|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  | ***Application Form***  **Selection: 2018**  **KA2 –** Cooperation for innovation and the exchange of good practices – **Capacity Building in the field of Higher Education** |
|  |  |  |  |

**Call for Proposals 2018 - EAC/A05/2017**

Capacity building for curricula modernization of Syrian and Lebanese HEIs and lifelong learning provision: towards sustainable NGOs management and operation with special focus on refugees/Morale

**DETAILED DESCRIPTION OF THE PROJECT**

***(To be attached to the eForm)***

***Version 1 (2018) – 24.11.2017***

# PART D - Quality of the project team and the cooperation arrangements

# D.1. Organisations and activities

*This part must be completed separately by each organisation participating in the project (applicant and partners with its affiliated entities (if any)).*

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P1** |
| **Organisation name & acronym** | Beirut Arab University (BAU) | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| Founded in 1960, Beirut Arab University (BAU) is a private Lebanese institution for higher education that has established itself as a nationally and internationally recognized and respected university. With more than 44 undergraduate programs and 95 postgraduate programs across a broad range of fields, BAU provides a rich and rewarding educational environment to around 9000 undergraduate students and 1200 postgraduate students from Lebanon and other countries. Since its establishment, BAU has graduated over 103,000 alumni who hold excellent positions and reside around the world.  Development and enhancement are carried out at BAU not only in order to meet international standards but also to cope with the breadth of human knowledge and technologies to offer our students the best opportunities. Moreover, BAU endeavors to implement new programs in areas that align with emerging social needs and the global evolvement in education and research.  BAU has a relatively long history and a substantial presence in the Middle East. In 2010, BAU celebrated its Golden Jubilee. Many Arab students have, and will continue to benefit from our education and activities. Our strategy is to ensure that this engagement is positive and beneficial and will consequently enhance the quality of life in the region.  BAU main Strategic Objectives are:  - To achieve excellence in our governance system.  - To provide high-quality education and training.  - To offer a supportive environment for academic staff.  - To contribute significantly to the advancement of research.  - To enhance academic and student services.  - To enrich university life for all students.  - To stimulate public engagement.  - To instill in graduates the competencies that satisfy job-market needs.  - To strengthen academic cooperation and relations at national and international levels.  - To diversify financial resources | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪 s grant holder, BAU will lead the project management (WP1). BAU will be supported by the co-lead of this workpackage UA and the Syrian national coordinator IUST for the project implementation monitoring, reporting with the funding authority, project meetings organisation in cooperation with the host partner.  BAU will contribute to the preparation of the KoM that will be hosted by UA and be responsible for the correct set up and maintenance of all IT tools needed for MORALE tasks development and achievements of results.  - WP2🡪 BAU 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  - WP3🡪 BAU will support the MORALE e-learning platform replication with the preparation and collection of relevant material. UA will also build up and maintain the e-learning platform and transfer it to IUST before the project end.  - WP4 🡪 UA (WP co-leader) will be a key player in the modernisation and professional training courses creation strategy providing crucial input for implementation in PC HEIs.  - WP5🡪 BAU will be a key player in the LLL courses creation by coordinating all PC HEIs input.  - WP6 🡪 BAU will support UD in all WP6 activities by contributing to the design of the dissemination package and MORALE Website. BAU will maintain constant contact with BAU and IUST due to the high level of relevance of dissemination activities and to make sure the MORALE project reaches high impact towards results’ sustainability at PCs.  - WP7 🡪 BAU will provide an expert and key input to the Quality Board. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| Sobhi Abou Chahine | | - B.E. degree in electrical engineering from Beirut Arab University (BAU), Lebanon ( 1987)  - D.E.A. degree in microwave and optics from ENSERG, Polytechnical National Institute of Grenoble (INPG), France, (1990)  - Ph.D. degree in electronics and communications from the National Superior Institute of Telecommunications (ENST), Paris, France, (1994).  - Professor,Dean of student affairs, Beirut Arab University, September 2012- present  - Professor, chairman of the Electrical & Computer Engineering Department at Beirut Arab University (BAU) (2010-2012)  - Executive director of the Quality Assurance Unit at BAU (2009-2013)  - Member of the strategic Committee at BAU  - Member of the technical committee in the ministry of education and higher education, responsible for licensing and auditing higher education institutions and programs  - Member of the Equivalence committee in the ministry of education and higher education, responsible for equivalence and recognition of higher education degrees and diplomas  - Contact person in many tempus projects.  - Advisor of the minister of Education and Higher Education in Lebanon (2010 – 2014)  - Author of some studies and papers concerning higher education | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P2** |
| **Organisation name & acronym** | Modern University for Business and Science (MUBS) | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| MUBS is a regionally prominent university known for integrity, academic quality, research, creative activity and service to society through educational, cultural and intellectual initiatives. It is a dynamic Lebanese higher education institution dedicated to academic excellence and focused on innovative teaching and student-focused learning. MUBS strives to extend access to high quality university education for students who seek to maximize their academic and professional potential. This is actually fulfilled through innovative programs that encourage intellectual productivity and advancement of knowledge. MUBS prepares students for meaningful careers, instills the value of lifelong learning, and develops civic responsibility and public service within a supportive, engaging, and challenging learning environment through the efforts of outstanding faculty members and dedicated staff. MUBS has a regional reputation in internationalization activities including participation in Tempus, Erasmus Mundus, and Erasmus+ projects in addition to several cooperation agreements with European universities for double degrees. MUBS has a regional reputation in the provision of NGO management training through its university center for training and development (UCTD) | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪MUBS will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UD will be part of the SCC and be also represented in the QB. WP5 leader.  - WP2🡪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.  - WP3🡪MUBS will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. It will host ToT II and IV.  - WP4 🡪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”.  - WP5🡪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.  - WP6 🡪MUBS will organise and host one National Seminar, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events.  - WP7 🡪MUBS will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. It will also represented in the SCC. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| 1. Prof. Bassem Kaissi | | Professor Bassem Kaissi is currently the Vice President for International affairs at the Modern University for Business and Science in Lebanon. He has over 20 years of experience as a higher education consultant and expert. Dr Kaissi speaks and consults throughout the Arab & European countries on a variety of higher education and management topics. Professor Kaissi is also a President of a Lebanese NGO (Lebanese Association for Quality Assurance in Higher Education). He has a wide experience in Tempus and Erasmus+ projects as he participated in writing and implementing more than 20 successful projects. | |
| 2. Dr. Samer Hamzeh | | A PhD Economist and Academic Director of the British Academy in Lebanon at MUBS since Feb 2014. Have a thorough understanding of the academic rigour of economics. Specialises in teaching as well as researching and econometric analysis of large volumes of complex data. His research interests include operations management and NGO management. Possess excellent interpersonal and bilingual communication skills, used to great effect in developing positive working relationships internally and externally. | |
| 3. Dr. Alaaeddine Ramadan | | He received the Ph.D. degree in Computer and communication engineering from the University of Limoges, France, in 2010. He was a Research Engineer with CNES (French Space Agency), Toulouse, France. He is currently an Associate Professor and chair of the computer science department at MUBS University in Lebanon. Dr. Ramadan is a member of reviewing boards of a number of IEEE journals and conferences. His research interests include information technology for NGOs | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P3** |
| **Organisation name & acronym** | Lebanese University | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| The Lebanese University (LU**)** was established in 1951. It is the only public university in Lebanon and currently it serves around 70,000 students (Lebanese and foreigners). The university administration is centralized and located in Beirut. However, 42 branches are spread all over Lebanon including the main campus in Hadath (705,000m2). It consists of 16 faculties in addition to three doctoral schools.  The Faculty of Economics and Business Administration which is covered by the project consists of six branches. The number of students enrolled in this Faculty stands at 7,640 today, divided across six branches, in addition to the Deanery.  This Faculty aims at developing highly skilled and specialized professionals in a field that has become the very backbone of modern life, as economies are now intertwined due to globalization. It is keen on establishing partnerships with enterprises from the public and private sectors, either for the purposes of cooperation and staff training or for student internships | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪LU will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. LU will be part of the QB. WP2 co-leader.  - WP2🡪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.  - WP3🡪LU will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings. It will host the ToT I.  - WP4 🡪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”.  - WP5🡪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.  - WP6 🡪LU will host one National Seminars and one Regional Round table, attend the Regional Round tables/National Seminars and disseminate the project on daily basis. It will attend all events.  - WP7 🡪LU will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| Professor Charbel El Kfouri | | Professor Charbel El Kfouri holds a Ph.D. in chemical engineering from France and is a faculty member at the Faculty of Engineering at the Lebanese University since 1980. During his career at the Lebanese University, Professor El Kfouri assumed many managerial responsibilities including director of the Faculty of Engineering, member of the University Council, and President of the League of Professors at the Lebanese University. In addition to his extensive experience in Tempus projects, professor El Kfouri is a member of the technical committee at the Lebanese Ministry of Education & Higher Education. | |
| Professor Khalil Feghali | | Professor Khalil Feghali earned his PhD in Business Administration from Bordeaux IV France and his Master Research in Business Administration from Bordeaux I, France.  Professor Feghali is at present the dean of Economics and Business Administration Faculty. He joined the Lebanese University, Faculty of Economics and Business Administration Section II at 1997 as Lecturer, and since 2005, he is the head of Accounting and Audit department and he is responsible for the Master Research in Business Administration French section.  Professor Feghali is a member of the Lebanese University Council since 2014.  From 1998 to 2004, he was a Financial and Administrative Director of Sleep Comfort Group Lebanon and occupied the position of Management Controller from 1992 to 1996 at SODETAL Production S.A.R.L. and from 1990 to 1992 at CLEAL France. He has several publications including:  Professor Feghali was a key person in (Modernizing Academic Teaching & Research Environment in Business & Economics at Lebanon and Syria (MATRE/TEMPUS) project, he was participating and contributing to almost all project activities and conducted several workshops and lectures for academics and students defined in the project scope. He was a member of the MATRE conference programme committee and the chair of the conference organization committee. He is at present the chair of the scientific and organizing committees of IACEB 2018 conference that will be held by the Lebanese University on May 3-4 2018, Beirut, Lebanon. | |
| Dr. Marie K. Aboujaoude | | Dr. Marie Aboujaoude holds a PhD in Management Information Systems and has over 16 years of academic teaching in Information Systems engineering, development, integration and management, and over 20 years as Senior Advisor, Director of R&D department and Leader in Information Systems Modeling and Business Intelligence. She managed & monitored the fulfillment of multiple Information Systems projects in an international and multicultural environment, specialized in Health care, Retail, e-commerce / GDSN.  Dr. Marie Aboujaoude was a part-time lecturer at Lebanese University – Faculty Of Economics & Business Administration from 2002 to 2008 and at ISAE CNAM (Conservatoire National Des Arts & Métiers), France/Lebanon from 2006 to 2007 and a full-time senior lecturer at Lebanese University from 2008 to- date.  Dr. Marie Aboujaoude was head of Business Information Systems department at Lebanese University, Faculty of Economics & Business Administration Section 2, from 2009 to 2012 and from February 2017 to date and she is also a member of the curriculum committee on Information Systems.  Dr. Marie Aboujaoude was a key person in (Modernizing Academic Teaching & Research Environment in Business & Economics at Lebanon and Syria (MATRE/TEMPUS) project, she was participating and contributing to almost all project activities and conducted several workshops and lectures for academics and students defined in the project scope. She was a member of the MATRE conference programme and organization committees. She also has recently a paper in MATRE conference proceedings published by Springer and another chapter in MATRE research methodologies book that will published soon. She is also at present a member of the scientific and organizing committees of IACEB 2018 conference that will be held by the Lebanese University on May 3-4 2018, Beirut, Lebanon.  Her research interests include Information Systems Engineering, Complex System Theory, Business Intelligence, Knowledge Engineering & Ontology development and e-/ m-commerce. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P4** |
| **Organisation name & acronym** |  | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| |  | | --- | |  | | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
|  | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
|  | |  | |
|  | |  | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P5** |
