neighbouring states in different spheres of their life and to make appropriate proposals for the development of tailored and targeted cooperation in these spheres in the framework of the Neighbourhood Policy;
- 8) are able to propose more targeted and individualized strategies and tactics of the EU Neighbourhood Policy (mostly for students – the EU citizens);
- 9) are able to disseminate their knowledge on the EU and present their knowledge to different audiences (public at large, public administration, scholars, faculty etc.).

**Teaching Nr.2: LLM in International and the EU Law**

The need in the lawyers with the specialisation in international law and law of European Union is determined by:

- the improvement of legal regulation of international relations, bringing national law in a line with the rules and principles of international law;

- necessity of formation of generations of professionals in the field of European law, capable of solving strategic tasks for the harmonization of existing national legislation with the principles and standards of European law, including the law of European Union,
- the saturation of the labour market by the experts in the field of international and European law, as well as activities in the field of norm setting and legislation;
- necessity of preparation of the faculty for universities in the region, which can combine current research with teaching on the basis of modern educational techniques.

The proposed programme is aimed to training professionals in the field of international and European law for scientific research (Research Institute), research and teaching (universities), expert-analytical (think tanks, non-governmental organizations) and institutional (government bodies and international organizations) tasks including the task of transformation of the national legal system and the development of legal culture.

## GENERAL PRINCIPLES OF THE PROGRAMME

- The programme is designed for 90 ECTS
- LLM programme is providing a joint diploma, issued by European Humanities University and the National University of Kyiv-Mohyla Academy Public Administration School (Ukraine, Kyiv);
- The programme is built on a modular system that allow to provide a deep specialization and to use the potential of all partner universities.
- The structural elements of the programme are modules, comprising a group of disciplines united by a branch or a legal institute criteria.
- Programme provides the perfect environment to correspond to the interests of students, development of skills and knowledge in a certain chosen area.
- Language of teaching: Russian, with separate blocks taught in English.
- The programme is flexible, allowing students to choose modules that better reflect their personal and professional interests, and not necessarily force them to specialize only in one area of law. The programme provides interdisciplinary specializations.
- Master programme, thanks to its modular construction principle, combines the advantages of full-time education opportunities with online distance learning.
- Students, enrolled in the LLM program in law, will have a choice of 12 modules / specializations:



- I. Commercial Law
- II. Comparative and European Private Law
- III. Corporate Law
- IV. Company Law
- V. Competition Law and Innovation
- VI. European Law
- VII. Human Rights
- VIII. Intellectual Property Law
- IX. International Banking Law and Finance
- X. International Economic Law
- XI. International Law
- XII. History and Philosophy of Law

### **Specialization**

- The programme allows studying a wide range of subject areas within the law and is designed to transmit advanced knowledge and skills in the understanding and application of the law at the international, European and national levels.
- The programme covers the fundamental questions in the fields of law.
- Graduates of the programme are capable of understanding how to solve the legal problems, not only in a purely legal context, but also in the ethics, social and economic contexts, with a deep understanding of the theoretical foundations of legal phenomena.
- As additional to the Programme, some transdisciplinary modules will be offered to students:
  - International politics and relationships
  - Public Administration
  - Legal Sociology
  - Management
  - Economics
  - Journalism and Media

### **Who can be trained on the programme**

- Programme LLM in Law is designed for professionals in law and specialists in other spheres.
- Course duration and length of the programme depend on the number of elected modules (at least 90 credits) and on basic education.

## POSITIVE EFFECTS OF JOINT PROGRAMME

- International cooperation development
- A new dynamic design of programme
- International mobility of students
- Multiprofile programme
- Bilingual programme, adapted to the educational market
- Geographical expansion
- Using the capabilities of the two universities
- Financial autonomy
- Pooling resources
- The ability to attract experts in the field
- Strengthening the position of universities in fundraising and in the field of science and research

The Programme graduates will:

- 1) know the European Union Law;
- 2) be capable of analysing of relations between the Law of EU and domestic law of Eastern Neighbourhood Countries;
- 3) be aware of the legal mechanisms and tools for cooperation with the EU;
- 4) be able to develop and implement the basics of connectivity between a particular neighbour country and the EU in specific areas of interaction;
- 5) be able to assess the specificity of certain neighbouring states in different spheres of their life and to make appropriate proposals for the development of tailored and targeted cooperation in these spheres in the framework of the Neighbourhood Policy;
- 6) be able to propose more targeted and individualized strategies and tactics of the EU Neighbourhood Policy;
- 7) be able to disseminate their knowledge on the EU and present their knowledge to different audiences.

### ***LLM in Law curriculum:***

1<sup>st</sup> Semester

*Core courses*

EU Constitutional Law – 3 cr

Theory and History of International Law – 3 cr

+ 4 elective courses (from the *Elective Courses / Modules*) – 24 cr.

## 2<sup>nd</sup> Semester

### *Core courses*

The Anatomy of Public Law – 3 cr

The Anatomy of Private Law – 3 cr

+ 4 elective courses (from the *Elective Courses / Modules*) – 24 cr.

## 3<sup>rd</sup> Semester

Practicum (3d Sem) – 3 cr.

Internship & Field Exp. (3d Sem) – 3 cr

Master Thesis – 24 cr.

### *Elective Courses / Modules /Certificates*

## **Commercial Law**

Company Law

Contract Law in Europe

EU Competition Law

Practice of Corporate Finance and the Law

Practice of International Banking and the Law

Regulation of International Finance: Law, Economics, Politics

The Law of International Trade

Torts

International Commercial Arbitration

Principles of International Tax Law

The Law relating to Debt

Corporate Social Responsibility and the Law

Data Protection and Information Privacy

Economics for Postgraduates

European Labour Law

Insolvency Law

International Private Law: Jurisdiction and Enforcement of Judgments

Principles of Insurance Law

## **Comparative and European Private Law**

Contract Law in Europe

Comparative Family Law

Torts

The Law Relating to Debt

Comparative and International Trust Law

**Principles of Insurance Law**

Law of E-Commerce

International Private Law: Jurisdiction and Enforcement of Judgements

**Corporate Law**

Corporation Law and Economics

Comparative Corporate Governance

**Company Law**

Practice of Corporate Finance and the Law

Practice of International Banking and the Law

Regulation of International Finance: the Law, the Economics, the Politics

Principles of Competition Law for Innovation

Principles of International Tax Law

Comparative and International Trust Law

Corporate Social Responsibility and the Law

Principles of Insurance Law

**Competition Law and Innovation**

Regulation of Innovation: Advanced Issues in Competition and Intellectual

**Property Law**

Principles of Competition Law for Innovation

EU Competition Law

And a selection of courses from the following options:

