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| **Work package type and ref.nr** [x]  | **PREPARATION** | **2** |
| **Title** | **In-depth needs analysis** |
| **Related assumptions and risks** | **ASSUMPTIONS:**- Strong commitment from all PCs to collect statistically relevant data (in terms of amounts) and reliable information (in terms of quality of data provided) to ensure a reliable and comprehensive analysis.- Strong commitment by EU partners to contribute to a solid analysis and the formulation of significant conclusions that will serve as a basis for the project implementation and as reference for any other similar/complementary initiative across the Region.- Willingness of all targets to be proactive in the provision of information.**RISKS:**- Low involvement of PCs in the information collection stage offset by intensive monitoring by WP2 leader and UA and with the application of involvement techniques to persuade PCs and make them understand about the relevance of such task for the correct project implementation and for the achievement of strategic results for their countries. Emphasis on the fact that MORALE will be a good opportunity for their individual and institutional development and it will bring significant contribution to their society. - Low involvement of EU partners in results analysis and recommendation provision that will be offset by a in-depth monitoring from UA and intensive communication (to top management, when required) on the importance of this task as basis for future project deployment and the key role and responsibility EU HEIs have.- Lack of involvement of external target groups (NGOs, associations, other HEIs, authorities, etc.) offset by inviting them to appropriate dissemination and networking activities and maintaining them updated on the project updates for their endorsement, involvement and benefit. |
| **Description** | **WP2 OBJECTIVE:** The main objective of WP2 is to carry out a more in-depth and detailed analysis composed by a site visit to EU HEIs and NGOs and also by means of the application of a survey and interviews to the following target groups: * PC HEIs (management, academic, students and graduated)
* Other HEIs at national and regional level
* Competent authorities (Higher Education and Social Affairs)
* Lebanese and Syrian NGOs and associations (also at regional level)

Even if a comprehensive analysis has been done for the proposal preparation (by means of intensive communication with the Regional Coordinator and questionnaires & interviews to all project partners), the in-depth analysis will be crucial to better tailor the following project activities, in terms of relevance and impact.The analysis will have a twofold perspective:1. ***NGO management study offer at HE level:*** focused on carrying out a detailed mapping of study offer at all PC HE levels (degree, master, short training, LLL) in the field of Social and behavioural Sciences, provided not only by PC HEIs, but at national and regional level. Attention will be focused on the learning outcomes and competences provided by such courses, number of credits, academic calendar, students assessment, delivery methodology, quality standards, etc. An extensive SWOT analysis of such study programme offer will be carried out and from such conclusion the initial Train the Trainers (WP3) plan will be better tailored to the needs of PC HEIs. Conclusions will also serve as basis to provide input for the consolidation of the MORALE proposal on the integration of the *“Sustainable NGOs management”* topic (and related subjects) in the framework of existing Social & Behavioural Sciences related HE bachelors at PC HEIs (targeting students who will work at NGOs dealing with refugees) and for the creation of LLL courses (targeting NGOs professionals).

For more details on the curricula modernisation and LLL courses, please refer to WP4 and WP5.1. ***NGOs management status quo in Syria and Lebanon:*** focused on achieving an in-depth understanding of all challenges Syrian and Lebanese NGOs (working with refugees) are facing for the daily implementation of their activities and their sustainability in the medium and long run. An in-depth analysis of the impact of their activities onto society will be carried out, and this will accompanied by a set of recommendations for improvement. Strong emphasis will be given also to funding and management issues, by providing a living list of potential funding opportunities to ensure NGOs sustainability. This second part of the in-depth analysis will be also key for wide Syrian, Lebanese and regional NGOs and associations identification. They will be involved in the study, but also in training, dissemination and networking with views on establishing strong cooperation links between academia-NGO. This will serve also to attract NGO managers and employees for the delivery of MORALE modernised bachelors, where they will give guest lectures from labour market. NGOs will contribute also to the bachelor competence definition and to contribute to PC HEIs graduates employment.