| **Organisation name & acronym** | International University of Science and Technology (IUST) | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| The International University of Science and Technology (IUST) is a private university and one of 22 higher education institutions established in 2005 with 4000 students. Now, more than 4400 students are enrolled in university programs in seven main departments; Faculty of Dentistry, Faculty of Pharmacy, Faculty of Engineering & Technology, Faculty of Information Technology, Faculty of Business & Finance, Faculty of Arts & Science. One more faculty (Tourism and Hospitality) is approved but not yet opened.  The main teaching language is English and the university permanent site is located within easy reach from the capital of Damascus, about 30km from the City Center, in Oum El Qusur, Daraa - Daraa Highway - Ghabageb. The university has moved temporarily to a new location (one site) inside the capital Damascus with continuously expanding campus.  The Faculty of Business & Finance has five Departments; Business Administration, Accounting, Management Information Systems, Marketing, and Banking and Financial Sciences. The faculty has 330 students split in the five mentioned departments with 11 full-time staff, 12 part-time staff and 4 teaching fellows. | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪IUST (WP1 co-leader) will support BAU. It will prepare administrative/financial and technical reporting and attend the project meetings. It will be part of the SCC and be also represented in the QB. IUST will be also WP4 leader.  - WP2🡪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.  - WP3🡪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.  - WP4 🡪IUST will be leading the curricula modernisation and professional training courses creation and delivery with the strong support of UA and in synergies with all PC HEIs. It will be in charge of the purchase, setup and maintenance of the “study labs”.  - WP5🡪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.  - WP6 🡪IUST will support the WP leader in dissemination activities, will organise and host one National Seminar, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events.  - WP7 🡪IUST will support BAU and will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. It will also represented in the SCC. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| **1**. Dr. Chadi Azmeh | | He holds a Ph.D. from the University of Paris-1 (Panthéon-Sorbonne) in 2009. Former Deputy Director of Scientific Research at the Syrian Ministry of Higher Education and currently head of the Department of financial and Banking Sciences at the International University for Science & Technology. He has experience in writing and publishing scientific research. He made an internship for 3 months in 2008 at the south Centre, an international NGO based in Geneva, Switzerland. His work concentrated on how to help developing countries in the process of economic development. He has published some scientific papers in peer-review journal in the subject of financial liberalization and economic growth in developing countries.  He is a member of the scientific committee in three international conferences in Syria and Lebanon. He is the director of 8 master theses at Jinan University in Lebanon. He Presented lectures within the activities of the European project (MATRE) for the development of abilities of students in scientific research in several Syrian and Lebanese Universities. Working in coordination with students union at the International University for Science and Technology on activating events outside the university such as visiting the Stock market and banks in order to expand the horizons of students and introduce them with the labor market requirements. | |
| **2. Dr. Mohamad Alkhedr** | | Dr. Mohamad Alkhedr is currently assistant Prof and Head of Marketing Department at the International University for Science and Technology “IUST”. He graduated from Damascus University in 1999. He earned an MSc in Marketing from Commerce Faculty at Ain Shams University in Egypt (2005) and earned his PhD in Marketing from the same university (2009). He teaches MSc’s students at Higher Institute of Business Administration (HIBA), MSc’s students at Damascus University, and MBA’s students at the Syrian Virtual University. He trained business men at Export Development & Promotion Agency (EDPA). He has a number of publications in journals such as the Scientific Journal of the Economics and Trade, Cairo, Egypt (2009), Journal Of Aleppo University (2016), and many books such as Brand Management (2016), and Marketing Research (2016). | |
| **3. Dr. Mohammed Sadiq Alnosairat** | | He holds a Ph.D. in Economic Sciences from Baghdad University. He was a Researcher Chief at The Office of the Ministry of Commerce - Department of Foreign Affairs in Iraq. He was a member of the teaching staff in several universities in Iraq, Libya and Syria. Currently, he is the dean of the faculty of Business faculty at the IUST. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P6** |
| **Organisation name & acronym** | Arab International University | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| As a Private institution of higher education and academic research, Arab International University (AIU) strives to be a centre of excellence that conforms to international standards in teaching and research. AIU has seven faculties: Arts, Architecture, Business Administration, Civil Engineering, Pharmacy, Informatics and Communication and Law. AIU students’ population is over 4000 students.  AIU aims to provide a platform for conveying knowledge, values and traditions in the spirit of "good neighbourliness" between Arab countries and Europe, America and all other parts of the world. AIU is also keen on enhancing interaction and cooperation in social, cultural and economic spheres with a long experience in EU projects in capacity building (MATRE and T-meda), credit mobility and quality assurance. Moreover, AIU has more than 30 bilateral agreements signed with EU universities especially with German, French and British universities.  AIU administration and academics are modelled on the European Credit Transfer System (ECTS).  AIU curriculum balances skills and knowledge and emphasizes the creative use of both. AIU hope is to produce graduates of competence, performance and conscience.  AIU is developing a distinct identity among its professors and students. It aims to recruit professors who are excellent and professional – and we aim to draw students from all backgrounds and beliefs. Thus, students will learn from professors who are dedicated and generous, and professors will teach students who are diverse and uniquely positioned to contribute to the university. Both are our greatest asset.  AIU has many cooperation agreements with international institutions of higher education all over the world and especially with German, French Italian, Spanish and British universities. Most important in this context is to establish specific project networks or consortia in order to share knowledge and transfer experiences.  AIU is currently participating in many Erasmus+ projects as part of its internationalization strategy with special focus on KA1 (ICM) and KA2 (CBHE). AIU has running ICM with University of Almeria (Spain), University of L’aquila (Italy) and a group of prestigious Portuguese JAMIS. It is also a partner in a number of Erasmus Mundus projects such as Hermes, Peace II, Phoenix, ASSUR and Avempace+. Recently, AIU participates in a youth project on combating social exclusion sending 3 students to participate in a meeting in Czech Republic in August 2017. | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪AIU will provide administrative, financial and technical information for reporting + attend all project meetings. WP3 co-leader.  - WP2🡪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.  - WP3🡪AIU (co-leader) will work intensively with UNIBO + will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings.  - WP4 🡪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”.  - WP5🡪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.  - WP6 🡪AIU will attend the National Seminars, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events.  - WP7 🡪AIU will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| Dr. Sulaiman Mouselli | | Dr. Sulaiman Mouselli is currently the dean of the faculty of Business Administration and lecturer of Finance AIU. He is also the head of International Relations Office and the center for research and training support in Business Administration at AIU. He holds PhD in Accounting and Finance from Manchester Business School at the University of Manchester in the UK (2008).  He worked as a Teaching and Research fellow at Bangor University (Wales) from 2007 to 2010. He also worked as a full-time lecturer at DU from 2010 to 2015 and as a part-time lecturer at the Syrian Virtual University for the same period. He was also the head of postgraduate office at the faculty of Economics for the same period. He has a number of publications in high ranking journals such as The British Accounting Review (BAR), ABACUS, International Review of Financial Analysis, Business: Theory and Practice, Journal of Applied Accounting Research and Journal of Risk Finance.  Dr. Mouselli is the AIU internal coordinator of one of Erasmus+ projects that started in 2013 on modernizing academic teaching and research environment in Lebanon and Syria (MATRE) project and he participated in many activities of the project in Syria, Lebanon, Germany, Spain, Turkey and Lithuania. He also participated in T-meda project (Tuning Middle East and North Africa) which aimed at revising the curricula of a number of faculties in middle east and Northern Africa universities.  Dr.Mouselli attended a number of workshops on teaching methods such as: using problem-based learning in Business modules conducted at Manchester Metropolitan University and another workshop on “The Portfolio Concept as a Possible Method to Promote the Self- Reflection Processes of Teacher Trainees (Vocational Schools) at the University of Oldenburg” in Oldenburg, Germany. He was also awarded the Graduate Teaching Assistant (GTA) certificate from the University of Manchester, UK.  Dr. Mouselli participated in a conference on Modernizing Academic Teaching and Research in Business and Economics on Beirut (Sep 2016) at which he presented a paper on factors affecting students’ performance at Business faculties in Syria. He also co-authored an article the Factors affecting performance of research students published in Business, Management and Education journal on Dec 2016. | |
| Dr.Eng Kinaz Aytouni | | Dr. Eng Kinaz Aytouni is the vice-dean of the Faculty of Business Administration for Managerial Affairs and the head of Management Information Technology (MIT) department at the faculty of Business Administration at AIU. She was ranked first at the Faculty of Business Administration in Student’s survey on best lecturer in the Academic year 2015.  She graduated from Damascus University / Electronic Engineering. She holds PhD in Computer Information System from the Arab Academy for Banking and Financial Sciences (BBAFS) in Damascus. She is currently a lecturer at Management Information Technology (MIT) department at the faculty of Business Administration at AIU.  Dr. Aytouni participated in the activities of the Erasmus+ project “Modernizing Academic Teaching and Research Environment (MATRE)” started in 2013. The project involves Lebanon and Syria as partner countries. In this project, Dr Aytouni was mainly responsible for modernizing MIT curricula development at AIU. She also participated in a conference on Modernizing Academic Teaching and Research in Business and Economics on Beirut (Sep 2016).  Dr. Aytouni has worked as a senior software engineer in building enterprise systems for five years for several software companies. She is SECC-Certified Capability Maturity Modelling Integration (CMMI) since 2010.  Dr. Aytouni participated as a local Syrian expert (ATM) in the appraisal of Souccar company in 2012, and as CMMI trainer in Syrian software company. Both companies were obtaining the 3rd level of CMMI model. Souccar for Electronic Industries (SEI) LLC is a Syrian Engineering company; It was established in 1992 and It is actively involved in the field of electronics, electrical power, and information industry. It also produces ERP System software.  SyrianSoft is a pioneer in the industry of Arabic Accounting software. The early start of SyrianSoft went back to 1992, it offers accounting solutions for small, medium and large-sized companies. | |
| Dr. Victoria Khnouf | | Dr. Victoria Khnouf Holds a PhD in International Relations from the" Sorbonne University" Paris/ France. She also has a - Diploma “DEA” in Economic Development from the "Sorbonne University" Paris France. Moreover, she has a special Diploma in the French Civilization in the 20th century from the "Sorbonne University" Paris France.  She serves as a consultant for a number of previous projects and the implementation of the European Union in Syria related to the Syrian Infrastructure (e.g. Higher Education, Health Sector, and Electricity.) She also dad occupied the position of the Deanship " Faculty of Business Administration” AIU Arab International University. She is a Senior lecturer in the Marketing and Management Dept. at AIU. She Participated in the Modernizing Academic Teaching & Research Environment in Business & Economics at Lebanon and Syria “MATRE” Project / ERASMUS , by revising the Course Description, and improving the New Curricula of the Business Faculty. She also Participated in the training at Vilnius Gediminas Technical University (VGTU) Lithuania, and Oldenburg University, Germany, related to this project .  With regard to NGO activities, she as an honour Member and Consultant of Training and Trainer of PR , and Marketing Management in the NGO “Syrian Society of Exploration and Documentation”. She prepared a special program of training for “Syrian Youth” which has suffered from the Syrian Crisis. She also Prepared workshops in Public Relations and Small Business Management for the Syrian NGO “The Roc”.  She provided several workshops and training for Syrian NGO’s within the program of the “SNDP” The Syrian NGO Development Program” in the following areas :  - Public Relations , Social Marketing , Management, and fund Raising .  -PR Coordinator and Trainer of the Syrian NGO ”Generation Over Crisis”.  She has a special Interest in women empowerment areas, were she recently delivered a workshop about “Syrian Women Entrepreneurial ship” in the occasion of the International day for Women Entrepreneurs under the Patronage of the United Nations, in Syria. She is a member of the “Syrian Orthodox Women Committee” where she delivered several training and workshops on : Women Entrepreneurship, Small Business Management, Public Relations , and Social Marketing. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P7** |
| **Organisation name & acronym** | DAMASCUS UNIVERSITY DU | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| Damascus University is the leading and the biggest University in Syria. It offers education and continuous learning to thousands of students via its thirty-nine faculties that cover all the areas of study. In addition, Damascus University is an important and distinguished stakeholder in the society by the relations it has with the Business Sector, the Social Societies, and the different Organizations in Syria. The cooperation with the Business Sector (Commercial and Industrial Federations, Agencies, and Corporations) guarantees a positive and crucial role for the university in the economic life. Moreover, DU provides training courses and workshops in different subjects, which make it a source for enhancing skills and competencies in the society. With more than two-hundred thousand students in different levels (Undergraduate, Graduate, Master and PhD), DU is considered the first university in Syria, and accordingly, its adopted curricula is the underline for the diffused knowledge in the country. Also, about ten thousands staff works in DU (administrative and IT, teachers and researchers). | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪DU will support BAU. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP6 leader, DU will be part of the SCC and be also represented in the QB. WP5 co-leader.- WP2🡪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.  - WP3🡪DU will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings.  - WP4 🡪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”.  - WP5🡪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.  - WP6 🡪 UD will coordinate the preparation of the dissemination strategy & package and will work on the structure of the Website that will be technically developed by UA. DU will also monitor the daily dissemination (supported by the co-leader BAU) carried out by all partners and lead the organisation of the National Seminars and Regional Round Tables (one hosted) in cooperation with host institutions. It will lead the drafting of the Regional Round Tables conclusion papers and the final *National policy paper on NGOs in Syria and Lebanon*.  - WP7 🡪DU will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. It will also represented in the SCC. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| 1. Dr. M.Maher KABAKIBI | | President of DU, is the responsible for the Management and Control of the university's activities. He is a professor and spent more than twenty years in the Higher Education. Dr. KABAKIBI participated in different TEMPUS projects and organized several agreements between DU and Business-related organizations. | |
