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| **Work package type and ref.nr**  [ ]  | **DEVELOPMENT** | **4** |
| **Title** | **Curricula enhancement and delivery** |
| **Related assumptions and risks** | **ASSUMPTIONS:****-** High interest from PC HEIs and their corresponding faculties and departments in improving their existing bachelor courses by integrating topics related with sustainable NGOs management and operation, with special focus on NGOs dealing with refugees to provide future graduates the skills they need for their successful career.- High interest by students coursing the improved bachelor, to select the new modules created and to be high skilled professionals working with success in NGOs.- Modernised bachelor courses are highly visible and this fosters high attendance.- Strong endorsement from PC HEIs management to the modernised curricula that will be sustained.- Other PC HEIs are interested in this modernised study programme provision and also send a number of their students. PC HEIs are considered as pioneers at national/regional level.- Project visibility and dissemination event fosters the project visibility for competent HE authorities (accreditation Agencies & competent ministries) and this will foster a smooth process of (if required) reaccreditation of the modernised bachelors. Authorities endorse the project and its focus and are supportive with its expected results.- Intense marketing will ensure high student selection of the new subjects. **RISKS:**- Lack of support from PC HEIs management offset by intensive work from UA and IUST underling the importance and benefit they (and their students) universities will acquire. - Students lack of interest in taking the new subjects on NGOs management will be offset by mans of raising the awareness on the importance of being high skilled in this field that represents a big opportunity for their future professional career.- Challenges in the implementation stage offset by EU PC HEIs strong support by EU HEIs in issues related with methodology, assessment, project based learning etc.- Challenging during the accreditation process offset by the compliance of new subjects with national/EU standards and the provision of clarification needed for the accreditation panel. |
| **Description** | **WP4 OBJECTIVE**The main objective of WP4 is to substantially modernise existing bachelors in the Social and Behavioural Sciences and Business and Administration fields at PC HEIs by means of creating new subjects related with sustainable NGOs management and operation. The subjects will be modernised/created in line with EU standards (ESG) and national requirements, so that there will be no doubt about the modernised study programmes accreditation, if considered necessary by the PC Accrediation Authorities. This will result in at least in the creation or substantial modernisation of 6 subjects + 1 final project that will be distributed during the existing strudy programs.Such courses will be targeted to bachelor students who will achieve the required competences to be future high-qualified workforce devoted to effective NGOs management and operation. If needed, the modernised bachelors will pass through the reaccreditation process (in line to national regulations); however, this will not constitute an obstacle for two main reasons: 1. competent authorities will be informed on the project from its very beginning and participate to WP6 events (among other activities) so that new subjects will be defined in line with national/international regulations; and
2. Authorities will be well aware on the need for curricula modernisation, will have had a voice in the process (because involved and kept informed on the project from the very beginning).

