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| **Work package type and ref.nr** | **DEVELOPMENT** | | | **3** |
| **Title** | **Building Capacities** | | | |
| **Related assumptions and risks** | **ASSUMPTIONS**:  - Strong interest by PCs HEIs and NGOs to be trained and high willingness to replicate the trainings within their institutions inviting also other HEIs beyond the consortium to increase impact.  - High interest of Syrian and Lebanese NGOs staff at different levels (partners and non) to participate to those trainings targeted to them  - High relevance of the training topics based on WP2 in-depth needs analysis, result of cooperative work among all partners  - High quality of Train of Trainers (ToT) materials that allow easy adaptation and successful replication by PC HEIs  **RISKS**:  - Challenges in attracting PC HEIs academic and NGOs staff for ToT due to their teaching & professional commitments and to then replicate the trainings received. This will be offset by a (EU & PC) joint approach for the definition of the training topics for their high relevance. Innovative ToT methodology and teaching materials will also allow an easy replication and strong incentives provided by the fact that thanks to the curricula improvement and new LLL courses creation and delivery, more students will be attracted for the PC HEIs and Departments benefit, growth and predominance at national/regional level.  - NGOs potential lack of interest in ToT participation and consequential replication will be offset by raising the awareness on the importance of the project focus and the benefit they could achieve in terms of knowledge acquired, but also networking and synergies with other NGOs, associations, universities, local and national authorities, potential donors, etc. for their future improvement and sustainability. | | | |
| **Description** | **WP3 OBJECTIVE:** the main objective of WP3 is to design, prepare and implement 4 Train the Trainers (ToT) modules and their corresponding replications (by each PC HEI). Capacity building will be made up by two main components: ToT and trainings replication.  Train of Trainers modules will target (depending on the ToT topic):  - PC HEIs (mainly member of the consortium, but also beyond)  - PC NGOs (mainly member of the consortium, but also beyond)  - PC HEIs high level management  - PC HEIs teaching staff  - PC HEIs administrative  - PC NGOs management  - PC NGOs employees  - PC National/Regional NGOs associations dealing with refugees  - PC National & Regional competent authorities  Knowledge acquired will be exploited by PC HEIs to:   1. Modernise (and deliver) current PC HEIs bachelor offer in the field of Social and Behavioural Sciences in terms of:    1. European Standards and Guidelines (ESG), teaching methodology, international QA standards, project based learning, focus on competence, contribution to programme delivery also by labour market, etc.    2. Integration of NGOs sustainable management and operation related subjects with strong multidisciplinary perspective   as additional subjects to be offered to students already running bachelor courses in the field.   1. To design and deliver LLL short terms/blended courses to current NGOs mangers and employees on topics related with sustainable NGOs management and operation.   The intensive ToT will be delivered in 4 modules of 1 week (5 working days) focused on relevant topics such as the following:   * **QUALITY, INNOVATION AND RELEVANCE OF HIGHER EDUCATION PROVISION**   + European Standards and Guidelines (ESG)   + Learning based on competences   + Students’ assessment   + Project based learning   + Team work   + Interaction HEIs/ labour market   + How to create and reinforce synergies with key stakeholders * **NGOs FUNDRAISING AND FINANCIAL/HUMAN MANAGEMENT/INTERACTION WITH ACTORS**   + Funding of NGOs and project management   + NGOs governance & leadership   + Strategy building   + Lobbying and campaigning   + Monitoring and participation in the reform of laws and policies that govern the work of NGOs   + Creating spaces and opportunities for information sharing * **QUALITY & IMPACT OF NGOs ACTIVITIES and SUSTAINABILITY**   + How to assess the impact of NGOs activities   + Synergies with the socio economic context   + Funding and marketing mechanisms   + Project Cycle Management   + How to manage and value peoples’ skills   + EFQM & similar * **OTHER TOPICS OF INTEREST**   + Information and communication with focus on education   + NGO business economy   + Society-community & Social Systems,   + Social & economic development   + International Social Welfare and Services to Immigrants and Refugees   The ToT will be addressed to both HEIs and NGOs for curricula modernisation in terms of delivery methodology, quality and content and also for the LLL creation.  