| 2. Dr. Adnan GHANEM | | Dr. Ghanem is the dean of the Faculty of Economics at DU. He is a professor and has a long experience in the management of academic institutions. He participated in TEMPUS Projects and organized several workshops and events in the Faculty of Economics in cooperation with Banks, National Agencies, and companies. | |
| 3. Dr. Riad ABDU LRAOUF | | Dr. ABDU LRAOUF, PhD in Management Sciences is a lecturer at the Faculty of Economics. He is the coordinator of Tempus-funded project "MATRE" in DU. His research interests include the governance of the Higher Education Institutions, Accountability and Control in the Higher Education, Auditing, and Professions. He published several papers on subjects related to governance, auditing, and the higher education. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P8** |
| **Organisation name & acronym** | Sham Higher Institute for Islamic Sciences, Arabic Language, Islamic Studies and Researches (SHIIARS) | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| Sham Higher Institute for Islamic Sciences, Arabic Language, Islamic Studies and Researches (SHIIARS-SAKFB) Sheikh Ahmad Kuftaro Foundation Branch; is the first non-for-profit, NGO, privet university in Syria founded under the legislative decree number (48) dated 4/4/2011 in Damascus which includes three faculties:  1- Faculty of Theology  2- Faculty of Calling to Allah (Dawa’a) and Islamic Studies with its two departments:   * Department of Calling to Allah (Dawa’a) * Department of Arabic Language   3- Faculty of Sharia and Law with its three departments:   * Department of Sharia * Department of Law * Department of Islamic Economy which has two profound majors of studies:   + Finance and Islamic Banking   + Business Administration   The university aims at providing the best academic studies for its students by maintain an updated link with local society and business organizations in order to bridge the gap between public and privet higher education. The university has been creating successful learning agreements with regional and international higher education institutions for more than 25 years as a not-for-profit affiliation for partner universities to higher education students in Syria. It is one of the leading universities for profound social sciences studies like religion and Islamic studies.  The university has about 4,000 registered students in its three faculties. Now the university is focusing on developing new teaching programs. We are also developing a new integrated UMS University Management System as MIS to manage all university processes (administrative and educational). Also, we are very interested in creating and developing an electronic portal for academic researches and studies as more scholars are now outside Syria and we need to benefit from their experiences to help our students and researchers to optimize their learning experience. For the near future, we will be participating in more than three Erasmus + projects (as partners) for capacity building and for the development of our staff, our learning systems and teaching programs in the university. | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪 SHIIARS will provide administrative, financial and technical information for reporting + attend all project meetings  - WP2🡪 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.  - WP3🡪 SHIIARS will attend the 4 ToT, actively disseminate the calls for participation and replicate the 4 trainings.  - WP4 🡪 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”.  - WP5🡪 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.  - WP6 🡪 SHIIARS will attend the National Seminars, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events.  - WP7 🡪SHIIARS will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| Pro. Dr. Mhd Charif Alswaf | | SHIIARS-SAKFB university chairman. He is a teaching professor and a researcher for more than 10 years. He will be leading the research team of the project from the university side as his legitimate power to influence students and researchers in our university. He’ll inforce the application of the e-portal as the main source of updated research tool now and in the future for our university. He published many books and articles relevant to social and religion studies and researches. | |
| Mr. Mhd Saeed Albarazi | | PR and international relations Officer in the university. He is a teacher and lecturer in the faculty of economy. A researcher in the field of PR and marketing. He will be responsible for all communications and training activities in the project.  He will be responsible for all communications with all partners in the project. | |
| 3. Mr. Fadi Mujahid | | Holds a BSc in computer science engineering from university of Texas, Arlington, the USA. he also holds an MA in media and mass communications from Leicester University, UK. Now, he is the PR department director at Sham Higher Institute-Sheikh Ahmad Kuftaro Foundation Branch, he is also a consultant in the UNDP, He will contribute in achieving activities held in Syria and Europe, Fadi has strong command in English Language as he spent many years in western countries, he also has a crucial part in this project as he is a technical super expert which means he will supervise the online platform establishment process. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P9** |
| **Organisation name & acronym** | Alrashied Association (ARA) | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| |  | | --- | | Al-Rashied Association is an NGO Not-for-Profit, registered in Syria from 2006. The main programmes, projects and activities of the NGO now:  - Supporting poor university students to continue their studies successfully with merit degrees.  - Providing career development support for youth and poor families to be able to become self-supported.  - Helping poor families with daily food and other livelihood materials.  - Supporting orphan students to continue their studies successfully and providing all livelihood materials to them and their families.  Alrashied Association is one of the leading Civil Society Organization CSO, Non-Governmental Organization NGOs in Syria. It supports more than 5,000 well-selected beneficiaries (youth, students and family members) to develop their skills to become active members in their local society.  Alrashied will benefit from the capacity building part of the project for its employees, board members and volunteers. | | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪ARA will provide administrative, financial and technical information for reporting + attend all project meetings  - WP2🡪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.  - WP3🡪ARA will attend the 4 ToT, actively disseminate the calls for participation and be active partner in the training replication.  - WP4 🡪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.  - WP5🡪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.  - WP6 🡪ARA will attend the National Seminars, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events.  - WP7 🡪ARA will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| |  | | --- | | 1. Mr Muhammad Al-Kol | | | |  | | --- | | Managing Director of Alrashied Association. He is a university instructor for more than 5 years.  He has a very active role in the organization as the managing director for more than 7 years.  He has developed the core administrative system in Alrashied and its projects.  He will be responsible for managing all of the project’s relevant work for Alrashied internally. | | |
| |  | | --- | | 2. Ms. Niveen Haddad | | | |  | | --- | | She works as a coordinator for the university students’ support programme in Alrashied for 2 years. She is responsible for the communication and management of female university students that are registered in the programme. Ms. Haddad is also working a part time job in a university in the students’ communication office as a communication supervisor for female students.  Her role in the project will be to coordinate all training activities related to staff, volunteers and students that are linked to the association. | | |
| |  | | --- | | 3. Mr Omar Almalki | | | |  | | --- | | He is working as the PR and Media coordinator for Alrashied Association for more than 4 years. He is a professional journalist and works also as a free-lance journalist in one of the biggest Online social website in Syria. He was the communication officer for another national NGO for 2 years before.  His role in the project will be to coordinate all the activities for Alrashied Association during the project period and provide relevant media and PR coverage including communications plans, dissemination activities and any other PR and media activities for the project in Syria. | | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P10** |
| **Organisation name & acronym** | University of Alicante (UA) | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| The University of Alicante (UA) was founded in 1979. Being one of the youngest universities in Spain, the UA is also considered one of the most innovative & fastest developing in the whole country. More than 30000 national & 3000 international students are enrolled in 7 Faculties offering more than 50 degrees in all fields of study.  The University has more than 70 departments & over 100 research groups in areas of social sciences & law, experimental sciences, technology, humanities, education & health. Its particular field of interest lies within the context of international cooperation, promotion of innovation culture, strengthening of technology knowledge transfer & improvement of innovation support services & the training of university management staff to aid the integration of countries in transition & develop their international status & networks.  The University of Alicante, conscious of the role that it plays in today's society that is integrated, has committed to structuring a University social responsibility model based on principles & values that have been sharing across all University activities. These values & principles are summarized in the establishment of policies for the defence of human rights, sustainable development, the defence of the environment, equality & policies of social commitment, which shall be part of each teaching, research activity. The School of Business offers a Master degrees & 4 specialised courses to the public in aspects on immigration, public policies, intercultural cooperation, integration & development. It has established agreements with various institutions in the region, which provide internship opportunities for the students in putting theories into practices. In particular, the Master programme cooperates with the “Local Government of Solidarity & Citizenship”.  The UA was a partner at UNIMIG Project "Migration & Higher Education: Developing Skills & Capacity" with the objective to transfer skills & competences in the interdisciplinary field of migration studies in the ENPI East region, specifically in Armenia, Azerbaijan & Georgia & LIKEHOME ‘Assessing & recognising the prior learning of migrants. Bridging the gap & paving the road to educational & social integration´.  In addition to the numerous projects in HE, the University of Alicante has wide experience in the topic of curriculum development in line with European Standards in different disciplines PRO GREEN, MAPB, DEMETER, GREENMA, PROMIG etc. and was involved in numerous initiatives on study programme improvement towards the alignment of academia and industry needs to enhance the approach towards EU best practices and policies in competence based learning, innovative teaching methodologies, quality assurance, links with labour market, etc. | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪 due to its extensive and demonstrated experience in dealing with International Cooperation-Capacity Building projects, BAU will be supported by the co-lead of this workpackage UA and the Syrian national coordinator IUST for the project implementation monitoring, reporting with the funding authority, project meetings organisation in cooperation with the host partner.  UA will host study visit and be responsible for the correct set up and maintenance of all IT tools needed for MORALE tasks development and achievements of results. WP4 co-leader.  - WP2🡪 UA 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  - WP3🡪 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. UA will also build up and maintain the e-learning platform and transfer it to IUST before the project end.  - WP4 🡪 UA (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.  - WP5🡪 UA will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.  - WP6 🡪 UA will support UD in all WP6 activities building up the MORALE Website and contributing to the design of the dissemination package. UA will be in constant contact with UD & BAU to ensure high level of relevance of dissemination activities and to make sure the MORALE project reaches high impact towards results’ sustainability at PCs. UA will attend all events.  - WP7 🡪 UA due to its experience in leading QA monitoring in international initiatives and capacity building projects will be the WP leader and in charge of the coordination of the Quality Assurance monitoring activities with strong support from EU partners, the co-leader 4Elements and IUST. It will be also in charge of keeping the internal and external experts updated on the project developments, ask for their feedback and integrate their suggestions on the project development, always keeping all partners informed. It will be in charge of the external experts’ subcontracting. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| **Ester Boldrini** | | Dr. Ester Boldrini is a specialist in the Higher Education sector and especially on topics related with the Bologna reform of higher education (quality assurance, innovative learning methods and study programmes alignment with labour market needs). She has demonstrated experience in managing EU funds from different programmes such as FP7, Tempus, Edulink, MED, Erasmus Mundus, etc. Ester has a PhD in Computational Linguistics and a European Master on English and Spanish for Institutions, Enterprises and Business from the University of Alicante in addition to the degree in Linguistic Mediation for Institution, Enterprises and Business from the University of Tuscia, Italy. She is EFQM Master Assessor. | |
| **Roberto Escarré** | | Roberto Escarré has a degree in International Relations from Amsterdam School of International Relations and in Innovation by OEI and the University of Oviedo. He is the head of the International Project Management Office at the University of Alicante (Spain), and Associate Professor of the Department of Applied Economics, specializing in EU Economics. In the past 15 years he has coordinated over 50 international projects in areas of management of higher education in over 80 countries.Escarré has been a member of the Advisory Committee of ASEM Education Hub and is now part of the Editorial Board Journal of Arts, Science and Technology (JAST). Escarré has worked as an expert and evaluator for various international organizations like the European Union, the European Patent Office or the European Foundation for Management Development (EFMD). | |