Intellectual Property Law I: Copyright and related rights

Intellectual Property 2: Industrial Property

Law of e-Commerce

**European Law**

EU Competition Law

European Environmental Law

International Human Rights

EU Fundamental Rights Law

EU in International Affairs

European Labour Law

Human Rights Law in Europe

Principles of Internal Market Law



## Regulation of Innovation: Advanced Issues in Competition and Intellectual Property Law

### Human Rights

Human Rights Law in Europe  
International Criminal Law  
EU Fundamental Rights Law  
Human Rights and Conflict Resolution  
Global Crime and Insecurity  
Gender, Crime and Criminal Justice  
Cultures of Human Rights and Humanitarianism  
Human Rights, Global Politics and International Law  
Political Theory of International Human Rights  
Political Theory and International Affairs below is a pre-requisite  
Childhood and Children's Rights  
Genocide and Ethnic Conflict  
Corporate Social Responsibility and the Law  
Interstate Conflict and Humanitarian Law  
History and Theory of International Law  
Gender and Development  
Displacement and Development  
War and Morality  
International Security  
Political Theory and International Affairs  
International Relations Theory  
The Eastern Europe in International Relations  
Health and Human Rights: Principles, Practice and Dilemmas

### Intellectual Property Law

Intellectual Property Law 1: Copyright and related rights  
International Intellectual Property System  
Intellectual Property Law 2: Industrial Property  
Intellectual Property Law and Society  
Managing Intellectual Property

### International Banking Law and Finance

Regulation of International Finance: Law, Economics, Politics

Practice of Corporate Finance and the Law  
Practice of International Banking and the Law

### **International Economic Law**

WTO Law  
International Investment Law  
Fundamental Issues in International Law  
Regulation of International Finance: Law, Economics, Politics  
The Law of International Trade  
International Climate Change Law  
International Commercial Arbitration  
International Intellectual Property System  
Principles of International Tax Law  
Corporate Social Responsibility and the Law  
Politics and Theories of International Development  
Economics for Postgraduates  
International Political Economy

### **International Law**

Fundamental Issues in International Law  
International Environmental Law  
International Criminal Law  
International and European Human Rights Law  
WTO Law  
International Commercial Arbitration  
International Human Rights Law  
International Sea Law  
International Climate Change Law  
International Relations Theory  
European Environmental Law  
Diplomatic Law  
Human Rights Law in Europe  
Human Rights and Conflict Resolution  
Inter-state Conflict and Humanitarian Law  
International Investment Law  
International Law of the Marine Environment

## History and Philosophy of Law

Traditions of Legal Enquiry  
Reasoning with Precedent  
Ancient Law: Theories, Models and Concepts  
Law and the Enlightenment  
The Anatomy of Private Law  
The Anatomy of Public Law  
Philosophical Foundations of Criminal Law

### **Teaching Nr.3 Training Course for BA Programmes “Fast Track to the EU Knowledge and Competences”**

***Typology:*** Intensive course

***Target groups:***

This module in the 2015-2016 academic year will be introduced as a pilot project for students of the second year of the new EHU programme of 5-year integrated university education "International Law and the Law of European Union", delivered by the Academic Department of Law.

In the 2016-2017 academic year the module will be introduced to the students of other disciplines taught at EHU.

Also this module – as a number of separate units or in full - will be taught as a special course for students that do not study issues related to the EU or European integration according to their curricula, at EHU partner universities, as well as for different categories of citizens of Lithuania and Eastern Europe - at their request, in a face-to-face or distance mode.

#### ***Description:***

The objectives of the module “Fast Track to the EU Knowledge and Competences” are as follows:

- introduce younger students to the atmosphere of European methods and forms of education;
- provide undergraduate students with information about the EU needed to perceive fully special disciplines on the EU law;
- provide students - citizens of Eastern European countries, who have no corresponding courses in their curricula, with complete knowledge about the EU and deep understanding of the processes going on in it;
- provide students with the opportunity not only to gain knowledge about the EU, but also to start communication with practitioners that carried out the European integration, as well as, through interactive forms of training, to be included in the

process of practical participation in reforms, needed in a particular country at a particular format of cooperation with EU;

- provide citizens of Lithuania and the countries of Eastern Europe, working in different fields, with expertise concerning the opportunities of cooperation with the EU in their fields and with skills to organize such a cooperation;

- give students and wider public understanding that cooperation with the EU is valuable not only and not so much in terms of trade and economic cooperation, but in terms of familiarizing and implementation of the values of the EU, which ensure the development of personality and of real democracy.

So, *the mission of the module*, first and foremost, is promoting European values in accordance with Article 2 of the Treaty on the European Union, that gives the way to connectivity and, on its bases, to closer cooperation of the EU and Eastern European states.

*Needs:* The urgent need for such training of students and wider public relates to the possibility of connectivity building via their preparation in the educational process for the perception of more specialized subjects related to European integration and forming, in this manner, citizens that understand, respect and are ready to implement the European values.

### ***Methodology and ICT technologies:***

All the high-residence and low-residence students at EHU get the Moodle platform support for their studying. This platform gives them not only the possibility to reach easily to some teachers' recommendations and tasks, but to link to relevant sources. Moreover, they may share the results of their work via Moodle and get the professor's and the group mates' feedback.

The Center activities also comprise creation of the e-Research Lab for publishing the results of all the research activities of the Center and serving as an open educational resource.

### ***Students' involvement:***

Forms, in which students will take exams for this module, will be testing, essay writing and preparation of the research projects (in the form of analytical or field research) as contributions to one of the Center researches.

One more way to get students involved is their activities in the framework of the EHU Media Hub. They will act as analysts preparing materials about life of citizens in the EU, goals, values of the EU, results of transformations in the New Member states, forms and results of cooperation etc. The students will also work as adapters of this material for different types of audiences, to prepare talk shows, reports, scripts, different programmes on the EU issues.

### ***Teaching content:***



The module is designed for 6 ECTS credits, 160 hours, including 60 hours – face-to-face activities.

Taking into consideration the needs of the module described above, the programme is designed as interdisciplinary and practically oriented. From the perspectives of political science, law, economics, public administration, cultural science, management, communication theory and practice, a student is immersed in the specific of the EU policies and their influence on public policy of the EU Member States, countries associated with the EU and Eastern Partnership countries. So, a student is encouraged to become familiar with national and regional differences of the EU rules implementation as well as with searching out commonalities and paths for the EU integration.

The content clearly divides into two groups of questions - a group dedicated to the study of characteristics of the EU per se, and a group devoted to the influence of the EU on third countries and cooperation with the EU. The blocks that constitute the module, are dedicated to the main spheres of shared common interests of the EU and neighbouring states: trade and economic development; legislation, human rights and rule of law issues; security; fighting corruption, governance; migration and mobility. In the teaching material a great accent will be made on the issues of connectivity building in the mentioned spheres, namely differentiation, focuses of cooperation and their dependence on a state specificity, flexibility, tailoring and targeting of the tools of cooperation and integration, ownership and visibility of outputs and outcomes.