IMPORTANT NOTE: the list of training topics above is tentative and represents the main areas to be covered by ToT. The final list, distribution of topics and calendar will be defined in the training plan and just after the needs analysis activities.  The final training plan will be shaped taking into account the conclusions from D2.3.1 *“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon”.*  Innovative and multimodal teaching methodology will be employed to ensure the high benefit of targets and to allow an easy replication of content.  Trainings (in all of their typologies) will be implemented by means of employing multimodal information. The e-learning platform (T3.3) will be an important asset for WP3-WP4-WP5 (training, teaching provision).  Being intensively used, the MORALE e-learning platform will be sustainable (it will require low maintenance in term of funds) also beyond the project and been transferred from UA to IUST before the project end.  Thanks to the MORALE e-learning platform, trainings will be replicated also in the medium future and new ones will be created, uploaded and delivered with the support of the MORALE platform (4 replication\*PC HEIs and joint with the T6.4 National Seminars also).  WP3 will be composed by three main activities:  **T3.1 TRAINING OF TRAINERS (M5-18)**  The training plan (including ToT and their replication) will be finalised by means of exploiting the findings and conclusion from the in-depth needs analysis report (D2.3.1). The final plan will detail the types of material will be developed per each ToT and more details on the delivery and assessment methodology, tasks and responsibilities of all partners.  Each ToT module will include a training package composed by presentation, guide for replication, exercises, multi-format material. ToT will be implemented in 4 modules (M6-12-15-18) and training topics would be focused on topics such as:   * **QUALITY, INNOVATION AND RELEVANCE OF HIGHER EDUCATION PROVISION**   + ESG   + Learning based on competences   + Students’ assessment   + Project based learning   + Team work   + Interaction HEIs/ labour market   + How to create and reinforce synergies with key stakeholders * **NGOs FUNDRAISING AND FINANCIAL/HUMAN MANAGEMENT/INTERACTION WITH ACTORS**   + Funding of NGOs and project management   + NGOs governance & leadership   + Strategy building   + Lobbying and campaigning   + Monitoring and participation in the reform of laws and policies that govern the work of NGOs   + Creating spaces and opportunities for information sharing * **QUALITY & IMPACT OF NGOs ACTIVITIES and SUSTAINABILITY**   + How to assess the impact of NGOs activities   + Synergies with the socio economic context   + Funding and marketing mechanisms   + Project Cycle Management   + How to manage and value peoples’ skills   + EFQM & similar * **OTHER TOPICS OF INTEREST**   + Information and communication with focus on education   + NGO business economy   + Society-community & Social Systems,   + Social & economic development   + International Social Welfare and Services to Immigrants and Refugees   **T3.2 TRAININGS REPLICATION (M6-36)**  After each ToT, its content will be replicated by PC HEIs internally and also inviting other PC HEIs at national level. Each PC HEI will be responsible for the replication of the training received to their academics who will be then working in the curricula modernisation and LLL courses preparation and delivery. ToT will be adapted to contextual needs and replicated with the aim of increasing capacities on the focus topics of the project related issues: sustainable NGOs management and operation with special emphasis on NGOs dealing with refugees. The main rationale behind the training replication is to increase MORALE impact and thus the capacities of the project beneficiaries in relevant topics essential for their operations. 4 training replication per PC HEI.  Trainees replication target will thus be:   * PC HEIs high level management * PC HEIs teaching staff * PC HEIs administrative * PC NGOs management * PC NGOs employees * Additional PC HEIs not included in the consortium * Additional NGOs not included in the consortium   The 4 ToT modules will be adapted and merged into 4 replication modules that will be replicated after each ToT and thus in M7-13-16-19 and if possible continuously after the project end and beyond.  **T3.3 MORALE E-LEARNING PLATFORM (M5-36)**  To set up and maintain the MORALE e-learning platform that will be widely used for the preparation and delivery of the ToT, trainings replication, but also that will be used in WP4 and WP5 for the delivery of the bachelor courses and LLL courses with blended methodology to foster NGOs professionals attendance.  **Interdependencies:**  WP3 will be linked with WP2, since whose conclusions and recommendations wil feed the for Training Plan final definition (T3.1). With WP6 as Dissemination & Networking will be key to ensure high participation in both ToT and of trainings replications. With WP4 and WP5, where existing bachelor of study offer will be improved and LLL courses created and delivered. With WP1, management, that will ensure the proper WP implementation and WP7 that will focus on ensuring high quality working methodology and excellent results.  The participation, taking into account gender balance will be key for both ToT and replication. | | | |