| Carolina Madeleine | | Carolina Madeleine has dedicated her professional career to the management of international projects in the areas of higher education, Inclusive Education and international cooperation and diplomacy. She has implemented projects in over 45 countries in Latin America, Africa, Asia and Europe for HEIs, Ministries, International Organizations and Civil Society. In particular, she is specialized in the management and training of international projects and consultancy in the area of Disability, LLL, Quality Assurance and Strategic Planning. She is currently Project Coordinator of various EU funded project, as SWING (Tempus) on granting accessibility to disables students though the use of AT in Morocco and Egypt.  Having studied in France, the Netherlands and Spain, she received a BA in history and literature from the University of Montpellier, a Master’s degree in International Relations from the University of Amsterdam and a Master’s degree in Human Rights from the University of Barcelona. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P11** |
| **Organisation name & acronym** | Oldenburg University - UOL | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| Oldenburg University was founded in 1973, making it one of Germany‘s young universities. Its goal is to find answers to the major challenges society faces in the 21st century – through interdisciplinary, cutting edge research. The University cooperates closely with more than 200 other universities worldwide and is also affiliated with non-university institutes in the areas of research, education, culture and business. The number of staff is currently 2400. Oldenburg University is preparing over 15,000 students for professional life. It offers a broad range of disciplines, from language studies, cultural studies and the humanities to educational sciences, art and musicology, the economic and social sciences, sustainability sciences, mathematics, computer science, energy research, the natural sciences and the new medicine and health science programmes established in 2012. At the top of the University of Oldenburg's agenda is not only the internationalization of research, but also the internationalization of the curriculum.  The institution has considerable expertise in the field of migration studies and related areas of cultural studies, history, politics and education. A number of centres within the university are dealing with migration issues. The Working Group involved in this application, represented by Dr. Jorge Marx Gómez, gathered substantial experience in managing international cooperation in both research and curriculum development projects. Specific expertise is in migration and gender, research methods for intercultural contexts and in diversity education and social work. Additional experience in managing international and interdisciplinary cooperation is brought in by Ms Barbara Rapp, Prof. Mohamad Hamed, Mr Ammar AlSous, Mr Viktor Dmitriyev and Birgit Bruns.  The University of Oldenburg has participated in many projects with the European Union, such as MATRE, ASSUR, PHOENIX and MAYANET. | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪UOL will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UOL will be part of the SCC and be also represented in the QB. (WP2 leader).  - WP2🡪 UOL 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  - WP3🡪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.  - WP4 🡪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.  - WP5🡪UOL will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.  - WP6 🡪UOL will attend and contribute to the Regional Round Tables, will disseminate the project activities and results. It will attend all events.  - WP7 🡪UOL will contribute to the quality plan drafting and contact with internal/external experts. It will be represented in the SCC and QB. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| 1. Jorge Marx Gómez | | Peters, D., Haak, L., Marx Gómez, J.: Adaptive Learning Cycle to Improve the Competence-Building for Enterprise Systems in Higher Education. In: Varajão, J., Cruz-Cunha, M.M., Trigo, A. (Hrsg.): Organizational Integration of Enterprise Systems and Resources: Advancements and Applications, IGI Global, 2012, S. 76-99.  Marx Gómez, J., Brehm, N., Heyer, N.: Combination of data and logic integration in Federated ERP systems – IEEE Multidisciplinary Engineering Education Magazine (MEEM) Special Issue interactive Mobile and Computer Aided Learning, Amman (Jordan), 2011.  Wagner vom Berg, B., Brinkmann, M., Marx Gómez, J.: Conception of a Big Data platform in context of the energy industry. In: Proceedings of the 4th International Conference on ICT for Sustainability (ICT4S), Amsterdam, (Netherlands), 2016.  Rezgui, A., Marx Gómez, J., Maaouia, R. B.: KPI-based Decision Evaluation System to enhance Quality Management Systems for Higher Educational Institutes. International Journal of Decision Support System Technology (IJDSST) - Special Issue on: Decision-Making Support Systems for Supporting Quality Management Systems in Higher Education Institutions, 2016. | |
| 2. Barbara Rapp | | Coordinator of several Erasmus Mundus projects and other national and international projects; Lecturer and supervisor of theses in the addressed domain, researcher  Bremer, J., Rapp, B., Jellinghaus, F., Sonnenschein, M., 2009: Tools for Teaching Demand-Side Management. In: V. Wohlgemuth, B. Page, K. Voigt (Eds.): Environmental Informatics and Industrial Environmental Protection - 23rd International Conference on Informatics for Environmental Protection. Shaker Verlag, Vol. 1, ISBN 978-3-8322-8397-1, pp. 455-463  Kurrat, M., Deppe, B., Beck, H.-P., Mbuy, A., Wehrmann, E.-A., Sonnenschein, M., Appelrath, H.-J., Bremer, J., Rapp, B., 2009: Interdisziplinäre Wissensvermittlung am Beispiel dezentraler Energiesysteme - Ein Erfahrungsbericht. In: H.-J. Appelrath, L. Schulze (Hrsg.): Auf dem Weg zu exzellentem E-Learning. Waxmann Verlag, ISBN 978-3-8309-2122-6, S. 163-173  Kurrat, M., Sonnenschein, M., Beck, H.-P., Appelrath, H.-J., Wehrmann, E.-A., Mbuy, A., Deppe, B., Bremer, J., Rapp, B., 2008: eLearning Module zur Weiterbildung in der Energiewirtschaft. In: Anderson, Bergs, Hoppe, Hübner, Knaden, Morisse, Vornberger, Wiese (Hrsg.): Lernen, Organisation, Gesellschaft: Das eCampus-Symposium der Osnabrücker Hochschulen. epOs media, ISBN 978-3-940255-006. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P12** |
| **Organisation name & acronym** | Alma Mater Studiorum Università di Bologna UNIBO | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| The University of Bologna was founded in 1088 and currently counts on 11 Schools, 33 research departments, 6000 employees and around 85.000 enrolled students. Besides, regularly enrolled foreign students are around 6000, while another 2000 arrives every year on international mobility programmes such as EMA2, Erasmus+ and Overseas.  The academic offer is composed of around 200 Bachelor and MA programmes and around 40 Doctoral Programmes, including a MA Programme in Management for Social Economy and summer schools on human rights and development cooperation.  Internationalisation and implementation of the university’s third mission is among UNIBO strategic priorities. UNIBO participates actively in international HEIs networks, such as the Coimbra Group and Utrecht Network. It fosters the institutional participation in EU programmes and initiatives on internationalization of higher education and development cooperation. Through the International Relations and Research Divisions, support is provided for participation in Erasmus+, Horizon 2020 and EuropeAid.  UNIBO has increased its cooperation with MENA countries and has already carried out different initiatives addressing either the academic and administrative staff and students. It is partner of the UNIMED network and is actively participating in several cooperation projects targeting this area: it coordinates the Tempus project Reconow: Knowledge of Recognition Procedures in ENPI South Countries; it is partner in EMA2 projects DUNIA-BEAM, AL-IDRISI I and II and EU-METALIC I and II targeting Middle East and North Africa.  UNIBO implements several initiatives promoting social engagement, including cooperation with the Municipality of Bologna for the integration of refugee students at university and support to asylum seeker students.  Through its Disabled Student Service, UNIBO fosters integration within the student community of students with disabilities. University of Bologna provides its services to a yearly average of 450 students with disabilities and special needs of any kind. Its aim is to reduce handicaps caused by disability conditions and guarantee equal access to university and a specialized support for the achievement of an autonomous life. | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪UNIBO will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UNIBO will be part of the SCC and be also represented in the QB. WP3 leader.  - WP2🡪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.  - WP3🡪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.  - WP4 🡪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.  - WP5🡪UNIBO will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.  - WP6 🡪UNIBO will attend and contribute to the Regional Round Tables, will disseminate the project activities and results. It will attend all events.  - WP7 🡪UNIBO will contribute to the quality plan drafting and contact with internal/external experts. It will be represented in the SCC and QB. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| Rabih Chattat | | After high school license in Lebanon, he obtained his degree in medicine and surgery at the University of Bologna in 1989, then the postgraduate degree in Clinical psychology at the same University in 1992. Between 1992 and 1996 he completed his PhD in Clinical Psychology. In 2001 he became senior researcher in research methodology for psychological science and from 2005 is associate professor of Clinical Psychology. His researches mainly concern the psychological aspects of chronic pain and psychosocial intervention: he wrote more than 15 publications on those topics. In 2010 he was appointed rector's delegate for disabled students at the University of Bologna, therefore undertaking the role of head of the Disabled Students Service. | |
| Filippo Sartor | | Head of the Unit managing higher education projects and cooperation in the following regions: Latin America, Africa, Middle East and Western Balkans. He graduated in Economics at the University of Trento and was awarded a Master degree in Education Planning at the Bocconi Univ. He has been working at the International Relations Department of the Univ. of Bologna for 8 years. His main expertise is the management of HE international projects focusing on student mobility, joint degree development, ECTS and the implementation of the Bologna process. He is dealing mainly with Tempus, Edulink, Erasmus Mundus and EuropeAid calls and projects. He is the chair of the Coimbra Group Task force for Development Cooperation. | |
| Valentina Manzato | | She has been working at the International Relations Office since 2010. She has a multi-year experience in management and implementation of EU funded projects for higher education (Tempus, Erasmus Mundus, Erasmus Plus, EuropeAid) and for international cooperation, in project cycle management and in implementation of initiatives of university cooperation in the Southern Mediterranean Region. She was the project manager of the Tempus project RECONOW, a structural measure for improvement of recognition procedures in Jordan and Palestine. She has previous professional experience of management of development cooperation international initiatives in developing countries working with International Organisations and NGOs. She graduated in International Relations with a thesis on the Euro-Mediterranean Partnership and owns a tertiary level specialization in Diplomacy and International Politics. | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner number** |  | | **P13** |
| **Organisation name & acronym** | Four Elements | | |
| **D.1.1 - Aims and activities of the organisation** | | | |
| *Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project* (limit 2000 characters)*.* | | | |
| Four Elements is a Non-Profit Organization and Non-Governmental Organization (NGO) based in Athens and Thessaloniki area. The company is an innovative and pioneering Greek organization, with international cooperations and activity.  Four Elements is certified both by the Ministry of Foreign Affairs and the Ministry of Health.  Its mission is to promote research, innovation, and development, to inspire next generation education through evidence based practices, cutting edge research, empowered people and collaboration. Four Elements has collaborated with schools, education institutions, Ministries of Education, and agencies throughout Europe.  Four Elements acts primarily on prevention, information, planning, evaluation, submission and preparation of studies and sensitivization actions in the field of environment, health, welfare, culture, human resources development, R&D. It has experience in assisting young people and children with a migrant background to overcome inequalities in education, at both national and international levels, through the use of personalized assistive technologies.  In addition to all the above, the organisation has a long experience of developing, integrating and monitoring e-learning platforms and courses adapted to the specific needs of the corresponding projects.  Four Elements’ future objective is to continue playing a major role in awareness campaigns, research, workshops and assistance for the support of vulnerable groups, such as migrants, Roma and persons with disabilities. | | | |
| *Please describe also the role of your organisation in the project* (limit 1000 characters)*.* | | | |
| - WP1🡪4Elements (WP6 co-leader) will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. 4Elements will be part of the QB. WP7 co-leader.  - WP2🡪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.  - WP3🡪4Elements will 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.  - WP4 🡪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.  - WP5🡪4Elements will be a key player in the LLL courses creation strategy providing crucial input for the appropriate orientation of PC HEIs.  - WP6 🡪4Elements will attend and contribute to the Regional Round Tables, will disseminate the project activities and results and contribute especially in the dissemination among EU/International NGOs and associations. It will attend all events.  - WP7 🡪4Elements (co leader) will support BAU for quality plan drafting and contact with internal/external experts. It will also be represented in the QB. | | | |
| **D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project**  *Please add lines as necessary.* | | | |
| **Name of staff member** | | *Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.* | |
| 1. Vasileios Zotakis | | Studied Electrical and Computer Engineering in National Technical University of Athens specializing in Production Management System. He is the director of the Center of Vocational Training for adults. He is trainer certified by the National Accreditation Centre for Continuing Vocational Training and provides accompanying support services to people with disabilities. He is also the manager for conducting studies in the field of environment, tourism, health, welfare, culture, human resources development, R & D as he is responsible for the implementation of the projects for Local and Regional frameworks. He and his team have developed e-learning initiatives for the education and training of students, parents, vulnerable groups. | |
| 2. Catherine Kostakou | | Catherine Kostakou is a Project Manager at the R&D Department of Four Elements. He has a B.Sc. from National University of Athens (Faculty of Law, Economic and Political Sciences, Department of Economics) and a MSc in Applied Economics and Finance (Athens University of Economics and Business, Department of Economics). She has worked under the direction of Economic Development & Public and has rich experience in the management and implementation of national and EU- projects. | |
| 3. Marina Zotaki | | Marina Zotaki, dipl. Architect Engineer (National Technical University of Athens) and also student at the moment of MBA (Frederick University) is a Project Manager at the R&D Department of Four Elements. She has worked as educational consultant and is very familiar with the requirements of institutions and beneficiary communities. The last 5 years she works in organisations managing local and EU projects for vulnerable groups. She has also great experience as a trainer and she is certified as a trainer for adults (lifelong learning). She has worked in organisations involved in the fields of her professional activities include designing, developing and managing national and European projects. | |