WP2 findings will be seen as complementary and more in-depth if compared with the extensive needs analysis performed at the time of MORALE proposal drafting. The resulting analysis will be published in *“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon”* (D2-3-1)widely disseminated, also in the framework of the 1st Regional Round Table (T6.3).WP2 will be composed by 3 main tasks:**T2.1 STUDY VISIT AT EU HEIs and NGOs (M2-3)**Planned and implemented for PC HEIs to have an in-depth understanding on: 1) The study programme offer of EU HEIs related with sustainable NGO management and operation at bachelor/master level, but also in terms of LLL courses targeted to both graduates and professionals; and 2) How EU NGOs dealing with refugees and related issues are managed and operate. PCs will bring back to their home institutions practical knowledge that they will exploit in WP4 and 5, when improving the HEIs study programme offer (at bachelor level and in the field of Social and Behavioural Sciences) and creating LLL courses targeting NGOs current professionals. Visits will be also crucial for PC NGOs that will bring back home new methodologies and practices for the adaptation in line with PC contexts and needs towards an improved operation.The study visist will take place at EU HEIs but they will count with the participation of relevant EU NGOs. **T2.2 SURVEYS AND INTERVIEWS DESIGN (M3-4)**Data collection will be possible by means of both interviews and questionnaires. Interviews will be designed for high profile HEIs managers, Deans of PC HEIs Departments (with special emphasis on Social and Behavioural Sciences related areas), relevant authorities, NGOs association managers, while surveys will be distributed among PC HEIs teaching staff, students, HEIs staff in general, NGOs employees, etc. Interviews guidelines and surveys templates will be designed for HEIs and NGOs and distributed to both project partners and beyond at national/regional level to ensure the relevance of the data.**T2.3 DATA COLLECTION AND ANALYSIS (M4-5)**Data collection will be carried out by PC HEIs with the contribution and support of EU partners, especially in terms of conclusions and recommendations that will serve as basis for the final training plan definition (T3.1), but also for the consideration of key aspects of study programme offer and NGOs sustainability. The resulting report will be titled: *“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon”*. It will present on the one side a detailed mapping of study offer at all HE levels (degree, master, short training, official and non official offer) provided by partner universities (and beyond) across Syria and Lebanon. Attention will be focused on the learning outcomes and competences provided by such courses, number of credits, academic calendar, students assessment, delivery methodology, quality standards, etc. The remaining part of the report will consist in an in-depth analysis of the impact of NGOs activities onto society, but also areas for the improvement of their management and operation.PC HEIs will have an amount of national travel flows for interviews displacement. This will ensure high-level target reaching (HEIs and Social Affairs authorities, HEIs managers, NGOs association management, etc.).**Interdependencies:**WP2 will have strong dependencies with: - WP1 Management, that will monitor the WP development and provide any contingency measure and support if necessary.- WP7 Quality Assurance that will monitor the quality of tasks implementation methodology and results achieved.- WP6 Dissemination and networking that will support for the survey distribution, interviews implementation, but also for disseminating the WP2 report via all project and project partners’ channels.- WP3, since the report will be exploited as basis for the consolidation of the capacity building plan and specific topics.- WP4 and 5, since the findings of the report will be exploited also for the best PC HEIs curricula modernisation and LLL courses creation and delivery. |
| **Tasks** | **T2.1 STUDY VISIT AT EU HEIs and NGOs (M2)**Objective: merged with the KoM for cost efficiency purposed, the study visit main objective will be to:* For PC HEIs: to have an in-depth overview on the EU HEIs study programme offer of EU HEIs related with sustainable NGO management and operation at bachelor and master level, but also in terms of LLL courses provision (professional trainings) for current NGOs professionals (and graduates).
* For PC NGOs: to have an in-depth understanding on how EU NGOs dealing with refugees and related issues are managed and operate on daily basis and how their sustainability is ensured (links with key actors, funding mechanisms, etc.)