In addition to this, and in order to have an effective modernised curricula delivery, the equipment needed to a proper bachelor (and LLL courses in WP5) delivery will be purchased. Equipment will be devoted to build up a “formative learning environment” as a “study lab” where bachelor students will have the possibility to develop their practical exercises, do project based-learning and have study support thanks to databases with internationally relevant books, manuals, papers, case studies, journals, etc.WP4 will be composed by the following main tasks:**T4.1 STRATEGY FOR CURRICULA MODERNISATION (M6-18)** of the Social and Behavioural Sciences and Business and Administration curricula of PC HEIs will be modernised by means of the inclusion of 6 subjects + final bachelor project related with sustainable NGOs management and operation with special emphasis on the ones dealing with refugees and fostering a multidisciplinary approach. Effective modernisation will be also ensured by means of articulating the new subjects taking into account innovative teaching methodology, ICT tools, project based learning, contribution from labour market representatives in the delivery of guest lectures, competence based learning, etc. in line with national/EU QA standards (to ensure positive reaccreditation, if necessary) .The relevance of the subjects that will be integrated and will modernise the existing curricula, will be ensured by a strong interdependency with WP2 conclusions & recommendations, but also with dissemination and networking events from the different target groups’ interested outcomes (WP6).Each PC HEIs will select its bachelor (1) to be improved and they will proceed with their modernisation by adding a set of subjects that could be chosen by students as a specialised subjects. Such subjects will include at least 6 new subjects, plus a final bachelor project.**T4.2 JOINT DEVELOPMENT OF MATERIALS FOR NEW BACHELOR COURSES & THEIR IMPLEMENTATION (M6-36)**After having defined the bachelor curricula improvement plan and subjects to be integrated within the corresponding study programmes, PC HEIs, with the constant support of EU partners, will start developing the new subjects (when already existing, this will consist in a considerable improvement of the already existing teaching material). This will be done in close cooperation with PC HEIs and faculties’ management staff to ensure the new subjects are fully in line with the expected learning outcomes and competences of the already existing bachelors programmes. All activities will be developed taking into account on the one side, PC national regulations in terms of study programs accreditation and, on teh other, the European Standards and Guidelines to ensure the international perspective of the MORALE study programmes (possibility of staff and students mobility, equivalence, etc.).New subject will be developed taking into account student-centred approach, competence based learning, project-based learning, the contribution of NGOs professionals in the courses delivery, new assessment strategies to foster the acquisition of relevant competences by the future graduates.New/improved courses will count with the following: course syllabi (credits, hours, calendar, dept., etc.), multimodal teaching materials (theory, real case studies, innovative students’ assessment (based mainly in real case situations, quality assurance measures, final work based on practical experience (1 month period of traineeship in one NGO), etc.In terms of delivery it is worth underlying that EU partners will deliver 1 guest lecture each in each bachelor + PC NGOs representatives will deliver 1 guest lecture in the framework of each improved bachelor (corresponding flows have been contemplated in the budget); this will be done with the aim of bringing the real workplace cases into the classroom to allow students acquire skills from project based- learning; skills that will make the difference to be employed as high qualified staff. ICT tools use will be also fostered. Thus 30% of the modernised course will be delivered in English.The MORALE e-learning platform, set up under WP3, will be also exploited to complement teaching and students’ assessment. Students will also dispose of a “study lab”, fully described below, in T4.3.Students’ enrollment will also take into account gender balance.**T4.3 Equipment provision for the delivery of modernised bachelor and LLL courses (M7-36)**Equipment will be purchased for each PC HEIs with the aim of building up a formative learning environment as a “study lab” where bachelor students will have the possibility to develop their practical exercises, do project based-learning and have study support thanks to databases with internationally relevant books, manuals, papers, case studies, journals, etc. Equipment will also allow EU partners to deliver seminars during the bachelor; EU and international NGOs will be also invited to contribute to the master delivery. The MORALE ”Study Labs” will also allow to implement teh LLL courses with blended methodology.The MORALE “study labs” will be equipped with:* 1 Server for e-learning platform & website
* 10 computers+ Speakers & micro
* Projector + Smart board + screen
* Networking equipment
* Licenses to access bibliography databases in the field

This equipment will be purchased during the frist phase of the project (not later than M10-12)**Interdependencies:** With WP1 since subjects will be built on WP1 conclusions, With WP3 since PC HEIs will have the necessary knowledge to create LLL courses after receiving training. With WP6, since discussions from networking event will feed the content for subjects and will be exploited to attract participants. With WP1 and WP7 focused on ensuring the correct execution of WP activities and the delivery of excellent results. |
| **Tasks** | WP4 will be made of two main tasks as follows:**T4.1 STRATEGY FOR CURRICULA MODERNISATION (M6-18)**Objective: to define the modernisation plan for the Social and Behavioural Sciences and Business and Administration curricula of PC HEIs by means of the inclusion of subjects related with sustainable NGOs management and operation with special emphasis on the ones dealing with refugees. This will be possible and based by the pre-needs analysis carried out at the time of the proposal preparation, WP1 in-depth analysis and the conclusions from training sessions (WP3) and networking events with different stakeholders’ groups (WP6).In order to ensure an effective competence based learning for the provision of the real competence students will need when working at NGOs, PC NGOs involvement in the competence definition will be a key for success and will contribute to bridge the gap academia/labour market for the full advantage of the future NGOs professionals and PC HEIs that will be seen as pioneers and successful at national/regional level. Each PC HEIs will select its bachelor to be improved and they will proceed with their modernisation by adding a set of subjects that could be chosen by students as a specialised subjects. Such subjects will include 6 new subjects + 1 final bachelor project.Scheduled activities: * Analysis of WP1 in-depth analysis report (existing bachelors programmes and labour market demands)
* Analysis of conclusions from WP6 on-going events
* Drafting of the modernisation strategy by PC HEIs strongly supported by EU partners and with the cooperation of all interested stakeholders (from HEIs, labour market and competent authorities).
* Accreditation (if needed) of the modernised curricula with PC National Accreditation Agencies/competent authorities (6 months period needed). (The accreditation process has been already explored with PCs and it will not be mandatory in all cases due to the fact that we are modernising existing curricula; however, and when needed, teh process with take up to 6 months. As additional contingency measure, there has been left a wider time frame, just in case of delays from PC administration-please see project work plan).