### *Please copy and paste tables as necessary*

### *List of Associated Partners*

*(Where applicable)*

*Capacity-building projects can involve associated partners who contribute to the implementation of specific project tasks/activities or support the dissemination and sustainability of the project. Associated Partners cannot be responsible for core activities of the project (e.g. management, coordination, monitoring, leader of a work group etc.).* ***No financial contribution from the project grant will be allocated to these organisations.***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Name of organisation*** | ***Type of institution*** | ***Website*** | ***City*** | ***Country*** | ***Role in the project*** | ***Activities and***  ***related Work Packages*** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

*Please insert rows as necessary*

# D.2. Cooperation arrangements, management and communication

*This part must only be completed once by the applicant.*

**D.2.1 - Project management**

*Please define the organisation of the implementation of the project and the division of tasks between the partners. Please explain the allocation of resources for each activity.* Explain *also* how the tasks are distributed amongst the partners and how project "ownership" is ensured *(limit 3000 characters).*

|  |
| --- |
| MORALE, led by BAU, will count with the support of EU partners (3 HEIs & 1 NGO) with extensive experience in the project topic & capacity building projects. IUST, Syrian Coord., will support BAU in facilitating PC HEIs & NGOs active involvement for sustainability. Project management will also include: SCC (WP leaders) for strategic decisions related and the QB (1senior expert\*partner) to ensure results quality.  BAU will valorise partners’ complementary expertise to enhance results ownership. WP leadership was distributed in line with each partner’s expertise. WP Co-leadership will reinforce the cooperation scheme (communication/transparency/cooperative actions) & ensure successful implementation.  WP1 MGT(7,05%)–BAU, co-lead IUST:BAU, will coordinate the project implementation (incl. mitigation), reporting, meetings, will host the KoM & be responsible for the set up/maintenance of IT tools (& handover).  STAFF: 6,15% TRAV:0,23%-SUBC:0,68%  WP2 NEEDS ANALYSIS(12,13%)–UOL, co-lead LU: UOL will lead survey definition/diss./strategy & data analysis. EUs will contribute in WP methodology/data analysis, while PCs in data collection/analysis.  STAFF: 2,61%-TRAV: 8,64%-SUBC:0,73%  WP3 CAP. BUILDING(26,95%)UNIBO, co-lead AIU: UNIBO will lead the trainings definition/planning/implementation; EUs will deliver 1 ToT each and support PC HEIs for the ToT adaptation for replication under UNIBO overall coordination. PC HEIs will disseminate ToT & replication to ensure high attendance. UNIBO and UA will build up the e-learning platform.  STAFF: 10,03% TRAV: 15,97% SUBC:0,73%  WP4 CURRICULA ENHANCEMENT(26,83%)UA, co-leader IUST: UA will lead the curricula modernisation & delivery with UA/EUs support & in synergy with PC HEIs. EUs will provide guidance for curricula modernisation/delivery. PC HEIs will be the main responsible for curricula modernisation/accreditation/delivery. NGOs will participate in the new subjects competences definition. PC HEIs & NGOs will disseminate the new bachelors to ensure high enrolment.  STAFF: 7,24% TRAV: 0,63%-EQUIP:18,96%  WP5 LLL COURSES DESIGN & IMPLEMENTATION(6,58%)–MUBS, co-lead DU: MUBS will lead the profess. training courses creation/delivery with the support of DU and in synergy with PC HEIs. EUs will accompany LLL courses creation/delivery. Both PC HEIs & NGOs will be key to market the new MORALE LLL courses to ensure high enrolment of NGOs professionals.  STAFF:5,38%-TRAV:1,20%  WP6 DISS. & NETW.(15,49%) UD, co-lead BAU: DU coordinate diss. strategy & package+will set up the Website (developed by UA). DU will monitor the daily dissemination (supported by BAU) by partners & lead the organisation of the Nat. Seminars & Reg. Round Tables, in cooperation with hosts. It will lead the drafting of the Reg. Round Tables conclusions & policy paper. PC HEIs will host the events & EUs attend to them.  STAFF:5,76%-TRAV:5,67%-SUBC:4,06%  WP7 QA(4,97%) UA, co-leader 4Elements: UA will coordinate QA with support from 4Elements, IUST and the Quality Board. It will keep the ext. experts updated on the project developments, coordinate their contribution/integrate their suggestion & subcontract ext. experts.  STAFF:3,27% -SUBC:1,69% |

**D.2.2 - Cooperation and communication arrangements of the consortium**

*Please explain the overall project and partnership management making specific reference to the management plan and how decisions will be taken. Please describe how permanent and effective communication and reporting will be ensured as well as the measures put in place for conflict resolution* (limit 2000 characters).