As results of T2.1 an in-depth SWOT (1 per country) will be drafted by PC HEIs and NGOs in terms of both their study programme offer (by HEIS), but also PC NGOs management and operation practices at a National/Regional level together with reflections on how to adapt and integrate such EU practices for both HEIs and NGOs. Scheduled Activities:- Definition of the agendas for the 3 study visits (to the 3 EU partners) and consolidation with the input of all partners and organisation- Study Visit implementation- National/Regional SWOT reports.Expected Results:- Intangible: PC s awareness on EU HEIs practice in terms of HEIs study programme offer (bachelor/master/LLL) on sustainable NGOs management and EU practice in terms of NGO management and operation.- Tangible: 1 study visit implemented (at each PC HEI) + 2 National SWOT reports from PCs (including the experience from 3 EU countries)*IMPORTANT NOTE: in order for PC HEIs to get their visas to travel to Spain, and EU countries, a special travel amount has been allocated for them to travel to the nearest EU Countries Embassy.***T2.2 SURVEYS AND INTERVIEWS DESIGN (M3-4)**Objective: to design high quality interviews templates and surveys tailor made to the different targets to be addressed by the in-depth needs analysis. Interviews will be designed for high profile HEIs Managers, Deans of PC HEIs Departments (with special emphasis on Social and Behavioural Sciences related areas), relevant authorities, while surveys will be distributed among PC HEIs teaching staff, students, HEIs staff in general, NGOs employees, etc. Interviews and surveys (tailor made to HEIs and NGOs) will be accompanied by guidelines and data collection templates to facilitate data analysis. Scheduled activities:- Surveys drafting and consolidation- Surveys preparation on Survey Monkey to be disseminated- Surveys dissemination- Interviews templates definition and interviews implementationExpected Results:Intangible: networking among PC HEIs at national and regional levels reinforced, increased project visibility and awareness raised on the importance of sustainable NGOs management with special focus on refugees and related issues and on the role HEIs have on training future professionals that will work in the field. Increased visibility of HEIs and NGOs towards national/Regional authorities.Tangible: - Survey/interview protocol prepared- Data collection and analysis methodology defined- Survey distributed to at least 60 PC HEIs- Nº of electronic surveys collected: 180- Nº of interviews carried out: 8**T2.3 DATA COLLECTION AND ANALYSIS (M4-5)**Objective: To collect and analyse data from all target groups and compile an In-depth needs analysis report on *“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon”.* Data collection will be carried out by PC HEIs and their analysis carried our with also the contribution of EU partners, especially in terms of conclusions and recommendations that will serve as basis for the final training plan definition (T3.1), but also for the consideration of key aspects of study programme/LLL offer and NGOs sustainability. The report will be the first result of the project to be published and widely disseminated to all project target groups, at National/Regional and International level.- Survey/interview distributed/applied to at least 60 PC HEIs (National/Regional)- Survey/interview distributed/applied to at least 30 PC NGOs/NGOs associations- Survey/interview distributed/applied to at least 6 PC National/Regional NGOs associations- Survey/interview distributed/applied to at least 8 staff PC National/Regional Competent Authorities- Nº of electronic surveys collected: 180- Nº of interviews carried out on face-to-face basis: 40Surveys will be distributed by the Survey Monkey Tools and and include both quantitative and qualitattive data.Scheduled activities: - Data collection (via Survey Monkey & interviews)- Data analysis- Report drafting - Report publication and disseminationExpected Results: * Intangible: in-depth knowledge of current status of study programme offer (bachelor/LLL) in sustainable NGOs management from PC HEIs and NGOs management status quo in Syria and Lebanon
* Tangible: 1 in-depth needs analysis report *“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon”* disseminated via web, newsletter, Social Media and project partners dissemination and networking channels, 1st Round Table.
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| **Estimated Start Date (dd-mm-yyyy)** | 15/10/2018 | **Estimated End Date (dd-mm-yyyy)** | 15/03/2019 |
| **Lead Organisation** | UO will lead WP2 and mainly the survey definition, dissemination strategy and analysis results methodology. Together with LU they will coordinate the report dissemination, data collection and analysis.  |
| **Participating Organisation** | * UA will contribute to the survey definition, will host the study visit (merged with the KOM) and will support PC HEIs in the analysis of results and the consolidation of the final report to be translated and disseminated.
* UOL WP2 leader.
* UNIBO will contribute to the survey definition, will host the study visit and will support PC HEIs in the analysis of results and the consolidation of the final report to be translated and disseminated.
* 4Elements will contribute to the survey definition, will organise the part of the site visit (at EU HEIs) related with NGOs and support in the data analysis and provision of recommendations of the needs analysis report.
* IUST will contribute to the survey definition, participate to the study visit, will support WP leader and co-leader in the data collection and participate to the draft of the study visit reports and the needs analysis report.
* AIU will contribute to the survey definition, participate to the study visit and participate to the draft of the study visit reports and the needs analysis report.
* DU will contribute to the survey definition, participate to the study visit and participate to the draft of the study visit reports and the needs analysis report.
* SHIIARS will contribute to the survey definition, participate to the study visit and participate to the draft of the study visit reports and the needs analysis report.
* ARA will contribute to the survey definition, participate to the study visit and participate to the draft of the study visit reports and the needs analysis report.
* MUBS will contribute to the survey definition, participate to the study visit and participate to the draft of the study visit reports and the needs analysis report.
* BAU will contribute to the survey definition, participate to the study visit and participate to the draft of the study visit reports and the needs analysis report.
* LU WP2 co-leader, will contribute to the survey definition, participate to the study visit and co-lead and contribute to the draft of the study visit reports and the needs analysis report.
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**Deliverables/results/outcomes**