Expected results: * Intangible: increased awareness on the importance of high quality training for the future NGOs professionals across the Region.
* Tangible: 1 strategic plan for curricula modernisation drafted with the contribution of all target groups for its relevance, 1 marketing campaign.

**T4.2 JOINT DEVELOPMENT OF MATERIALS FOR NEW BACHELOR COURSES & IMPLEMENTATION (M6-36)**Objective: to develop the new subjects (when already existing, this will consist in a considerable improvement of the already existing teaching material) for the bachelors to be modernised (1 at each PC HEI). Subjects will be 6 + 1 final bachelor project. In terms of credits:* 6 subjects of 6 ECTS
* Final project consisting of 12 ECTS
* TOTAL ECTS: 48 ECTS per modernised curriculum= 336 total ECTS in the project at bachelor level

(or equivalent, depending on the context of each PC HEIs. If ECTS cannot be applied, the equivalence in terms of hour and self- study will be applied). This will be done in close cooperation with PC HEIs and faculties’ management staff to ensure the new subjects are fully in line with the expected learning outcomes and competences of the already existing bachelors programmes. New subject will be developed taking into account student-centred learning, competence based learning, project-based learning; that is why the contribution of NGOs professionals in the competence definition, courses delivery, new assessment strategies will be crucial. Scheduled activities: * Preparation of the following: course syllabi (credits, hours, calendar, dept., etc.), multimodal teaching materials (theory, real case studies, innovative students’ assessment (based mainly in real case situations, quality assurance measures, final work, etc.
* Advertisement of the new /modernised courses offer.
* Delivery of new courses (by PC HEIs + guest lectures from PC NGOs and EU partners and other relevant actors).

Expected results: * Intangible: Increased competences of bachelor student in the field of sustainable NGOs management and operation with strong focus on the organisation dealing with the refugees-related sectors.
* Tangible: 7 Bachelor improved courses. Per each: course syllabi (credits, hours, calendar, dept., etc.), multimodal teaching materials (theory, real case studies, innovative students’ assessment (based mainly in real case situations, quality assurance measures, final work based on practical experience (1 month period of traineeship in one NGO), etc.
	+ 6 subjects \*7 bachelors =42 subjects+7 final projects (48 ECTS each for a total of 336 ECTS)
	+ 7 guest lectures from PC NGOs + 28 Guest lectures from EU partners (1 per EU partner\*bachelor)
* Modernised bachelors delivered to 25 students per PC HEI=175

**T4.3 Equipment provision for the delivery of modernised bachelor and LLL courses (M6-12)** Equipment will be devoted to build up a “formative learning environment” as a “study lab” where bachelor students will have the possibility to develop their practical exercises, do project based-learning and have study support thanks to databases with internationally relevant books, manuals, papers, case studies, journals, etc.Equipment will also allow to EU partners to deliver the guest lectures and for the blended delivery of LLL courses. Scheduled activities: * Consolidation of equipment list to be purchased
* Validation and purchase
* Set up and installation
* Continuous maintenance