|  |
| --- |
| MORALE management structure will be established from the project beginning (M2).  BAU coordinator, IUST Syrian Coordinator, WP leaders + co-leaders, SCC (WP leaders), QB (1 Senior staff from each partner).  \*PROCEDURES: internal 6 monthly updates to feed official reports, consortium (QA & SCC) six-monthly meetings. BAU will support partners in reporting aspects.  \*MGT TOOLS: technical/financial templates provided by BAU, extranet for document sharing, project website, newsletter, etc.  \*QA TOOLS: contingency plan, quality plan (int&ext), satisfaction surveys.  Roles:  - BAU: responsible for implementation & reporting. BAU will implement mitigation measures when required and will keep SCC&QB informed. Support provided by IUST to ensure a constant communication flow.  - IUST: will support BAU and ensure PCs high-level commitment.  - SCC: approves periodic narrative & any adjustment of the work plan to achieve planned results.  - QB will monitor the quality results & impact + will suggest corrective measures.  - WP LEADER (& co-leader) will ensure project development is consistent with DoW, deliverables are met & appropiate reporting  - DECISIONS: regular communication & good working relationships will promote decision-making by mutual agreement. However, if necessary, SCC will be consulted for conflict resolutions. Decision-making will be done via voting (a 75% majority will suffice for a decision if no unanimous decision is reached after 2 votes).  - REGULAR COMMUNICATION (by BAU & IUST) ensured by face-to-face+virtual meetings. E-mail, vico & mobile platforms will ensure quick communication&cost efficiency. Extranet will allow document sharing. Regular update of multiling. website+newsletters+social media will be carried out to update stakeholders on project news/invite to events.  - QA: Quality Plan defined in M3. QA & external experts will perform an intermediate/final evaluation. Internal QA feedbacks will ensure continuous improvement. Progress indicators are set up to monitor the correct (ontime/budget) results delivery with highQA standards.  Project teams at each MORALE partnerwill be composed taking into gender balance. |

# PART E - Project characteristics and relevance

**E.1. Why does the consortium wish to undertake this project?**

*Please outline the motivation behind your project, clearly identifying the specific needs or problem/s which it intends to solve in each Partner Country organisation. Explain how the project proposal fits within the development strategies of the Partner Countries involved and how it addresses the priorities defined at national / regional level for Capacity Building in Higher Education projects. Also explain why this/these problem/s were selected instead of others. In particular, explain how the area of intervention has been explored to guarantee that the project is offering something new compared to the existing situation. Where applicable, explain any synergy with other EU initiatives should be highlighted* (limit 6000 characters)*.*

|  |
| --- |
| The on-going Syrian crisis is having a dramatic worldwide impact, with 6.5M displaced Syrians, 4.4M refugees, more than 250000 deaths. In fact, UNHCR claims a “paradigm shift” in the way the world reacts to the refugee crises, since the current approach is unsustainable and is relegating thousands of human beings to poverty (Stephen O’Brien-UN emergency relief coord.- 2015). In this context, the role of NGOs(saving lives/protecting rights)is crucial. This is especially true for Lebanon, with 1011366 refugees and whose Government is implementing an “open-border” policy due to the historical/economic/social/political ties with Syria. Humanitarian agencies/local/international NGOs/Government centres are striving to deal with the flow of refugees, now approaching 22% of Lebanon’s population (World Bank, 2013).  According to Capacity Building Needs of NGOs in Lebanon(2009) NGOs are facing multi level challenges. With a too broad mission & vision not communicated to stakeholders, their governance is weak. There is a strong overlap in management roles & absence of management processes. They do not have human resource policies or training/staff development plans. Only few NGOs implement financial planning/reporting/auditing with weaknesses in daily accounting. Cooperation with governmental authorities is hindered by bureaucratic procedures & differences between officials & NGO representatives. The relationship with the private sector is beneficial, but still low.    In addition to the key role Lebanese NGOs are playing, the importance of local actors is crucial (Grisgraber & Reynolds, 2015).Syrian in-country NGOs deliver most of the assistance, a good practice, to empower people to help themselves & to build their capacities for the provision of support to their community. However, Syrian NGOs, with weak managerial and organisational skills, donor dependency, weak relationships with other Syrian NGOs/int. donors/administration, etc. face numerous challenges to support the12.2Mpeople in need of humanitarian assistance. They need to improve their operation, learn how to plan strategically, initiate impact projects, manage their resources consciously, foster their staff continuous training & potentiate the employment of high skilled professionals (Alzoubi, 2015).  The current capacity-building process is not satisfying the needs of NGOs on the ground (UNHCR High Commissioner António Guterres, 2016). INGOs are aware of these needs and sometimes include activities in their grants; however, solid capacity-building must be a separate commitment, rather than an add-on to on-going projects with other aims. Building solid capacity requires strategy, experienced trainers, careful focus/delivery methodology/effective/follow up. Many PC NGOs have a “stock” of capacity building in wide valuable topics; however, there is dissatisfaction about the absence of follow-up after the on-going isolated & professionally developed initiatives. NGOs staffs expect more in-depth knowledge, mentoring, flexible learning methodologies & tools, not currently available.  Certain amount of professional training has taken place over the past 4 years(“SNDP: Syrian NGOs Development Programme” by Syrian Enterprise & Business Centre 2013-2014 in cooperation with GEF/SGP, WHO’s for NGOs capacity building and management coaching, etc. are just an example); however, being conceived with professional focus-only, they are neither implemented systematically nor based on the real needs of NGOs, therefore they do not represent a solution. There is urgent need for a paradigm shift and to understand the importance of the role Higher Education(HE)can (and has to) play in this context. HE provision is key in robust capacity building for sustainable development(HE in Developing Countries: Peril and Promise', 2000),where economic and social development is enhanced. Thus only by potentiating the HE role in terms of NGOs’ future/current professionals education, there will be a sustainable improvement of the competences NGOs staff need to achieve impact in their activities. HEIs must be seen as crucial players in the training of the future graduates who will work as high skilled NGOs professionals. Only with a solid HE education, they will have the knowledge/skills/competences for effective & sustainable management & operation of NGOs. HEIs also have the responsibility of LLL provision, to give the opportunity to current NGOs professionals to keep updating their skills.  MORALE is based on this undeniable need for integrating and making the HE sector, specifically PC HEIs, the key players in the generation of the future NGOs high skilled professionals and for the provision of LLL for NGOs professionals.  At present, PC HEIs have bachelor curricula on Social & Behavioural Sciences; however, after having carried out an in-depth analysis of such offer (delivery methodology/subjects/disciplines),big room for improvement has been found. In most of the cases NGOs management and operation related concepts are relegated to one subject, not enough to acquire the needed skills. A modern/multidisciplinary/innovative curricula modernisation will allow better training of the next generation of NGOs profess. for the acquisition of the real competences needed to access the NGOs labour market & satisfy its demands. In terms of LLL provision, low/no evidence has been found in terms of training courses for professionals provided by HEIs; this will be tackled by creating relevant LLL courses for NGOs managers & professionals.  Thanks to MORALE, improved bachelors will include key topics for the effective management/operation of NGOs (working in the refugees sector) from a strong multi-disciplinary perspective. Graduates will have their follow-up by HEIs that will also continue training high skilled professionals, offering them high quality LLL. |

*Please describe briefly how your project proposal was prepared (e.g., capitalising on previous experiences, based on achieved outcomes in former projects, following previous cooperation amongst the consortium members, etc.). If the application is based on a previous or on-going project, please demonstrate the significant added value.* (limit 1000 characters)*.*

|  |
| --- |
| MORALE has been conceived with a bottom up approach where the consortium had a strong impulse from PCs, especially IUST, expressed the need for a project with this aim. UA and BAU initiated ongoing discussions with most of the partners, leading to a cooperative definition of the main project objectives & results.  In addition UA designed specific needs analysis questionnaires to have a precise idea on the needs of Syrian & Lebanese HEIs/NGOs. Numerous communications were held to define accurate expected results that could bring a real contribution to the current PC HEIs and society, as key aspect for MORALE.  All partners had the same focus in mind (potentiating PC HEIs role in the provision of high quality education for better NGO mgt & operation) and thus, the drafting was smooth & enriching from the human/professional point of view. The impulse given by PC HEIs; eager to have a project such MORALE; was so well-fonded.  Each partner assumed the responsibility for the WP that better adapted to its expertise/profile & the definition of all details was a common effort where all partners have been already working as a consolidated & enthusiastic team. |

*If your proposal is based on the results of one or more previous projects / networks, please provide precise references to this / these project(s) / network(s) in the table below.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Reference number** |  | | | |
| **Project dates**  *(year started and completed)* |  | | **Programme or initiative** |  |
| **Title of the project** |  | | | |
| **Coordinating organisation** |  | | | |
| **Website** | http:// | | | |
| **Password / login if necessary for website** | |  | | |
| *Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with* (limit 1000 characters). | | | | |
|  | | | | |

*Please copy and paste tables as necessary.*

**E.2. Rationale for the setting-up of the consortium**

*Please explain why the selected partners are best suited to participate in this European project. Describe innovative and or complementary skills, expertise and competences within the consortium directly relating to the planned project activities. If associated partners are involved, please explain their role in the project and the added value to the consortium* (limit 3000 characters)*.*

|  |
| --- |
| MORALE brings together Syria & Lebanon with a common historical ties, disturbed by sectarianism and violence till 2008, when they began to establish diplomatic relations for the first time ever. At present, both of them are deeply involved in the Syrian crisis, the biggest of modern times where Syria is suffering a Civil War; and Lebanon, due to its proximity as a neighbour country hosts the most Syrian refugees after Turkey.  4 Syrian & 3 Lebanese HEIs (some of them never participated in Tempus, E+ projects) will be working together in MORALE. They are the most relevant HEIs, both public and private and distributed in a balanced way across the Partner Countries (in Syria we were forced to take into account geopolitical situation). They will be accompanied by 2 NGOs working with refugees (1 per PC).  PCs will be supported by 3 EU HEIs from Bologna (Italy), Oldenburg (Germany) & Alicante (Spain). These EU countrie have dealt the most with the consequences of the Syrian refugees crisis. They have a robust and complementary experience in dealing with the refugees, NGOs management & operation, but also with curriculum development/modernisation & LLL provision in line with EU/national QA standards witn the framework of Erasmus+ and Tempus programmes. 4Elements will take part in the project, a Greek NGOs with huge expertise in international initiatives in the field of refugees assistance and NGO cooperation. All this valuable expertise will be exploited during the project execution contributing to impact and sustainability.  MORALE builds on previous BAU collaboration with most of PCs, EU HEIs & NGOs and a deep determination of all partners to contribute to the consolidation of their HE role as: 1) provider of the education tharr graduates need to be the future high skilled professionals who will manage and work in NGOs dealing with refugees; and 2) providers of LLL for the continuous skills update of NGO professionals. This will bridge the existing gap in which general NGO training is being delivered by int. organisations, in a sporadic manner, with no follow up and only from the professional perspective.  PC NGOs joining the consortium are willing to actively contribute to the definition of the competences the MORALE graduates will need, so that the NGO sector will be more efficient and its activities will create sustainable impact in their society of origin.  WP leadership has been distributed in line with each partner’s expertise. The principle of co-leadership has been implemented, where each WP is lead by a partner supported by other. This will reinforce the project cooperation scheme between EU HEIs, Lebanese & Syrian HEIs and also NGOs, ensuring the proper implementation of the project activities and fostering task-sharing and accountability. Responsibilities distribution:  WP1 BAU leader, IUST  WP2 UO leader, LU  WP3 UNIBO leader, AIU  WP4 UA leader, IUST  WP5 MUBS leader, DU  WP6 UD leader, BAU  WP7 UA leader, 4Elements & IUST |