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D2.1.1** |
| Title | **Reports on study visit at EU HEIs & EU NGOs** |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | After having carried out the study visits to EU HEIs and NGOs (merged with the KoM T2.1) two national (Syria and Lebanon) reports will be drafted by PC HEIs and NGOs in terms of both their study programme offer (by HEIs), but also PC NGOs management and operation practices at a EU level together with reflections on how to adapt and integrate such EU practices for both HEIs and NGOs at their home countries.**INDICATORS**: - 3 study visits at UA, UOL, UNIBO.- 2 national study visit reports |
| Due date | 30/12/2018 |
|  | Languages | English |
| **Target groups** | [x]  Teaching staff [x]  Students [ ]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| * PC HEIs high level management
* PC HEIs teaching staff
* PC HEIs students & graduates
* PC NGOs management
* PC National competent authorities
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| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [x]  Local[ ]  Regional | [x]  National[ ]  International |

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D2.2.1** |
| Title | **Interviews and surveys definition and analysis methodology**  |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | The surveys and the interviews will be defined with the contributions of all partners lead by UOL and LU.The methodology for the data collection and analysis will be also defined and guidelines for survey dissemination and interviews implementation will be prepared for the use of all PC HEIs. **INDICATORS**:- 1 survey document and IT infrastructure (Survey Monkey) ready- 1 Interview structure, guidelines and protocol - 1 Data collection and analysis - Survey/interview distributed/applied to at least 60 PC HEIs (National/Regional)- Survey/interview distributed/applied to at least 30 PC NGOs/NGOs associations- Survey/interview distributed/applied to at least 6 PC National/Regional NGOs associations- Survey/interview distributed/applied to at least 8 staff PC National/Regional Competent Authorities- Nº of electronic surveys collected: 180- Nº of interviews carried out on face-to-face basis: 40 |
| Due date | 15/02/2019 |
|  | Languages | English & Arabic |
| **Target groups** | [x]  Teaching staff [x]  Students [ ]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| * PC HEIs high level management
* PC HEIs teaching staff
* PC HEIs administrative
* PC students
* PC NGOs management
* PC NGOs employees
* PC National/Regional NGOs associations dealing with refugees
* Additional PC HEIs not included in the consortium
* PC National competent authorities
* PCs Regional competent authorities
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| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [x]  Local[x]  Regional | [x]  National[ ]  International |

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D2.3.1** |
| Title | ***“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon****”* |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | The in-depth needs analysis report titled: ***“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon****”* will have a twofold perspective:1. NGO management study offer at HE level:
2. NGOs management status quo in Syria and Lebanon

**INDICATORS:**1 joint report translated and disseminated |
| Due date | 30/03/2019 |
|  | Languages | English & Arabic |
| **Target groups** | [x]  Teaching staff [x]  Students [x]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| PC HEIs high level management* PC HEIs teaching staff
* PC HEIs administrative
* PC students
* PC NGOs management
* PC NGOs employees
* PC National/Regional NGOs associations dealing with refugees
* Additional PC HEIs not included in the consortium
* PC National competent authorities
* PCs Regional competent authorities
* International donors
* Funding authority
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| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [x]  Local[x]  Regional | [x]  National[x]  International |