### ***Teaching syllabus:***

#### ***Block 1:***

The theoretical basis and practical tools of European integration study: how to analyse the EU in the best way? European idea, European identity, the EU in comparison with other integration associations (*10 face-to-face hours*)

#### ***Block 2:***

The EU Law. Human rights and rule of law issues in the EU. European governance. The EU internal market and common policies (*10 face-to-face hours*)

#### ***Block 3:***

Europe and the world: the EU as a global actor in the field of security, external relations and foreign policy of the EU (*10 face-to-face hours*)

#### ***Block 4:***

Economic, trade, agricultural policy of a nation state in the process of Europeanization: how to get connectivity? (*10 face-to-face hours*)

#### ***Block 5:***

Regional policy, energy policy, environmental policy of a nation state in the process of Europeanization: myths and a reality (*10 face-to-face hours*)

#### ***Block 6:***

Anti-corruption and anti-fraud policy of a nation state in the process of Europeanization. Social and humanitarian issues, migration and mobility, foreign and security policy – how it changes under the EU influence (*10 face-to-face hours*)

***Learning outcomes:***

After having studied the module student should:

- understand and critically evaluate the complex system of European governance;
- be capable to understand and analyse contemporary EU policy problems and achievements;
- be capable of researching and reporting / communicating solutions for the EU policy problems and achievements;
- understand the purposes of the European integration and be able to interpret the EU law and decisions of the EU Court of Justice;
- understand the basic institutional structure of the European Union, its common policies origin and nature, as well as understand the difference between the supranational and national regulation, understand the competences of the EU;
- understand the features of the implementation of cooperation with the EU and European integration, tailoring basics of the specific tools for such cooperation taking into consideration the specific features of each country;
- demonstrate basic ability to apply knowledge in situations of uncertainty and resolve practical and hypothetical problems;
- disseminate their knowledge on the EU and present their knowledge to different audiences (public at large, public administration, scholars, faculty etc.).

## Research Activities

### **Basic Research Activity: EHU Research and Data Hub on the United Europe: Developing new Infrastructure**

#### ***Description:***

The objective of this kind of research activity is to undergo the organizational phase of formation of the Centre's activities scientific component, providing for such activities a reliable base. The ultimate goal of this activity is creation of a new infrastructure of the applied European studies, connecting the EU and the Eastern partnership states research centers, institutes and other structures, in which the EHU Center will play the role of a research, data, partner search, fundraising, discussion, collaborative research groups creation and research results dissemination hub.

The envisaged results of this Center activity may be summarized in following positions:

- creation of new infrastructure of the applied European studies, connecting the EU and the Eastern partnership states;
- leading collaborative research activities in specific European Union subjects;
- enhancing the debate and exchange of experiences about the EU;
- organising and coordinating human and documentary resources related to European Union studies;
- organizing possibilities for systematic publication, dissemination and practical exploitation of the results of research activities.

So, the ultimate result of all the foregoing activities is creating synergy of researches of different countries representatives, carried out on the basis of diverse methodological approaches, of activities of politicians, civil society representatives, students and academia, allowing high-level collaborative work on specific EU subjects.

#### ***Outline of the different research sub-activities:***

This – organizational – dimension of the Center research activities will consist of the following sub-activities.

Sub-activity 1: Establishing closer connections with already existing and looking for new partners for research, discussions with partners on the dimensions, forms, methods of research, and strict topics of research micro-projects: their planning, staffing, budgeting and monitoring milestones setting.

Though such work is already going on and will be continuous during the whole lifetime of the project, we can still relate its most active part with the time period of *September – December, 2015*.

The organizations that already gave consent to cooperate in the framework of the Center, are:

- Centre for Political and Legal Reforms (Ukraine, Kyiv)  
<http://www.en.pravo.org.ua/>
- The Institute for Euro-Atlantic Cooperation (Ukraine, Kyiv)  
<http://www.ieac.org.ua/>
- Public Initiative “Europe without Barriers” (Ukraine, Kyiv)  
<http://novisa.org.ua/en>
- Center “Propylaea” (Minsk, Belarus) <http://propilei.com/>

But the list of the partners will be flexible and changeable depending on research micro-project specificity.

The main event of this period of activity will be the holding of setup workshop with representatives from all partner institutions, on which a common research plan and a strategy and tactics of each micro-project will be developed.

Also, this workshop will announce the On-line Coalition of Researchers (*Deliverable 2*), which the Center will form from the representatives of the partner institutions, and which will have the organizational communication on the platform of the Center Open Electronic Resource (*Deliverable 1*) and the e-Research Lab – the virtual structure, based on the same Resource, which will provide a link between the different micro-projects, the transformation of the results of their research in different formats required to prospective or actual customers, as well as communication of researchers with customers and links of the educational and research components of the Centre activities.

Sub-activity 2: Support and development of activity of the Center Open Electronic Resource, organising and coordinating on its base documentary resources related to European Union studies – *from January, 2016*.

Sub-activity 3: The On-line Coalition of Researchers and the e-Research Lab permanent activities – *from January, 2016*.

Sub-activity 4: Publication of “Crossroads” journal – *from December, 2015*.

Sub-activity 5: Publication of “Journal of Constitutionalism and Human Rights” – *from December, 2015*.

Sub-activity 6: Research project “Governance Challenges and the EU Experience” (*Research 1*) – *from January, 2016*.

Sub-activity 7: Research project “Migration and Mobility” (*Research 2*) – *from January, 2016*.

Sub-activity 8: Research project “European Higher Education” (*Research 3*) – *from January, 2016*.

### **Methodology:**



All the research micro-projects will be preceded by a study of needs of particular government agencies, non-governmental organizations or research centers in a given partner country, a discussion of conditions upon which the micro-project will be implemented and upon which its product will be disseminated and exploited, and contracting.

The main “umbrella” methodology will be collaborative studies: a combination of individual scientific researches resulting in published articles, of collective discussions at workshops and common scientific research with partner organizations and of wide and open discussion and practical implementation.

In order to ensure that research produced by the Center achieves maximum impact in the region, the Center will offer a rich programme of public seminars and summer schools that target, in particular, scholars, analysts, and civic and political leaders from the EU’s Eastern Partnership states. Themes and topics will be selected in a way that informs participants about the Center’s research and findings, especially so-called “best practices” and “lessons learned”, prompts discussion of the research practical impact and starts the real practical implementation of that research.

### ***Impact:***

In general, the impact of this form of research activities will consist of the impact of the micro-projects, developed in its framework. Its specific impact comprises:

- externally funded projects (through bilateral agreements, tenders and competitive grant applications) to a variety of public and private organisations working in the field of the European integration, in the Eastern Partnership states and Russia;

- networking with other research centres, as well as different other partner organizations to promote the active dialogue and advanced applied studies of different aspects of Europeanization, European integration, the European Neighbourhood Policy, centred around the question of connectivity of the EU and Neighbouring States in different aspects of the notion;

- creation of a joint clearly focused and tailored research product on the ways to implement connectivity in various areas of partnership, cooperation and European integration;

- use of the product obtained as a basis for new curricula of applied character;

- use of the product obtained as a basis for action of governmental reformers groups, non-governmental organizations, the general public;

- constant and active transformation of the resulting research products in formats that facilitate the spread of information about the European Union among the general public in the Neighbourhood via the EHU Media Hub;

- creating a pool of Visiting Scholars for the academic programmes, developed under the Center activities, of the partner researchers;

- dissemination of the results of activities via the organisation of seminars, lectures geared and adapted to the general public and civil society representatives, publications (books, contributions to books and articles, Working Papers, Policy Papers, Research Reports etc.);
- organising and coordinating human and documentary resources related to European Union studies;
- gaining by EHU, being supported by this specific EU project, the leading positions in the issue and provision of the University with the necessary research context and social base.