| **Tasks** | **3.1 TRAINING OF TRAINERS (M5-18)**  Objective: To finalise the training plan (including ToT and their replication), exploiting the conclusions and recommendations from the in-depth needs analysis report (D2.3.1).  Each ToT module will include a training package composed by presentation, guide for replication, exercises, multi-format material. ToT will be implemented in 4 modules and training topics would be focused on topics such as:   * **QUALITY, INNOVATION AND RELEVANCE OF HIGHER EDUCATION PROVISION**   + ESG   + Learning based on competences   + Students’ assessment   + Project based learning   + Team work   + Interaction HEIs/ labour market   + How to create and reinforce synergies with key stakeholders * **NGOs FUNDRAISING AND FINANCIAL/HUMAN MANAGEMENT/INTERACTION WITH ACTORS**   + Funding of NGOs and project management   + NGOs governance & leadership   + Strategy building   + Lobbying and campaigning   + Monitoring and participation in the reform of laws and policies that govern the work of NGOs   + Creating spaces and opportunities for information sharing * **QUALITY & IMPACT OF NGOs ACTIVITIES and SUSTAINABILITY**   + How to assess the impact of NGOs activities   + Synergies with the socio economic context   + Funding and marketing mechanisms   + Project Cycle Management   + How to manage and value peoples’ skills   + EFQM & similar * **OTHER TOPICS OF INTEREST**   + Information and communication with focus on education   + NGO business economy   + Society-community & Social Systems,   + Social & economic development   + International Social Welfare and Services to Immigrants and Refugees   The list above is tentative; the training plan will filter the most relevant topics in line with the needs analys and will classify them per topic and implementation method.  Scheduled activities:   * ToT plan definition (topics, responsible and calendar) * ToT announcement and wide dissemination to attract participation * ToT modules preparation & delivery   Expected Results:   * Intangible: capacity built for MORALE PC HEIs and NGOs on sustainable NGOs management and operation with special focus on refugees, and on how to improve existing bachelor study offer by integrating such subjects to train high skilled professionals that will serve relevant NGOs at national and Regional level (in line with EU standards: ESG). * Tangible: ToT plan drafted, 4 ToT modules prepared, 4 ToT delivered, 4 ToT modules reported. Participants per each ToT:   + PC HEIs high level management=10   + PC HEIs teaching staff= 40   + PC HEIs administrative=10   + PC NGOs management=6   + PC NGOs employees=12   + PC National/Regional NGOs associations dealing with refugees=6   + PC National & Regional competent authorities=2   TOT: 86\*4 ToT=\*4=344  **T3.2 TRAININGS REPLICATION (M6-30)**  Objective: to provide trainings adaptation and replication with the aim of increasing capacities on the focus topics of the project: sustainable NGOs management and operation with special emphasis on NGOs dealing with refugees.  The main rationale behind the training replication is to increase MORALE impact and thus the capacities of the project beneficiaries in relevant topics essential for their operations.  HEIs will need the capacity building to know how to best integrate the topic of sustainable NGOs management and operation into their bachelor offer to prepare the future high skilled professionals their society will need. Capacity building will be also crucial for local, national and regional NGOs (and associations) and competent authorities to raise the awareness on the importance of having high performing NGOs that are sustainable and whose work can have a real impact into society.  The 4 ToT modules will be adapted and replicated in M7-13-16-19 by each PC HEI.  Training replication targets will be the same as above. Focus will be made on attracting more staff from project partners’ institutions and also from other institutions (HEIs/NGOs/association) not member of the MORALE consortium.  Scheduled activities:   * 4 Training packages adaptation and preparation of training replication materials * Training replication calendar and announcement * Training replication delivery \* PC HEI   Results:  - Intangible: capacity built for MORALE PC HEIs and NGOs management and academic staff (also beyond consortium partners) on sustainable NGOs management and operation with special focus on refugees, and on how to improve existing bachelor study offer by integrating such subjects to train high skilled professionals that will serve relevant NGOs at national and Regional level and to train NGOs management and staff by means of tailor made and blended courses targeting their needs for a real improvement of NGOs dealing with refugees performance and impact of their activities, with strong emphasis on their sustainability and consolidation over time.   * Tangible: Training replication plan drafted, 4 Training replication modules prepared, 4 Training replication modules prepared, 4 Training replication delivered, 4 Training replication modules reported. Participants:   + PC HEIs high level management (also beyond consortium)= 15   + PC HEIs teaching staff (also beyond consortium)= 35   + PC HEIs administrative (also beyond consortium)= 10   + PC NGOs management (also beyond consortium)= 5   + PC NGOs employees (also beyond consortium)= 20   + PC National/Regional NGOs associations dealing with refugees=5   TOT: 90\*4 ToT\*7 PC HEIs=\*4=2520  **3.3 MORALE E-LEARNING PLATFORM (M5-36)**  The MORALE e-learning platform will be widely used for the preparation and delivery of the ToT, trainings replication, but also that will be used in WP4 and WP5 for the delivery of the bachelor courses and LLL courses with blended methodology. It will be a key element to ensure project sustainability and due to its relevance it will be transferred by UA to IUST (in addition to the project website) before the project end.  Scheduled activities:  - MORALE e- learning platform design  - MORALE e-learning platform IT infraestructure set up  - MORALE e-learning platform release and branding  - MORALE e-learning platform maintenance and continous update  Expected Results:   * Intangible: awareness raised on the importance of sustainable NGOs management and operation with special focus on refugees.   Tangible: 1 MORALE e-learning platform created, updated and maintained with reference material for integrating the knowledge acquired during face-to-face trainings, for relevant and study programme improvement and creation of professional training purposes. | | | |
| **Estimated Start Date (dd-mm-yyyy)** | 15/03/2019 | **Estimated End Date**  **(dd-mm-yyyy)** | 30/02/2021 | |
| **Lead Organisation** | UNIBO will lead the capacity building definition, planning and implementation: ToT and training (4 ToT preparation and will delivery), support PC HEIs for the adaptation of ToT for their replication, and will set the structure and content of the MORALE e-learning platform in coordination with UA. UNIBO will deliver 1 ToT and will monitor the training replication at PC HEIs. AIU will be the co-leader. | | | |
| **Participating Organisation** | * UA will deliver 1 ToT, support for ToT adaptation for replication and contribute to the MORALE e-learning platform replication with the preparation and collection of relevant material * UOL will deliver 1 ToT, support for ToT adaptation for replication and contribute to the MORALE e-learning platform replication with the preparation and collection of relevant material. * UNIBO WP leader * 4Elements will de prepare and deliver 1 ToT, support for ToT adaptation for replication and contribute to the MORALE e-learning platform replication with the preparation and collection of relevant material. * IUST will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. IUST will also manage the e-learning platform in the medium/long term after the project end. * AIU (co-leader) will work intensively with UNIBO + will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. * DU will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. * SHIIARS will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. * ARA will attend the 4 ToT, actively disseminate the calls for participation and be active partner in the training replication. * MUBS will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. It will host ToT II and IV. * BAU will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. It will host the ToT III. . BAU will also build up and maintain the e-learning platform and transfer it to IUST before the project end. * LU will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. It will host the ToT I. | | | |

**Deliverables/results/outcomes**

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| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D3.1.1** | | | |
| Title | Training Plan | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | The final training plan will be drawn from the conclusions and recommendation of WP2 in-depth study report, where concrete needs of PC HEIs and NGOs will be deeply analysed and a suggested roadmap for improvement will be formulated.  Tentative topics for the ToT can be seen in the corresponding task description.  The final training plan will be agreed among all partners with a participatory approach. It will contain the following information:  - Specific training topics for the ToT and their replication methodology for both delivery methodologies.  - Calendar of implementation.  - Responsibility of each trainer (EU for the ToT and PC for replication).  - MORALE e-learning platform objective, structure, exploitation and sustainability.  - Special section devoted to the Training Replication dissemination strategy to ensure a critical amount of trainees at PC HEIs  **INDICATORS**:  1 training plan (including ToT and replication) as living document, regularly updated. | | | |