**E.3. European added value**

*Please describe the benefits of and need for European cooperation. Please describe also why the results cannot be achieved through national, regional or local funding* (limit 1000 characters).

|  |
| --- |
| Different have been the efforts from Int. Organis. in the training provision to Syrian & Lebanese NGOs. Described as generalist/with no follow up/with exclusive professional focus/non standardised/partially relevant, they above all, do not involve the HE sector.  CBHE projects offer a unique opportunity for transnational cooperation between HE & stakeholders whose results revert in modernised & valorised PC HEIs that will contribute to sustainable PCs socio-economic growth. EU cooperation (KA2 projects) that aims at PC HEIs modernised/valorisation/accessibility, is irreplaceable for the “paradigm shifting” MORALE is aiming at. PC HEIs need to modernise their educational offer in a so crucial area of knowledge (Social & Behavioural Sciences) to be the main driving force for the generation of the future NGOs high skilled professionals & for NGOs staff (working with refugees) skills update.  This would not be possible without EU support, since no other funding programme that contemplates structured transnational cooperation, between EU-PC (HEIs & stakeholders) that allows experience & good practices exchange & individual mobility has been found. |

**E.4. Innovative character**

*Indicate what the project is offering that is new and what are the main innovating elements* (limit 2000 characters).

|  |
| --- |
| 3 are the main MORALE innovative factors:  1) FOCUS ON ENHANCEMENT OF PC HEIs ROLE & EDUCATIONAL PROVISION: MORALE is based on the pressing need to make PC HEIs, key players in: 1) the generation of future NGOs high skilled professionals; and 2) LLL to constant update of NGO professional skills. Syrian & Lebanese NGOs will contribute by channeling professional demands within HEIs systems. HEIs are consolidated institutions, already delivering solid & high quality education. However, in order to create substantial impact on society. However, current PC HEIs educational curricula on the field must be created/modernised.  MORALE works at 2 levels:  \*BACHELOR→current offer in Social & Behav. Sciences and Business Administration is scarce and, when existing, in need for in-depth improvement. MORALE’s modernisation will encompass issues such innovative teaching methodology, competence based learning, innovative teaching tools (ICT) + integration of new subjects for a multidisciplinary perspective.  \*LLL provision →almost inexistent from PC HEIs, will be increased & improved for update of current NGOs professionals’ skills. This means relevant topics, better follow up and agile delivery (blended learning) to allow the attendance of NGOs professionals with no need of physical presence.  2) RELEVANCE OF SUBJECT AREA: MORALE addresses the current PC’s emergency, where local NGOs have huge responsibility in the provision of a multifaceted assistance to people in need of humanitarian help. Having high skilled professionals trained from PC HEIs represents a unique opportunity achieve solid improvement of NGOs strategy, working methodology/processes that will generate sustainable results that will positively impact at societal level.  3) SECTORS INTERSECTION:The intersection & cooperation HEIs/NGOs/AUTHORITIES defined in MORALE represents an innovative approach towards the contribution to:1)a solid modernisation of PC HEIs educational offer; and 2) a significant improvement of NGO operations;and 3) endorsement of results. Advancements in both sectors and mutual enrichment will be possible only by means of a real and continuous joint effort between such target groups. |

# PART F - Quality of the project design and implementation

**F.1. Aims and objectives**

*Please define the concrete aims and objectives of the project and describe the ways in which the situation set out under the previous section (Part E) will be changed (limit 3000 characters).*

|  |
| --- |
| MORALE (joint project) will be implemented in Region 3 (Syria & Lebanon) and it will address the following E+ Priorities:  \*Regional: Category A - CURRICULUM DEVELOPMENT - Social and Behavioural Science + business Administration and - IMPROVING MANAGEMENT AND OPERATION OF HIGHER EDUCATION INSTITUTIONS – Equity, access and democratisation of Higher Education.  General project objective: to build the capacities of Syrian & Lebanese HEIs to train a new generation of high skilled professionals in NGOs management & operation to enhance inclusion of refugees and the rebuilding of the South Mediterranean society.  Specific objectives:  -To provide the NGO labour market sector with high skilled professionals trained by PC HEIs to effectively manage & operate in NGO environments by means of modernising Social & Behavioural Services curricula and by offering LLL courses targeting NGOs professionals at PC HEIs  -Awareness-raising on the key role of HE plays in the provision of high level competences for future NGOs professionals & to strengthen inter-institutional cooperation among HEIs, NGOs and governments through networking actions  3 horizontal WPs have been defined to ensure the proper project implementation (WP1), the achievement of high quality results (WP7) & high project visibility, interaction & contribution by all target groups (WP6).  In addition:  WP2 NEEDS ANALYSIS will carry out a comprehensive analysis as basis for the project development in terms of PC HEIs ToT/replication, curricula modernisation & LLL creation.  WP3 BUILDING CAPACITIES will design, prepare and implement 4 ToT modules + their replications at PC HEIs. Replication is crucial to increase the impact of the action within PC HEIs (more staff trained) but also at national and at regional level.  WP4 CURRICULA ENHANCEMENT & DELIVERY will be focused on the improvement of PC HEIs existing bachelors in the Social & Behav. Science field, by creating new subjects (+ final project) related to sustainable NGOs management & operation (innovative features of delivery methodology + focus topics) within current study programmes. Students will achieve the competences to become high-qualified specialists to effective manage & operate NGOs.  WP5 LLL COURSES DESIGN & IMPLEMENTATION will create 3 LLL courses (of 1 week) \* PC HEI that will be delivered by blended methodology (face-to-face & virtual) targeting NGOs managers & staff. They will be key for the improvement of their managerial & operational performance that will impact on the quality and sustainability of NGOs activities.  MORALE responds to the undeniable need of giving the leading role to PC HEIs, becoming the driving force to generate qualified NGOs professionals and for the update of current NGOs professionals. This will be possible only with a strict cooperation between HEIs/NGOs + the endorsement of competent authorities.  MORALE will contribute to a paradigm shift, where HE education provision plays a key role towards sustainable development; by supporting the process of economic/social development, as opposed to sporadic &isolated professional training provided by international organisations. |

**F.2. Project activities and Methodology**

*Please provide a sufficiently detailed description of the contents to be developed (including educational and training courses,* *adequately scheduled activities, concrete outcomes and the pedagogical approach) and the working methodology to be used for achieving the objectives (including major milestones, measurable indicators, etc.). For "curriculum development" projects, make a clear-cut distinction between "new" courses and the existing courses to be revised.* (limit 6000 characters).

|  |
| --- |
| MORALE has been defined in response to real PC HEIs needs & its activities are structured into 7 WPs implemented in a logical order, with strong interdependencies among them. The project management & implementation structure has been designed so that the MORALE consortium will have the best conditions to achieve high quality results and all partners will feel ownership in what achieved. This will set the basis for HEIs mgt., relevant NGOs associations, competent authorities’ endorsement & reverting in project sustainability.  MORALE has been conceived with a cost-efficiency approach: superflous costs are avoided and resources are efficiently managed. This is specially applied to "travel” heading budget, where different activities have been merged during the same week, facilitating a higher participation of the target groups with lower cost.  WPs are classified into:  -HORIZONTAL WPs: implemented during the whole project lifecycle for effective deployment of all activities and achievement of high quality/sustainable results, project visibility, interaction/contribution from all target groups:  WP1 MANAGEMENT(1-36) will ensure a smooth project implementation from both technical&admin./financial points of view.  \*\*INDICATORS: T1.1 Technical, Admin.& Financial Mgt. (2 official+6 internal reports); T1.2 Periodic Project Meetings (7); T1.3 IT Tools For Project Management (1 mgt. manual+1 contact list updated+1 set of templates for admin./technical reporting+1 contingency plan).  \*\*MILESTONES: project successfully implemented.  WP6 DISSEMINATION & NETWORKING (M1-36) will ensure project visibility by engaging with key internal and external actors. Dissemination will be tailor made & multimodal. Different types of events have been defined to involve HEIs/Social Affairs authorities/HEI managers & academics/students/NGOs, ensuring results relevance+target groups awareness on the project goal: the importance HE plays in the training of high skilled professionals who will be working in NGOs environment & the continuous training of NGOs professionals.  \*\*INDICATORS: T6.1 MORALE Diss. Strategy Package & Website (1diss. package –general + on the modernised curricula + on LLL courses-,1 web, 1 set of IT mgt tools, Link to Social Net.; T6.2 Internal&External Daily Diss. (14 newsletters, 6 dissemination papers, press releases, etc., 1 post\*week on Social Media), participation in 3 Int. Conf., 1 E+ cluster event; T6.3 Regional Round Tables with Authorities (3); T6.4 2 National Seminars  \*\*MILESTONE: MORALE is visible and has engaged with target groups. Results are endorsed and sustainable.  WP7 QUALITY ASSURANCE (M1-36)will ensure the activities are carried out with the best methodology results are of a high quality. QA is understood as a priority to achieve the project sustainability, responsibility of all partners & external experts.  \*\*INDICATORS: T7.1 Internal Project Quality Control (1 QA plan & QA tools, 1 Quality Board.); T7.2 External Project Quality Control (2 external QA reports).  \*\*MILESTONE: relevant, high-quality, sustainable results achieved.  -VERTICAL WPs (CORE): generate results & create impact, benefitting the main project target: PC HEIs and society:  WP2 IN-DEPTH NEEDS ANALYSIS (M1) will constitute the basis for the project development in terms of PC HEIs ToT/replication, curricula modernisation & LLL creation, as well as NGOs management practices and network.  \*\*TASKS: T2.1 Study visit at EU HEIs and NGOs (2 National SWOT reports from PCs +1 Reg. report); T2.2 Surveys and Interviews Design (Survey/interview protocol prepared); T2.3 Data collection & Analysis (Collection & analysis meth. defined, survey distributed to at least 60 PC HEIs, 220 surveys/interviews).  \*\*MILESTONE: comprehensive & relevant analysis upon which the main activities & results will be built.  WP3 BUILDING CAPACITIES (M5-28) will design & implement 4 ToT modules to 344 pax. + their replications to 2520 pax. to increase the benefit of the action within PC HEIs (more staff trained) & NGOs at national & regional level.  - TASKS: T3.1 Training of Trainers (ToT plan, 4 ToT modules prepared/delivered/reported; T3.2 Trainings Replication (Training replication plan, 4 Replication modules prepared/delivered/reported); T3.3 Morale e-learning platform (1)  - MILESTONE: high quality, innovative & replicable capacity building, relevant to PC HEIs needs.  WP4 CURRICULA ENHANCEMENT & DELIVERY(M7-36) will be focused on the modernisation of existing bachelor study programmes at PC HEIs by designing new and multidisciplinary subjects related to sustainable NGOs management & operation. At least 6 subjects will be integrated into existing bachelors for students (+1 final project). Students will achieve high-level competences to become future workforce qualified for effective NGOs management & operation.  \*\*TASKS: T4.1 Strategy for Curricula Modernisation (1bachelor modernisation strategic plan); T4.2 Joint Materials Development for New bachelor courses & implementation (7Bachelors of 36 ECTS improved & delivered to 70 students); T4.3 Equipment Provision (1set of equipment purchased, installed/maintained). Delivered to at least 175 students.  \*\*MILESTONE: PC HEIs modernised bachelors answering to real NGOs needs, taking into account national/EU standards & innovative teaching/assessment methodology, programes are endorsed&sustainable, making PC HEIs a reference across the Region.  WP5 LLL COURSES DESIGN & IMPLEMENTATION(M16-36) will create 3 LLL courses of 1-week duration at each PC, delivered by blended methodology(face-to-face + virtual)targeting NGOs managers & staff. These courses will improve their performance & will impact the quality & sustainability of their activities.  \*\*TASKS: T5.1 Strategy for LLL Courses Creation & Delivery(1strategic plan for LLL creation and marketing campaign.);T5.2 Joint Development of Materials for Professional Training Courses & Implementation 3 LLL course\*PC HEIs of 1 week=18 courses. Delivered to 421 NGOs staff).  \*\*MILESTONE: LLL courses created in response to NGOs challenges & training needs. Conceived with blended delivery. LLL courses endorsed by PC HEIs are sustainable, referent in the sector |