### **Research Activity Nr. 1: Governance Challenges and the EU Experience**

#### ***Description:***

Ensuring rule of law, human rights and democracy, procuring legal certainty, implementing the principles and practices of the European governance, active citizenship and civic engagement – these are the most important milestones for Eastern European countries on their way to good governance. So, the main *objective* of this research programme is to achieve the level of institutional connectivity of the EU and Neighbouring states that gives the way of full use of the EU experience and assistance to establish a system of good governance in these countries. This objective will be achieved via collaborative research activities in this field, maintained by the EHU and partner institutions experts and transformation of their results into formats that are applicable in the political and educational practice.

#### ***Envisaged results*** of this research:

- ongoing dialogue, exchange of ideas, information, creation of a base of human and documentary resources to promote Europeanization, European integration and cooperation between the EU and neighbouring countries;
- comprehensive analysis of the successes and challenges in implementing the good governance in the neighbouring countries of the EU;
- creation, on the basis of studies, of practical materials for the educational process, as well as assistance in the activities of government agencies, policy makers, non-governmental organizations;
- processing and transmission of obtained results in a format suitable for informing the general public, on the basis of the EHU Media Hub;
- thus creating clearly focused and tailored cooperation background, tools and the state of connectivity that makes the EU integration and cooperation processes fruitful and visible.

#### ***Needs:***

One of the main ways to ensure that the processes of European integration, including prospect of joining the EU, as well as cooperation without plans to join the EU, cooperation within the framework of Neighbourhood Policy in particular is to

create basic conditions for connectivity between EU Member States and other – integrating or neighbouring countries. Given the fact that the EU is primarily an institutional project, built largely on the basis of functional and institutional approaches, such connectivity can be achieved primarily through institutional convergence of the EU and neighbouring countries. This idea is incorporated in the first - political - Copenhagen criterion for membership, and in the EU active help to neighbours in the comprehensive institutional development.

So, it is necessary to create from within the neighbouring states the backgrounds of connectivity and to monitor the application of the EU tools under the specific conditions of each state. These activities need a deep and comprehensive analysis, comparative study of the processes of institutional development in the new Member States, in the Neighbour states, thorough theoretical research of the situations where the institutional connectivity was successfully achieved or, on the contrary, failed, and transformation of these theoretical results into practical suggestions, plans, draft laws and etc.

On the other hand, such control over institutional development, which should provide a full governess, should be taken in the direction in which these institutions provide the main goal of democratization and Europeanization - “the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights” (Article 2 of the Consolidated Version of the Treaty on European Union). Thus, the hallmark of our research will be the human-oriented character of all the changes related to European integration and Europeanization, importance and influence of these processes on citizen and human dignity, rights, freedoms, security and opportunities. To fulfil this task, the Center will monitor and study the processes that transform authoritarian (enclosed, excluding) institutions into democratic (open, inclusive), taking into account not only some tangible transformations, such as the implementation of the Copenhagen EU membership criteria, but to maintain research of the intangible components and factors of transformations and exploring ways of managing them.

*Problems/issues to be tackled:*

The core expert staff of this research activity will be shaped in a way corresponding to the features of the concrete micro-projects. But the pool of experts will consist of the representatives of EHU and partner institutions.

The micro-projects conducted under the framework of this research, will comprise the following categories:

1. Policy development and support of the policy cycle
  - problem detection within democratic development;
  - examination of the problems;
  - analytical prediction;
  - development of reform concept;
  - drafting of law or other legal act;

- participation in Eastern European state commissions (as experts and members) on the draft of law;
  - initiation of public campaign in support of implementing the policy by authorities;
  - monitoring realization of the policy;
  - examination of the outputs of law or other legal act.
2. Research work
- aiming at finding and theoretical argumentation of necessary changes;
  - writing manuals, monographs, articles other publications;
  - translation and publication of important works of European authors;
  - translation and publication of the EU and Member States legislative acts that could be useful in development of Eastern European states legislation;
  - preparing expert opinions on requests of state authorities, political opposition, non-governmental organizations, business structures etc.
3. Dissemination work
- aiming at mobilization of stakeholders to solve a problem of democracy development or aiming at teaching specific target audience;
  - holding conferences, seminars, roundtables on some issue;
  - conducting press conferences; participation in TV programs on these problems;
  - preparing short practical manuals and spreading them among citizens about their rights in court, in relations with officials and so on.
4. Public monitoring
- monitoring the actions of authorities on compliance with Constitution and liabilities of European integration;
  - monitoring of development of public law;
  - publication regular reports on the results of the monitoring.

***Outline of the different research sub-activities:***

***Sub-activity 1:*** Preliminary discussion on the topics and formats of the main micro-projects to be developed under this type of research activity (*January-March, 2016*).

***Sub-activity 2:*** Development of the research programmes of the micro-projects and signing of the corresponding additional agreements among their participants (*March-April, 2016*)

***Sub-activity 3:*** Theoretical and practical research, held on the basis of the e-Research Lab (*from April, 2016*)

***Sub-activity 4:*** Annual Workshops and press-conferences of the working group for discussions of the results and correction of the research process (*April, 2016, Vilnius; April, 2017, Kyiv; April, 2018, Minsk and so on*)

***Sub-activity 5:*** Annual conferences on the topic, involving to the work academia, government officials, students, public at large (*on a separate schedule drawn up by a working group of the project*)



**Sub-activity 6:** Publishing of books, contributions to books and articles, Working Papers, Policy Papers, Research Reports etc. *(on a separate schedule drawn up by a working group of the project)*

**Sub-activity 7:** Participation in Eastern European states commissions (as experts and members) on the draft of law, initiation of public campaign in support of implementing the policy by authorities *(on a separate schedule drawn up by a working group of the project)*

**Impact:**

- Permanent monitoring of the best practices and mistakes of particular states in the process of Europeanization and cooperation with the EU in the field of good governance, matching the European governance principles and tools with the specific features of particular states and tailoring of connectivity tools for these specific situations.

- Creation, on the basis of the studies, of practical materials for educational process, as well as assistance in the activities of government agencies, policy makers, non-governmental organizations.

- Provision the public at large with duly prepared information about the democratic changes in their states caused or supported by the cooperation with the EU via processing and transmission of obtained results of the research in a format suitable for informing the general public, on the basis of the EHU Media Hub.

- Achievement of the level of institutional connectivity of the EU and Neighbouring states that gives the way of full use of the EU experience and assistance to establish a system of good governance in these countries.

- Clearly focused and tailored cooperation background and tools, the state of connectivity that makes the EU integration and cooperation processes fruitful and visible.