Expected results: * Intangible: better learning environment for students and enrichment of the bachelor delivery thanks to guest lectures, more autonomy for students who will have access to learning resources and will be assessed with innovative methodologies, Students will also acquire the ICT competence they need.
* Tangible: 7 “study labs” fully equipped (1 \* PC HEI).
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| **Estimated Start Date (dd-mm-yyyy)** | 31/04/2020 | **Estimated End Date** **(dd-mm-yyyy)** | 14/10/2022 |
| **Lead Organisation** | UA will be leading the curricula modernisation and professional training courses creation and delivery with the strong support of IUST and in synergies with all PC HEIs. It will be in charge of the purchase, setup and maintenance of the “study labs”. |
| **Participating Organisation** | * UA WP leader.
* UOL will be a key player in the modernisation and professional training courses creation strategy providing crucial input for the appropriate orientation of PC HEIs. It will deliver guest lecture to the modernised bachelors.
* UNIBO will be a key player in the modernisation and professional training courses creation strategy providing crucial input for the appropriate orientation of PC HEIs. It will deliver guest lecture to the modernised bachelors.
* 4Elements will be strongly involved in the definition of the expected competences graduates will need to enter in the labour market. It will deliver guest lecture to the modernised bachelors.
* IUST (WP co-leader) will be a key player in the modernisation and professional training courses creation strategy providing crucial input for the appropriate orientation of PC HEIs. It will support all PC HEIs for the equipment provision. It will deliver guest lecture to the modernised bachelors.
* AIU will be fully involved in the modernisation strategy so that it will perceive a sense of ownership and will be effective in modernising one bachelor. It will prepare new subjects materials and be in charge of the delivery of the modernised bachelor. It will be in charge of the purchase, setup and maintenance of the “study labs”.
* DU will be fully involved in the modernisation strategy so that it will perceive a sense of ownership and will be effective in modernising one bachelor. It will prepare new subjects materials and be in charge of the delivery of the modernised bachelor. It will be in charge of the purchase, setup and maintenance of the “study labs”.
* SHIIARS will be fully involved in the modernisation strategy so that it will perceive a sense of ownership and will be effective in modernising one bachelor. It will prepare new subjects materials and be in charge of the delivery of the modernised bachelor. It will be in charge of the purchase, setup and maintenance of the “study labs”.
* ARA will be a key player in the validation of the modernisation strategy and will be involved and support PC HEIs in the dissemination of the new courses and professional trainings to support HEIs to attract a relevant number of trainees. It will be involved in the definition of competence for the new subjects, provide guest lectures and host students’ traineeship.
* MUBS will be fully involved in the modernisation strategy so that it will perceive a sense of ownership and will be effective in modernising one bachelor. It will prepare new subjects materials and be in charge of the delivery of the modernised bachelor. It will be in charge of the purchase, setup and maintenance of the “study labs”.
* BAU will be fully involved in the modernisation strategy so that it will perceive a sense of ownership and will be effective in modernising one bachelor. It will prepare new subjects materials and be in charge of the delivery of the modernised bachelor. It will be in charge of the purchase, setup and maintenance of the “study labs”.

In addition, BAU will be a key player in the validation of the modernisation strategy and will be involved and support PC HEIs in the dissemination of the new courses and professional trainings to support HEIs to attract a relevant number of trainees. It will be involved in the definition of competence for the new subjects, provide guest lectures and host students’ traineeship.* LU will be fully involved in the modernisation strategy so that it will perceive a sense of ownership and will be effective in modernising one bachelor. It will prepare new subjects materials and be in charge of the delivery of the modernised bachelor. It will be in charge of the purchase, setup and maintenance of the “study labs”.
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**Deliverables/results/outcomes**

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D4.1.1** |
| Title |  |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | The strategy for the modernisationof PC HEIs Social and Behavioural Sciences related curricula will be implemented by means of the inclusion of subjects related with sustainable NGOs management and operation with special emphasis on the ones dealing with refugees. This will be possible and based by the pre-needs analysis carried out at the time of the proposal preparation, WP1 in-depth analysis and the conclusions from training sessions (WP3) and networking events with different stakeholders’ groups (WP6).**INDICATORS**: 1 bachelor modernisation strategic planning (including of all PC HEIs plans). |
| Due date | 31/04/2020 |
|  | Languages | English |
| **Target groups** | [x]  Teaching staff [ ]  Students [ ]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| Project partners- PC HEIs management/academic staff - PC NGOs management/staff |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [ ]  Local[ ]  Regional | [ ]  National[ ]  International |