| Due date | 15/04/2019 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| Project partners | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

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| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D3.1.2** | | | |
| Title | **ToT delivery** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | 4 ToT will be prepared and delivered by means of an innovative training methodology combined with an extensive use of TICs.  ToT modules will be composed by the complete set of multimodal training material, plus the training replication guide that will be used by PC HEIs at the time of trainings replication.  As mentioned in the overall description of WP3, the main aim of the ToT is to provide trainees with the knowledge they need to effectively modernise their bachelors in the Social & Behavioural Sciences related field and effectively create LLL provision for NGOs current professionals.  **INDICATORS:**  ToT prepared/delivered/reported   * PC HEIs high level management=10 * PC HEIs teaching staff= 40 * PC HEIs administrative=10 * PC NGOs management=6 * PC NGOs employees=12 * PC National/Regional NGOs associations dealing with refugees=6 * PC National & Regional competent authorities=2   TOT: 86\*4 ToT=\*4=344 | | | |
| Due date | 31/02/2021 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  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 & Regional competent authorities (when relevant) | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

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| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D3.2.1** | | | |
| Title | **Trainings replication** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | All 4 ToT will be replicated by each PC HEI.  With the aim of fostering synergies at national/regional level with other HEIs and NGOs and also with any complementary initiative, strong efforts will be made in terms of trainings replication call for participation/invitation.  The starting point for the preparation of trainings replication modules will be the 4 ToT and all related materials (available on the MORALE e-learning platform). They will be adapted (and internally translated, if needed) to be better adapted to the target audience. This will be done by PC HEIs with the support of EU partners.  **INDICATORS:**  Target of the trainings replication prepared/delivered/reported:   * + PC HEIs high level management (also beyond consortium)= 15   + PC HEIs teaching staff (also beyond consortium)= 35   + PC HEIs administrative (also beyond consortium)= 10   + PC NGOs management (also beyond consortium)= 5   + PC NGOs employees (also beyond consortium)= 20   + PC National/Regional NGOs associations dealing with refugees=5   TOT: 90\*4 ToT\*7 PC HEIs=\*4=2520 | | | |
| Due date | 30/02/2021 | | | |
|  | Languages | English & Arabic | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  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 & Regional competent authorities (when relevant) | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

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| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D3.3.1** | | | |
| Title | **MORALE e-learning platform** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | The MORALE e-learning platform will be created and updated by UA and transferred to the Regional Coordinator (IUST) before the project end.  It will be created using free and reliable software to allow its sustainability. It will also made visible by means of an intense dissemination and project branding and be used during the project execution. The platform will be employed during the ToT delivery and their replication. In addition to this, it will be extensively used in WP4 during the improved bachelor courses preparation and as well as during the preparation and delivery of the LLL courses (WP5), where the blended delivery methodology will be employed.  **INDICATORS:**  1 MORALE e-learning platform set up, continuously updated and transferred to IUST before the end of the project. IUST already committed to its sustainability in teh long term. | | | |
| Due date | 14/10/2021 | | | |
|  | Languages | English & Arabic | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| Project partners and trainings target groups:   * 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 & Regional competent authorities (when relevant) | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |