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| **Work package type and ref.nr** [x]  | **DEVELOPMENT** | **5** |
| **Title** | **LLL Courses Design & Implementation** |
| **Related assumptions and risks** | **ASSUMPTIONS:*** High interest from NGOs to continuously update their skills, thus to attend the new LLL courses
* Due to the high relevance of the LLL courses, NGOs will perceive them as priority for them and for their staff.
* Intense and targeted marketing campaign ensure high NGOs managers & staff enrolment to LLL courses at national/regional level

**RISKS:*** Daily commitment of NGOs managers and staff prevent them from attending the professional trainings will be offset by wide dissemination (channels & events) and underlining the added value such professional courses will provide to their organisations
* Low attendance will be mitigated by new calls for participation and the used of blended learning to allow NGOs for more flexibility in terms of physical attendance.
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| **Description** | **WP4 OBJECTIVE**To create 3 LLL courses of one week duration at each PC and delivered by means of blended methodology (face-to-face + virtual) addressed to NGOs managers and staff (in line with national/EU standards and to be accredited, if needed by national legislation). These courses will be key for the improvement of their managerial and operational performance and will impact on the quality and sustainability of their activities and organisations.**T5.1 STRATEGY FOR LLL COURSES CREATION AND DELIVERY (M16-20)**PC HEIs, in cooperation with partner NGOs, and exploiting results from WP1, WP3, WP6, will draft the plan for LLL courses creation, marketing and implementation. These courses will be mainly targeted to PC NGOs managers and staff willing to update their skills related with management and operation of NGOs. Topics will be choosen among the following (and not limited to, depending on the results of the in-depth needs analysis):* + **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**
	+ NGO business economy
	+ Society-community & Social Systems
	+ Social & economic development
	+ International Social Welfare and Services to Immigrants and Refugees

PC HEIs will work in strong synergy with NGOs to ensure the relevance of the LLL courses content and to ensure a high participation. Special attention will be paid to the delivery methodology that will be blended to meet NGOs needs and better adapt to their real life complexity. Blended learning, in this case wil allow NGOs staff not being physically present for the entire week duration at PC HEIs and this measure will foster/encourage participation. They will be developped taking into account national and EU quality standards and they will be accredited if required by the national Accreditation Agency. Thsi will not suppose any delay, sice LLL are short -1 week each- and thus the delivery timing can be flexible due to teh fact that tehy will be ready from M17, at the project mid term, so that they could be accredited and implemented during teh project lifecycle).**T5.2 JOINT DEVELOPMENT OF MATERIALS FOR PROFESSIONAL TRAINING COURSES & IMPLEMENTATION (17-36)**LLL courses will be mainly offered to NGOs managers and staff and will build up their competences on how to make their work more sustainable, achieve more impact and being more successful for their business and for the benefit of their societies. They will have 1-week duration (3 face-to-face at PC HEIs and additional hours via blended learning).LLL courses fiches, contents and delivery methodology will be created with the strong support of all EU partners. They will be widely advertised to attract a significant number of trainees. Each professional course will be recognised as a short course delivered by PC HEIs for the benefit of trainees’ professional careers (and CV). Due to the fact that such professional courses will be targeted to NGOs professionals or advanced students (who could be busy in their respective professional and academic life), they will be delivered by means of a blended methodology where the MORALE e-platform (T3.3) will play a crucial role to make this possible. **Interdependencies:** With WP1 since LLL courses topics 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 conclusions from networking events will feed the content for LLL courses 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.Gender balance will be taken into account for student’s enrollment. |
| **Tasks** | WP5 will be made of two main tasks as follows:**T5.1 STRATEGY FOR LLL COURSES CREATION AND DELIVERY (M16-20)**PC HEIs, in cooperation with partner NGOs, and exploiting results from WP1, WP3, WP6, will draft the plan for LLL courses creation, marketing and implementation. These courses will be mainly targeted to PC NGOs managers and staff willing to update their skills related with management and operation of NGOs. Topics will be choosen among the following (and not limited to, depending on the results of the in-depth needs analysis):* + **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**
	+ NGO business economy
	+ Society-community & Social Systems,
	+ Social & economic development
	+ International Social Welfare and Services to Immigrants and Refugees

PC HEIs will work in strong synergy with NGOs to ensure the relevance of their content and to ensure a high participation. Special attention will be paid to the delivery methodology that will be blended to meet NGOs needs and better adapt to their flexibility.Scheduled activities: * Analysis of WP1 in-depth analysis report
* Analysis of conclusions from WP6 events
* Drafting of the LLL Creation strategy by PC HEIs strongly supported by EU partners and with the cooperation of all interested stakeholders (from HEIs, labour market and competent authorities).

Expected results: * Intangible: increased awareness on the importance of continuous training for the current NGOs professionals across the Region.
* Tangible: 1 strategic plan for LLL creation and 1 marketing campaign.

**T5.2 JOINT DEVELOPMENT OF MATERIALS FOR PROFESSIONAL TRAINING COURSES & IMPLEMENTATION (17-36)**LLL courses will be mainly offered to NGOs managers and staff and will build up their competences on how to make their work more sustainable, achieve more impact and being successful for their business and for the benefit of their societies.They will have 1-week duration (3 face-to-face at PC HEIs and additional hours via blended learning).In terms of credts, each LLL course will have 2 ECTS credits (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).LLL courses fiches, contents and delivery mode will be defined and created with the strong support of all EU partners. They will be widely advertised to attract a significant number of trainees. Each professional course will be recognised as a short course delivered by PC HEIs for the benefit of trainees’ professional careers (and CV). Scheduled activities: * LLL Courses material preparation (for face-to-face and virtual)
* Marketing
* Delivery of the new courses

Expected results: * Intangible: improved knowledge, skills and competences of NGOs management and staff for a better operation of NGOs and their sustainability.
* Tangible: 3 LLL course per PC HEIs with a duration of 1 week (2 ECTS each)=18 courses = 42 ECTS. Delivered to 21 NGOs staff each= 421 NGO total staff.
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| **Estimated Start Date (dd-mm-yyyy)** | 31/03/2019 | **Estimated End Date** **(dd-mm-yyyy)** | 14/10/2021 |
| **Lead Organisation** | MUBS will be leading the LLL courses creation and delivery with the strong support of EU partners, and UD (co-leader), and in synergies with all PC HEIs. MUBS will create and deliver 3 LLL courses. |
| **Participating Organisation** | * UA will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.
* UOL will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.
* UNIBO will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.
* 4Elements will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.
* IUST will be fully involved in the strategy so that they will perceive a sense of ownership and will be effective in LLL creation. It will support MUBS in coordination with all PCs. It will create and deliver 3 LLL courses.
* AIU will be fully involved in the strategy so that they will perceive a sense of ownership and will be effective in LLL creation. It will create and deliver 3 LLL courses.
* DU co-leader will work intensively with MUBS + will be fully involved in the strategy so that they will perceive a sense of ownership and will be effective in LLL creation. It will create and deliver 3 LLL courses.
* SHIIARS will work intensively with MUBS + will be fully involved in the strategy so that they will perceive a sense of ownership and will be effective in LLL creation. It will create and deliver 3 LLL courses.
* ARA will be fully involved in the strategy so that they will perceive a sense of ownership in the results. It will attend the LLL courses and attract other NGOs and associations to attend them.
* MUBS WP leader.
* BAU will work intensively with MUBS + will be fully involved in the strategy so that they will perceive a sense of ownership and will be effective in LLL creation. It will create and deliver 3 LLL courses. BAU will attract NGOs and associations to attend these courses.
* LU will work intensively with MUBS + will be fully involved in the strategy so that they will perceive a sense of ownership and will be effective in LLL creation. It will create and deliver 3 LLL courses.
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**Deliverables**

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D5.1.1** |
| Title | **Strategy for LLL Courses creation and delivery** |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | PC HEIs, in cooperation with partner NGOs, and exploiting results from WP1, WP3, WP6, will draft the plan for LLL courses creation, marketing and implementation. These courses will be mainly targeted to PC NGOs managers and staff willing to update their skills related with management and operation of NGOs. PC HEIs will work in strong synergy with NGOs to ensure the relevance of their content and to ensure a high participation. Special attention will be paid to the delivery methodology that will be blended to meet NGOs needs and better adapt to their flexibility.**INDICATORS**: * 1 strategic plan for LLL creation and 1 marketing campaign.
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| Due date | 31/06/2020 |
|  | Languages | English |
| **Target groups** | [x]  Teaching staff [ ]  Students [x]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| - Project partners- PC HEIs management- PC NGOs management- NGOs associations |
| **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 | **D5.2.1** |
| Title | **LLL** **courses created and implemented** |
| Type | [x]  Teaching material[x]  Learning material[x]  Training material | [x]  Event[x]  Report [ ]  Service/Product  |
| Description  | After having defined the LLL creation and delivery strategy, work on the definition and creation of new professional training courses mainly targeted to NGOs managers and professionals will start. LLL courses will include courses fiches with: expected knowledge, skills and competences to be acquired, delivery mode, calendar, teaching assessment, teaching material, additional material, contact of the department in charge.**INDICATORS:**3 LLL course per PC HEIs with a duration of 1 week=21 courses. (2 ECTS each) =TOTAL OF 42 ECTS. Delivered to 40 NGOs staff. |
| Due date | 14/10/2021 |
|  | Languages | English & Arabic |
| **Target groups** | [x]  Teaching staff [x]  Students [x]  Trainees [x]  Administrative staff[x]  Technical staff [ ]  Librarians [x]  Other |
| *If you selected 'Other', please identify these target groups.* *(Max. 250 characters)*- Project partners- PC HEIs management- PC NGOs management- NGOs associations |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [x]  Local[x]  Regional | [x]  National[x]  International |