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D4.2.1** |
| Title | **Bachelor courses created and implemented** |
| Type | [x]  Teaching material[x]  Learning material[x]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | After the completion of the modernisation strategy (D4.1.1) the curricula modernisation will start. It will include the design of new subjects to be integrated within the corresponding study programmes with the constant support of EU partners and the PC NGOs contribution in both competence definition, delivery methodology and guest lectures.New subject will be developed taking into account student-centred learning, competence based learning, project-based learning, and the compliance with national/EU standards to ensure a smooth reaccreditation process (if needed). 30% of the modernised course will be delivered in English (guest lectures from EU partners and othe relevant actors).New/improved courses will count with the following: course syllabi (credits, hours, calendar, dept., etc.), multimodal teaching materials (theory, real case studies, innovative students’ assessment) real case analysis, quality assurance measures, and final bachelor project.At least, each PC HEIs will integrate 6 new (or considerably improved) subjects + 1 bachelor project.After the preparation, the new courses delivery will start. In terms of credits:* 6 subjects of 6 ECTS
* Final project consisting of 12 ECTS: TOTAL ECTS per bachelor= 48 ECTS (336 ECTS in total)

 (or equivalent, depending on the context of each PC HEIs. If ECTS cannot be applied, the equivalence in terms of hour and self- study will be applied).*IMPORTANT NOTE: each national HE competent authority will determine if the bachelor modernisation will be considered as major change and thus, if it would need a reaccreditation. In this case, reaccreditation will be requested and it will take a period of approx. 6 months. This will not affect the courses delivery, because it will be requested in M18 (to leave enough time margin) and the duration of the news subject will be a total of 6 months. This will mean that it will be possible for the courses to be modernised, accredited and implemented within the project lifecycle. The reaccreditation process is expected to be smooth, since HEI authorities will be kept informed on the project development and will attend and contribute to key events, thus understand and support the need for the MORALE project and its results for the benefit of their HEIs systems and society.*Modernised courses will be intensively marketed (T6.2) to ensure high enrolment. **INDICATORS:*** At least 6 subjects \*7 bachelors =42 subjects+7 final projects
* 7 guest lectures from PC NGOs+28 Guest lectures from EU partners (1 per EU partner\*bachelor)
* Modernised bachelors delivered to 25 students per PC HEI=175
 |
| Due date | 31/04/2020 (if need of reaccreditation, this will be granted by 31/10/2020) |
|  | Languages | English & Arabic |
| **Target groups** | [x]  Teaching staff [x]  Students [ ]  Trainees [x]  Administrative staff[ ]  Technical staff [ ]  Librarians [ ]  Other |
| *If you selected 'Other', please identify these target groups.* *(Max. 250 characters)*- Competent authorities |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [x]  Local[x]  Regional | [ ]  National[ ]  International |

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D4.3.1** |
| Title | **MORALE «Study labs»** |
| Type | [x]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[ ]  Report [x]  Service/Product  |
| Description  | Equipment will be devoted to build up a “study lab” at each PC explooited for bachelor, LLLcourses andvirtual guest lectures by EU partners. MORALE “study labs” will be equipped with the following:* Server for e-learning platform & website
* 10 computers + Speakers & micro
* Projector + Smart board + screen
* Networking equipment 1500
* Licenses to access bibliography databases

Each PC HEI will be in charge (and they have already committed to) of the equipment maintenance after the project completion. UA will train PC HEI technical staff for the adequate equipment maintenance.Expected results: * Intangible: better learning environment for students and enrichment of the bachelor delivery thanks to guest lectures, more autonomy for students who will have access to learning resources and will be assessed with innovative methodologies, Students will also acquire the ICT competence they need.
* Tangible: 7 “study labs” fully equipped (1\*PC HEI)
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| Due date | 31/08/2019 |
|  | Languages | English |
| **Target groups** | [x]  Teaching staff [x]  Students [x]  Trainees [x]  Administrative staff[x]  Technical staff [ ]  Librarians [ ]  Other |
| *If you selected 'Other', please identify these target groups.* *(Max. 250 characters)* |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [x]  Local[x]  Regional | [ ]  National[ ]  International |