## **Research Activity Nr. 2: Migration and Mobility**

**Description:**

**Needs:**

To speak about the successful cooperation of the EU and its neighbours, and even more, about the processes of European integration of the countries of Eastern Europe is impossible without raising problems of freedom of labour mobility, possibility of opening small and medium enterprises in the neighbouring countries, free movement of students and teachers in the field of education etc. Strengthening cooperation and integration is also impossible without security, which involves struggle against illegal migration, human trafficking and other offenses. No less important is the topic of the integration of migrants in the cultural and political

context of a country to which they arrive. All these questions are associated with the theme of migration and free movement of people and deserve the migration legislation connectivity, technical organization of migration processes connectivity, as well as connectivity in terms of public opinion about migration inside and outside the EU. At the same time, one cannot reach connectivity of the EU and neighbouring countries without people-to-people contacts, active mobility processes in the region.

On the other hand, the problem of mobility and migration is the stumbling blocks for the EU itself, causing ambiguous reaction both of the leaders of the Member States and of their population. At the same time, the process of liberalization of the visa regime with Eastern Partnership countries, including Belarus, now forms a major part of the agenda of the EU cooperation with neighbouring countries. Moreover, the liberalization of the visa regime and expanding mobility with these states serve as the best way to disseminate true information about the EU in them. The same idea is underlined in the Joint Consultation Paper “Towards a new European Neighbourhood Policy” (Brussels, 4.3.2015 JOIN (2015) 6 final): “Migration and mobility is a key area of co-operation for the EU and our partners. Enhancing mobility, especially for education, scientific, cultural, training and professional purposes, has positive effects on economies and societies alike. Tackling people smuggling and illegal migration is a common challenge”.

Taking into consideration all the aforementioned, the main *objective* of this research programme is to achieve the level of institutional and people-to-people connectivity of the EU and Neighbouring states that gives the way to freedom of mobility, information exchange, labour market development, cultural interrelations etc. This objective will be achieved via collaborative research activities in this field, maintained by the EHU and partner institutions experts and transformation of their results into formats that are applicable in the political and educational practice.

Envisaged results of this research:

- comprehensive analysis of the state of migration policy and mobility possibilities in the EU and Neighbouring states, specificity of its legal regulation, organizational maintenance, successes and challenges in implementing the Action Plans on Visa Liberalization in the Eastern Partnership countries, in organization of mobility in a liberalized regime (Moldova);
- creation, on the basis of the studies, of practical materials for the educational process, as well as assistance in the activities of government agencies, policy makers, non-governmental organizations;
- processing and transmission of obtained results in a format suitable for informing the general public, on the basis of the EHU Media Hub;
- thus creating clearly focused and tailored cooperation background, tools and the state of connectivity that makes the EU integration and cooperation processes fruitful and visible.

Problems/issues to be tackled:

In this activity the Center elaborates and promotes the information and tools for implementing reforms in such areas, as:

- Labour mobility;
- Freedom of the enterprise;
- Integration of migrants - political, socio-economic and cultural problems;
- Preventing illegal migration;
- Access to public information in the sphere of migration policy;
- Educational mobility;
- Liberalization of the visa regime between the EU and third countries;
- Schengen acquis and their development.

The core expert staff of this research activity will be shaped in a way corresponding to the features of the concrete micro-projects. But the pool of experts will consist of the representatives of EHU and Public Initiative “Europe without Barriers” (Ukraine, Kyiv) <http://novisa.org.ua/en>, although experts of other organizations, representatives of state bodies (Migration Services, Ministries of Education of different states and so on) will be involved into the work too.

In the sphere of migration the research will concentrate on the following activities:

1. Migration policy development and support of the policy cycle
2. Research work
3. Dissemination work
4. Public monitoring

***Outline of the different research sub-activities:***

***Sub-activity 1:*** Preliminary discussion on the topics and formats of the main micro-projects to be developed under this type of research activity (*January-March, 2016*).

***Sub-activity 2:*** Development of the research programmes of the micro-projects and signing of the corresponding additional agreements among their participants (*March-April, 2016*)

***Sub-activity 3:*** Theoretical and practical research, held on the basis of the e-Research Lab (*from April, 2016*)

***Sub-activity 4:*** Annual workshops and press-conferences of the working group for discussions of the results and correction of the research process (*February, 2016, Vilnius; February, 2017, Kyiv; February, 2018, Minsk and so on*)

***Sub-activity 5:*** Annual conferences on the topic, involving to the work academia, government officials, students, public at large (*on a separate schedule drawn up by a working group of the project*)

***Sub-activity 6:*** Publishing of books, contributions to books and articles, Working Papers, Policy Papers, Research Reports etc. (*on a separate schedule drawn up by a working group of the project*)

**Sub-activity 7:** Participation in Eastern European states commissions (as experts and members) on the draft of law, initiation of public campaign in support of implementing the policy by authorities (*on a separate schedule drawn up by a working group of the project*)

***Impact:***

- Permanent monitoring of the best practices and mistakes of particular states in the process of Europeanization and cooperation with the EU in the field of migration and mobility, matching the European migration and mobility principles and tools with the specific features and needs of particular states and tailoring of connectivity tools for these specific situations.

- Creation, on the basis of studies, of practical materials on the topic of migration and mobility for the educational process, as well as assistance in the activities of government agencies, policy makers, non-governmental organizations.

- Provision the public at large with duly prepared information about their migration and mobility possibilities via processing and transmission of obtained results of the research in a format suitable for informing the general public, on the basis of the EHU Media Hub.

- Achievement of the level of institutional and people-to-people connectivity of the EU and Neighbouring states that gives the way of deeper mutual understanding and cooperation.

- Clearly focused and tailored cooperation in the sphere of migration and mobility background and tools, the state of connectivity that makes the EU integration and cooperation processes fruitful and visible.

### **Research Activity Nr. 3: European Higher Education**

***Description:***

***Needs:***

Speaking about the focused and tailored cooperation tools, it is necessary to emphasise cooperation in the educational sphere, which first, makes people-to-people contacts more targeted and, correspondently, more fruitful, and second, in the long term, forms joint or close interpretations of phenomena, processes, values and principles, thus facilitating connectivity. Moreover, engagement of young people through educational exchanges per se, can play a major role in developing a common vision for the future.

Good teaching in modern conditions implies taking into account many important pedagogical and methodological aspects. Moreover, these questions pale compared with problems related to the choice of the method of management of a



University, the principles of organization of educational process, knowledge management, control and monitoring of the quality of education, and so on.

The way out of this situation can be presented by the Bologna process and all its components, actively supported by the EU. But Belarus today only starts its way of accession to the Bologna Process. So, currently, EHU is the only Belarusian University operating in an environment of academic freedom and structured in accordance with the Bologna process that makes academic degree standards and quality assurance standards more internationally compatible and comparable. On the other hand, Ukraine was and is an active member of the Bologna Process since the early 2000s, so, its experience may be interesting to study.

But the Bologna process does not solve all complex issues of connectivity and cooperation on the European continent. Eastern Europe needs new type of academic programmes, both in content and in forms and methods of management and teaching, to make the training of professionals for the implementation of the European integration process accelerated, practice-oriented, but without losing the high level of theoretical and general humanitarian education. Under such circumstances it is essential to study the specifics of the management of universities, knowledge, educational forms and methods in the EU and neighbouring countries.

Also, this dimension of the Center research will be aimed at working out of special tools, proposed by us, the East-European dimension of the Erasmus+ and Horizon2020 programmes, which would allow the European Commission to give much tailored support to initiatives of creating consortia in Eastern Europe, uniting universities from the Neighbourhood countries with EU universities.

Envisaged results of this research:

- ongoing dialogue, exchange of ideas, information, creation of a base of human and documentary resources on new ways of University management in different states to promote excellence in teaching and research in EU studies and equip students and young professionals with knowledge of European Union subjects relevant for their academic and professional lives and enhance their civic skills;
- comprehensive analysis of the higher educational systems in the EU and Neighbouring states;
- creation, on the basis of these studies practical, materials for the educational process, as well as assistance in the activities of government agencies, policy makers, non-governmental organizations;
- tailoring of the East-European dimension of the Erasmus+ and Horizon2020 programmes specific objectives, principles, forms, tools;
- processing and transmission of obtained results in a format suitable for informing the general public, on the basis of the EHU Media Hub;
- thus creating clearly focused and tailored cooperation background, tools and the state of connectivity that makes the EU integration and cooperation processes fruitful and visible.

Problems/issues to be tackled:



In this activity the Center elaborates and promotes the information and tools for implementing reforms in such areas, as:

- Law on higher education
- Research in educational process
- Knowledge management in higher education
- Leadership in educational organizations
- Business administration in higher education
- Forms, methods and techniques in higher education,

regarded in the context of creation of the EU-Neighbourhood states cooperation in the educational sphere and – via it – connectivity forming.

The core expert staff of this research activity will be shaped in a way corresponding to the features of the concrete micro-projects. But the pool of experts will consist of the representatives of EHU; of University College of Teacher Education, Klagenfurt, Austria; of The School of Young Managers in Public Administration (Belarus); of teachers and trainers of political and legal disciplines from the National Academy for Public Administration under the President of Ukraine; of trainers from the public organization “Creative Center TCK” (Kyiv, Ukraine); of faculty from the National University “Kyiv-Mohyla Academy” (Ukraine), Vilnius University, Vytautas Magnus University (Kaunas), Mykolas Romeris University (Vilnius). Although experts will represent state bodies (Ministries of Education of different states and so on).

***Outline of the different research sub-activities:***

***Sub-activity 1:*** Preliminary discussion on the topics and formats of the main micro-projects to be developed under this type of research activity (*January-March, 2016*).

***Sub-activity 2:*** Development of the research programmes of the micro-projects and signing of the corresponding additional agreements among their participants (*March-April, 2016*)

***Sub-activity 3:*** Theoretical and practical research, held on the basis of the e-Research Lab (*from April, 2016*)

***Sub-activity 4:*** Roundtable discussion of the intermediate results of the research (*October, 2016*)

***Sub-activity 5:*** Conference on the topic, involving academia, government officials, students, public at large to the work (*November, 2016*)

***Sub-activity 6:*** Publishing of books, contributions to books and articles, Working Papers, Policy Papers, Research Reports etc. (*on a separate schedule drawn up by a working group of the project*)

***Impact:***

- Ongoing dialogue, exchange of ideas, information, creation of a base of human and documentary resources on new ways of University management in different states.

- Promotion of excellence in teaching and research in EU studies and equipping students and young professionals with knowledge of European Union subjects relevant for their academic and professional lives and enhance their civic skills;

- Deep understanding by academia and state authorities of the main features and main paradigms of the higher educational system in the EU, their importance for the Neighbouring states.

- Practical materials for the educational process, as well as assistance in the activities of government agencies, policy makers, non-governmental organizations.

- Provision the public at large with duly prepared information about the specificity of the European Educational and Research Area via processing and transmission of obtained results of the research in a format suitable for informing the general public, on the basis of the EHU Media Hub.

- Achievement of the level of institutional and people-to-people connectivity of the EU and Neighbouring states that gives the way of deeper mutual understanding and cooperation.

- Sustainable development of Partner Countries in the field of higher education.

- Promotion of international credit mobility, mobility of learners and staff from and to the countries of the region according to the objectives of the strategic framework for European cooperation in education and training.

- Working out of the East-European dimension of the Erasmus+ and Horizon2020 programmes, which would allow the European Commission to give much tailored support to initiatives of creating consortia in Eastern Europe, uniting universities from the Neighbourhood countries with EU universities.

- Clearly focused and tailored cooperation in the sphere of education and research, gaining connectivity that makes the EU integration and cooperation processes fruitful and visible.

## Main Deliverables

### **Deliverable Nr. 1: The Center Open Electronic Recourse**

#### ***Description:***

The objective of the deliverable is to gather all the information on the EU studies, educational activities and other Center and its partners' events and achievements in one resource. So, the website will be created to be fully devoted to the Center and its activities. In this web-site everybody could find the full information about the Center activities, it will serve as a platform of the On-line Coalition of Researchers and the e-Research Lab.

The information about the research activities of the Center will be combined in the Resource with the information about the academic activities of it: the delivering of the EU module, the development of new academic programmes etc.

Target groups: researchers, faculty, students, public bodies, wider public.

Languages: Russian, English.

#### ***Table of content:***

- Information about the Center, its founders and partners.
- Information about the Center Team.
- The Center news.
- The On-line Coalition of Researchers space.
- The e-Research Labs on different Research activities of the project.
- Academic activities space.
- EU Library.

#### ***Impact:***

- High level of awareness of the general public about the activities of the Center and implementation of its projects.
- Russian-language resource that will provide easily accessible information about the EU to consumers from the Eastern Partnership countries.
- Good communication between EHU faculty, staff, students, alumni, partners on the subject.
- Support to the development of innovative ICT-based content, services, teaching practice in the EU studies.
- Encouragement of the best use of results, innovative products and processes and of the exchange of good practice in the fields covered by the EU issues, in order to improve the quality of education and training.

- Sharing of the work of students and faculty.
- Development of a communication platform for the permanent cooperation on the base of the Center.

## **Deliverable Nr. 2: The EHU On-line Coalition of Researchers on the EU and the e-Research Lab**

### ***Description:***

The objective of the On-line Coalition of Researchers and the e-Research Lab launch is to create the virtual platform for researchers' (coming from different institutions and states) permanent communication in different forms: online communication, information sharing, demonstration of their own scientific results, discussing achievements and challenges in the work, disputing on various topics, as well as to give access to this information for potential its customers - public and political figures, representatives of public organizations, scientists and the general public. Moreover, the e-Research Lab – the virtual structure, based on the same Resource, will provide a link between the different micro-projects in the frame of the same Research Activity and between different research activities, will help to transform the results of research into different formats required to prospective or actual customers, as well as will promote communication of researchers with customers and links of the educational and research components of the Centre activities.

Need: Today, though there are some big and famous structures carrying out research on the topic of European integration and the EU, the majority of the similar structures lack wide connections and general information about their activities. As a result, we often find ourselves in a situation when a number of research centers study the same problem, but public authorities, civil society, the general public does not have enough information on this subject. To avoid this situation, the networking and creation for the network activities of virtual platforms may serve. Our On-line Coalition of Researchers on the EU will be one of them.

Target groups: researchers, faculty, students, public bodies, wider public.

Languages: Russian, English.

### ***Brief description of the content:***

The content will be determined by the result of the discussions between partners about the directions, methods, formats and regimes of communication.

### ***Impact:***

The On-line Coalition of Researchers will facilitate the spread of knowledge about the EU in Eastern Partnership countries and Russia due to the formation of

communication platform, involve undergraduate, graduate and doctoral students of EHU and partner universities from the Eastern Partnership countries and Russia in the processes of scientific discussion of the EU Constitutional Law issues, make possible the wider exchange of views between scholars from the EU states and Eastern Partnership states on the sensitive issues of the EU, creating the effect of synergy of different approaches and points of view to develop the basic understanding of fruitful ways and tools of cooperation.

### **Deliverable Nr. 3: The Scholarly Journal “Crossroads”**

#### ***Description:***

The objective of this activity is to promote the information on the EU and the results of the research activities of the Center via continuation of publishing of the scientific journal "Crossroads", which was published earlier in the framework of the Center for Advanced Studies and Education (CASE) activities.

Needs: For ten years EHU managed the activities of the Center for Advanced Studies and Education (CASE) that fostered and supported interdisciplinary research on post-Soviet transformational processes in Central and Eastern European borderlands (Belarus, Moldova and Ukraine).

The CASE activities were focused on the strengthening of local capacity for new research, creating and promoting new interdisciplinary scholarly networks in the region and seeking to improve the quality of teaching in the humanities and social sciences. CASE published books and a cross-disciplinary quarterly journal called “Crossroads Quarterly” - since 2004 - to provide multidisciplinary publications dedicated to the political and socio-cultural issues of Central Eastern European borderlands. “Crossroads” is unique in presenting innovative research strategies within an interdisciplinary and inter-regional approach. The Centre is intended to prolong the publishing of “Crossroads”.

Target groups: researchers, students, public at large.

Language: Russian

N° of copies: 500

The frequency of publication: twice a year.

#### ***Brief description of the content:***

To get acquainted with the content of the previous issues of the Journal it is possible in the EHU web-site (<http://www.ehu.lt/en/research/ehu-press/periodicals>).

The content of the journal in its new assignment will depend greatly on the design, dimensions and results of the Center research.



***Impact:***

A paperback journal, distributed to all the libraries of the leading universities in Eastern Europe, will increase the opportunity to disseminate the results of research of the Center among academics and the general public. Its electronic version will increase the scope of its distribution. Together both versions of the publication will serve as a knowledge-based and, at the same time, attractive base that will draw broad reading public to the subject of European integration.

**Deliverable Nr.4: “Journal of Constitutionalism and Human Rights”**

***Description:***

The objective of this activity is to promote the information on the European values and their implementation in human rights sphere, as well as the information about the European Transnational Constitutionalism and its value inside and outside the EU via continuation of publishing of the scientific journal "Journal of Constitutionalism and Human Rights".

Needs: The results of the theoretical and applied studies of the EHU Law Department faculty and of collaborative researches with scholars from many states, are disseminated via “Journal of Constitutionalism and Human Rights” (partners – Council of Europe, Department of European integration of National Academy of Public Administration of Ukraine, Department of European Law of RHHU (Moscow, Russia), Centre “Sutiazhnik” (Russia)). The idea to make of the Journal an additional platform for research cooperation on the EU – Neighbourhood issues at the same time will give a new impetus to the development of the Journal and create another platform for communication.

Moreover, this Journal is devoted to the specific dimension of the knowledge about the EU - the Constitutional Law of the EU, which is extremely specific because of its outstanding mission - creating a constitutional model in a supranational space. At the same time, the subject of Constitutional Law of the EU in Eastern European universities is not popular - it either remains outside the curriculum, or is strongly contested. All of these issues also are aggravated by the strong lack of textbooks and teaching materials in Russian language.

Target groups: researchers, students, public at large.

Language: Russian, English

N° of copies: electronic edition; in the near future publication of the Journal in paper format is also expected.

The frequency of publication: twice a year.

***Brief description of the content:***

To get acquainted with the content of the previous issues of the Journal it is possible in the EHU Center for Constitutionalism and Human Rights web-site (<http://chr-centre.org/>).

The content of the journal in its new assignment will depend greatly on the design, dimensions and results of the Center research.

***Impact:***

The Journal will increase the opportunity to disseminate the results of research of the Center among academics and the general public. It will serve as a knowledge-based and, at the same time, attractive base that will draw broad reading public to the subject of the Constitutional Law of the EU, as, due to its place in the legal system and because of its transdisciplinarity, it helps to understand the nature the EU and European integration.

**Proposed Implementation Timeline and Budget**

<b>Year</b>	<b>Activity</b>	<b>Funding</b>	<b>Projected Revenue</b>
2015-2016 academic year	•Launch the Center (drafting official papers, negotiations with partners and potential Advisory Board members, technical equipment purchase, all related expenses)	EUR 10,000	
	• The Center Staff <sup>2</sup> (Director (Manager, EUR 88 per day), Educational Programmes Manager (Manager, EUR 88 per day), one technician (EUR 55 per day) one administrative positions (EUR 39 per day)	EUR 70,000	
	• Rent of premises (office 50 m <sup>2</sup> , two classes 50 m <sup>2</sup> each)	EUR 30,000	
	• MA in Governance programme and courses development for registration by working group, including all related expenses	EUR 45,000	
	• MA in Law programme and courses development for registration by working group, including all related expenses	EUR 45,000	
	• Training Course for BA Programmes “Fast Track to the EU Knowledge and Competences” programme and blocks development by working group, including all related expenses	EUR 20,000	

<sup>2</sup> This size of funds per unit is determined by Education, Audiovisual and Culture Executive Agency of the European Commission for Erasmus+ activities ([http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide\\_en.pdf](http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide_en.pdf))

	• Training Course for BA Programmes “Fast Track to the EU Knowledge and Competences” delivering (a pilot mode) (6 ECTS credits, 60 face-to-face hours, EUR 106 per hour <sup>3</sup> )	EUR 6,360	
	• Begin research programmes (3 programmes)	EUR 70,000	
	• Seminars/conferences	EUR 40,000	
	• Conduct Summer School	EUR 20,000	
	• Issue of the "Crossroads" Scholarly Journal	EUR 20,000	
	• Issue of the "Journal of Constitutionalism and Human Rights"	EUR 20,000	
	• Begin marketing of new programs	EUR 5,000	
	• Travels, subsistence and accommodation costs	EUR 25,000	
	• Overheads (10%)	EUR 42,636	
	<b>TOTAL</b>	<b>EUR 468,996</b>	
2016-2017 academic year	• The Center Staff (Director (Manager, EUR 88 per day), Educational Programmes Manager (Manager, EUR 88 per day), one technician (EUR 55 per day) one administrative positions (EUR 39 per day)	EUR 70,000	
	• Rent of premises (office 50 m <sup>2</sup> , two classes 50 m <sup>2</sup> each)	EUR 30,000	
	• Launch MA in Governance (20 students)		EUR 40,000
	• Faculty costs for MA in Governance (teaching costs: 60 ECTS credits, 600 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 100,000	
	• Launch MA in Law (20 students)		EUR 40,000

<sup>3</sup> This size of funds per unit is determined by Education, Audiovisual and Culture Executive Agency of the European Commission for Erasmus+ activities ([http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide\\_en.pdf](http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide_en.pdf))

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	• Faculty costs for MA in Law (teaching costs: 60 ECTS credits, 600 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 100,000	
	• Training Course for BA Programmes “Fast Track to the EU Knowledge and Competences” delivering (5 programmes) (6 ECTS credits, 60 face-to-face hours, EUR 106 per hour)	EUR 31,800	
	• Research programmes (3 programmes)	EUR 100,000	
	• Seminars/conferences	EUR 40,000	
	• Conduct Summer School	EUR 20,000	
	• Issue of the "Crossroads" Scholarly Journal	EUR 20,000	
	• Issue of the "Journal of Constitutionalism and Human Rights"	EUR 20,000	
	• Marketing of new programs	EUR 5,000	
	• Travels, subsistence and accommodation costs	EUR 25,000	
	• Overheads (10%)	EUR 56,180	
	<b>TOTAL</b>	<b>EUR 617,980</b>	<b>EUR 80,000</b>
	<b>TOTAL FUNDING</b>	<b>EUR 537,980</b>	
2017-2018 academic year	• The Center Staff (Director (Manager, EUR 88 per day), Educational Programmes Manager (Manager, EUR 88 per day), one technician (EUR 55 per day) one administrative positions (EUR 39 per day)	EUR 70,000	
	• Rent of premises (office 50 m <sup>2</sup> , two classes 50 m <sup>2</sup> each)	EUR 30,000	
	• MA in Governance 2 <sup>nd</sup> year (20 students)		EUR 20,000
	• MA in Governance 1 <sup>st</sup> year (20 students)		EUR 40,000



	• Faculty costs for MA in Governance (teaching costs: 90 ECTS credits, 900 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 150,000	
	• MA in Law 2 <sup>nd</sup> year (20 students)		EUR 20,000
	• MA in Law 1 <sup>st</sup> year (20 students)		EUR 40,000
	• Faculty costs for MA in Law (teaching costs: 90 ECTS credits, 900 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 150,000	
	• Training Course for BA Programmes “Fast Track to the EU Knowledge and Competences” delivering (5 programmes) (6 ECTS credits, 60 face-to-face hours, EUR 106 per hour)	EUR 31,800	
	• Trainings, seminars, public lectures		EUR 100,000
	• Research programmes (3 programmes)	EUR 100,000	EUR 50,000
	• Seminars/conferences	EUR 40,000	
	• Conduct Summer School	EUR 20,000	
	• Issue of the "Crossroads" Scholarly Journal	EUR 20,000	
	• Issue of the "Journal of Constitutionalism and Human Rights"	EUR 20,000	
	• Marketing of new programs	EUR 5,000	
	• Travels, subsistence and accommodation costs	EUR 25,000	
	• Overheads (10%)	EUR 66,180	
	<b>TOTAL</b>	<b>EUR 727,980</b>	<b>EUR 270,000</b>
	<b>TOTAL FUNDING</b>	<b>EUR 457,980</b>	
2018-2019 academic year	• The Center Staff (Director (Manager, EUR 88 per day), Educational Programmes Manager (Manager, EUR 88 per day), one technician (EUR 55 per day) one administrative positions (EUR 39 per day)	EUR 70,000	

• Rent of premises (office 50 m <sup>2</sup> , two classes 50 m <sup>2</sup> each)	EUR 30,000	
• MA in Governance 2 <sup>nd</sup> year (20 students)		EUR 20,000
• MA in Governance 1 <sup>st</sup> year (20 students)		EUR 40,000
• Faculty costs for MA in Governance (teaching costs: 90 ECTS credits, 900 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 150,000	
• MA in Law 2 <sup>nd</sup> year (20 students)		EUR 20,000
• MA in Law 1 <sup>st</sup> year (20 students)		EUR 40,000
• Faculty costs for MA in Law (teaching costs: 90 ECTS credits, 900 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 150,000	
• Training Course for BA Programmes "Fast Track to the EU Knowledge and Competences" delivering (5 programmes) (6 ECTS credits, 60 face-to-face hours, EUR 106 per hour)	EUR 31,800	
• Executive Master programmes, special tailored modules		EUR 100,000
• Trainings, seminars, public lectures		EUR 100,000
• Research programmes (3 programmes)	EUR 100,000	EUR 50,000
• Seminars/conferences	EUR 40,000	
• Conduct Summer School	EUR 20,000	
• Issue of the "Crossroads" Scholarly Journal	EUR 20,000	
• Issue of the "Journal of Constitutionalism and Human Rights"	EUR 20,000	
• Marketing of new programs	EUR 5,000	
• Travels, subsistence and accommodation costs	EUR 25,000	
• Overheads (10%)	EUR 66,180	
<b>TOTAL</b>	<b>EUR 727,980</b>	<b>EUR 370,000</b>

	<b>TOTAL FUNDING</b>	<b>EUR 357,980</b>	
2019-2020 academic year	• The Center Staff (Director (Manager, EUR 88 per day), Educational Programmes Manager (Manager, EUR 88 per day), one technician (EUR 55 per day) one administrative positions (EUR 39 per day)	EUR 70,000	
	• Rent of premises (office 50 m <sup>2</sup> , two classes 50 m <sup>2</sup> each)	EUR 30,000	
	• MA in Governance 2 <sup>nd</sup> year (20 students)		EUR 20,000
	• MA in Governance 1 <sup>st</sup> year (20 students)		EUR 40,000
	• Faculty costs for MA in Governance (teaching costs: 90 ECTS credits, 900 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 150,000	
	• MA in Law 2 <sup>nd</sup> year (20 students)		EUR 20,000
	• MA in Law 1 <sup>st</sup> year (20 students)		EUR 40,000
	• Faculty costs for MA in Law (teaching costs: 90 ECTS credits, 900 face-to-face hours, EUR 106 per hour; travels, subsistence and accommodation costs)	EUR 150,000	
	• Training Course for BA Programmes "Fast Track to the EU Knowledge and Competences" delivering (5 programmes) (6 ECTS credits, 60 face-to-face hours, EUR 106 per hour)	EUR 31,800	
	• Executive Master programmes, special tailored modules		EUR 100,000
	• Trainings, seminars, public lectures		EUR 100,000
	• Research programmes (3 programmes)	EUR 100,000	EUR 50,000
	• Seminars/conferences	EUR 40,000	
	• Conduct Summer School	EUR 20,000	
	• Issue of the "Crossroads" Scholarly Journal	EUR 20,000	

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	• Issue of the "Journal of Constitutionalism and Human Rights"	EUR 20,000	
	• Marketing of new programs	EUR 5,000	
	• Travels, subsistence and accommodation costs	EUR 25,000	
	• Overheads (10%)	EUR 66,180	
	<b>TOTAL</b>	<b>EUR 727,980</b>	<b>EUR 370,000</b>
	<b>TOTAL FUNDING</b>	<b>EUR 357,980</b>	