**F.3. Budget and cost effectiveness**

*Please describe the strategy adopted to ensure that the proposed results and objectives will be achieved in the most economical way and on time. Explain the principles of budget allocation amongst partners. Indicate the arrangements adopted for financial management and what co-financing modalities are planned* (limit 3000 characters).

|  |
| --- |
| The grant amount requested has been calculated in strict compliance with E+ guidelines and taking into account 2 principles: quality & cost efficiency.  \*QUALITY: the resources estimated are the ones necessary to ensure the achievement of high quality results (in addition to each partner’s cofinancing).  \*COST EFFICIENCY: resources have been carefully planned to masimise them. Events have been coupled together during the same week, avoid overspending in travel.  Activities have been merged as follows:  −M1 KoM at BAU  −M2 Study Visit (SV) at UOL  −M3 SV at UNIBO  −M4 SV at UA  −M6 Project Meeting (PM) II + Regional Round Table I + ToT I at LU  −M12 PM III + ToT II at MUBS  −M15 ToT III + Nat. WS I at BAU  −M18 PM IV at 4elements  −M21 Reg. Round Table II + ToT IV at MUBS  −M25 PM V + National Workshop II at  −M30 PM VI at UNIBO  −M33 Reg. Round Table III at BAU  −M36 PM VII + Supra Regional Conf. at LU  The percentages of the different budget headings are distributed as follows on the total budget:  - STAFF: 39,51%  - TRAVEL & COST OF STAY: 34,14%  - EQUIPMENT: 18,45%  - SUBCONTRACTING: 7,89%  Travel & cost of stay correspond to 34,14% of the total budget. Within this overall percentage, 10,94% belongs to travel and 23,20 to Cost of Stay. Travel costs are lower than cost of stay, due to the fact that distance between the short distance between Partner Countries. Nevertheless, costs of stay have been calculated giving at least one extra day due to the difficult conditions of the road infraestructure as a result of the current political situation in Syria.  COORDINATION: BAU as project coordinator, disposes of additional staff costs for daily project management & reporting. This also applies to IUST, as Syrian Coordinator.  WP LEADERSHIP: WP leaders (UA, UO, UNIBO, IUST, MUBS, DU) have additional staff costs to ensure they dispose of the proper resources for a satisfactory dedication; this also applies to WPs co-leaders (IUST, LU, AIU, UA, DU, BAU, 4Elements).  EVENTS HOSTING: PC HEIs hosting events have been assigned with the costs needed for an adequate implementation.  EQUIPMENT: PC HEIs have been assigned with equipment to establish a “study lab” (including e-learning platform) for bachelor & LLL courses delivery. PC HEIs are committed to ensure its maintenance during & beyond the project.  EXTERNAL EXPERTS: 2 highly qualified external experts will be contracted to carry out a formative assessment of the MORALE project focusing on sustainability. This cost includes also travel&subsistence to attend 2 project events.  SYNERGIES & VISIBILITY: efforts will be devoted to strong and permanent alignment/synergies with related & complementary EU/non-EU programmes & initiatives (travel for 1 cluster meeting with similar/complementary E+ projects budgeted) + attendance to 3 International Conferences.  In terms of co-funding, MORALE partners will contribute with their own institutional resources. EUs will support the difference between the real staff cost involved in the project and the amount financed by Erasmus+, corresponding to their own remuneration policies. Printing and translation of key materials will be also cofinanced. |

**F.4. Quality control and Monitoring**

*Please explain what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out.**Please define the specific quality measures established, as well as the benchmarks and indicators foreseen to verify the outcome of the action. Make sure that the information in this section is consistent with the project Logical Framework Matrix* (limit 3000 characters).

|  |
| --- |
| MORALE integrates a comprehensive&tailor-made QA strategy to ensure high quality results. Mitigation measures have been devised to better define the activities & their implementation, taking into account the political situation in Syria.  -INTERNAL QA: responsibility of UA, supported by 4Elements & Quality Board (1expert\*partner) will assess the results relevance/sustainability  -EXTERNAL QA: 2 experts will be appointed for evaluation at mid&final term with focus on sustainability  MGT: effective project mgt. planning/procedures.  -INDIC.: T1.1: 2 official+6 int. reports; T1.2: 7 Pr. Meetings; T1.3: 1 mgt. manual+1contact list+1 reporting templates + 1 contingency plan.  -QA TOOLS: satisfaction surveys for pr. meetings, EACEA feedback  ANALYSIS: analysis meth. + selection of the target groups’ samples. Data analysis will be conducted according to the highest standards.  -INDIC.: T2.1: 2 Nat. SWOT reports +1 Reg. report; T2.2: Survey/interview protocol; T2.3: 1 Collection & analysis meth. defined, survey/interv. to at least 60 PC HEIs, 220)  -QA TOOLS: interviews & data analysis from all partners, nº of respondents, analysis validation during RT I.  TRAINING: innovative training meth. + EUs expertise. Interactive formats & multimodal materials .Ex-ante needs assessment of trainees’ level + ex-post.  -INDIC.: T3.1: 1ToT plan,4 ToT modules prepared/delivered/reported (at least to 344 pax.); T3.2:1 Replication plan, 4 repl. modules prepared/delivered/reported (at least to 2520 pax.); T3.3: 1 e-learning platform  -QA TOOLS: training plan & calendar innovative methodology & materials, satisfaction surveys  CURR. MODERNIZATION: compliance with nat./EU standards & competence based learning methodology, multimodal material + contribution of NGOs professionals (guest lectures). Subjects’ selection based on real needs of the labour market. Targeted marketing for high students enrolment.  -INDIC.: T4.1: 1bachelor modernisation strat. plan; T4.2: 7 Bachelors improved & delivered (6subjects+1 project\*PC HEI delivered to at least 175 students); T4.3: equipment purchased/installed/maintained.  -QA TOOLS: students’ feedback, NGOs feedback, teachers’ performance assessment, nº of enrolled students  LLL COURSES: innovative delivery meth.&flexibility of attendance. Use of multimodal material&continuous assessment. Extensive use of the MORALE e-learning platform. Relevance of the LLL courses topics for NGOs staff. Targeted marketing to ensure participation.  -INDIC.: T5.1: 1 plan for LLL creation & marketing; T5.2: Joint Materials dev. & implement. of 3 LLL courses\*PC HEIs =18 courses delivered at least to 421 NGOs staff.  -QA TOOLS: students & NGO feedback, teachers’ assessment, nº of students  DISS. & NETW.: careful planning of the dissemination events/partcipants/topics to be discussed. Appropiate venue selection+marketing for participation.  -INDIC.: T6.1: 1diss. package –general + on modernised curricula + on LLL courses-,1 web, 1 set of IT mgt tools; T6.2:14 newsletters, 6 papers, 1 post\*week on Soc. Media, 3 Int. Conf., 1 E+ cluster event; T6.3: 3 RT (at least 213 particip.); T6.4: 2 NS ( at least 332 particip.).  -QA TOOLS: participants’satisfaction quest. |

# PART G - Impact, dissemination and exploitation, sustainability

**G.1. Expected impact of the project**

*Please explain who will use these project outputs / products / results and how the consortium will reach them. Describe how the target groups (including participating institutions, stakeholders) will be reached and involved during the life of the project and how the project will benefit the target group at local, regional, national and or European level. Please structure your description according to the different levels of impact and stakeholders* (limit 3000 characters).

|  |
| --- |
| MORALE target groups:  1) PC HEIs MGT (at least 50), crucial actors for institutional endorsement and sustainability. They will contribute to the needs analysis (WP2), support curricula modernisation & LLL creation (WP4&5), attend relevant ToT (WP3). They will also attend & contribute to the Reg. Round Tables (WP6). They will be seen as HEI pioneers & referent the Region  2) PC HEIs ACADEMIC STAFF (at least 200) key for project development & achievement of robust results. Main actors in the in-depth needs analysis (WP2), will receive/replicate the training actions (WP3). Involved in the bachelors’ modernisation & LLL creation, in strong synergies with the labour market for a proper competences definition + the selection of relevant topics for LLL (WP4&5).They will attend/contribute to all diss. events + in daily diss. (WP6)  3) PARTNER NGOs HIGH LEVEL MGT &STAFF (at least 125) essential for impact at NGOs level. They will contribute to needs analysis (WP2) + receive trainings (WP3). They will support academics in the definition of the bachelor competences + have a key role in the LLL creation & marketing for high participation of NGOs & associations. They will deliver guest lectures on strategic issues & activities are facing for better awareness of students + to raise their motivation & bring the labour sector vision into the classroom (WP4). They will attend the LLL courses for the continuous update of their skills & ensure NGOs participation (WP5). They will be crucial actors in diss. events & interact with the academia & the policy level sectors (WP6). Mgmt & operation capacity improved.  4) STUDENTS (at least 596) strongly benefited by the modern. curricula. They will acquire the competences for their future professional career in the field of NGOs mgt & operation in the refugees sector. They will benefit from a modernised curriculum (the bachelor will be official, because reaccredited if necessary). They will chose the MORALE subjects + the final bachelor project. Such subjects are conceived with innovative methodology/multimodal teaching materials/competence & project based learning. MORALE students will have competitive advantage in terms of employability with other graduates.  5) OTHER NATIONAL REGIONAL HEIs (at least 25) + NAT/REG NGOs & ASSOC.(at least 20) invited to join the trainings, attend the LLL courses & diss. events.Their capacities will be strengthened & needs taken into account  6) HE & SOC. AFFAIRS AUTHORITIES (at least 8 inst.). Kept informed on project progress, they will provide feedback for key milestones so that awareness on importance of the modern. curricula & LLL courses is raised, their input will feed the project development & they will endorse the results & make them sustainable: bachelors reaccreditation, LLL diss. & wide acceptance, potential funding for follow/up initiatives.National HE provision modernised & refugees will count with more professional NGOs  7) SOCIETY reached by diss.actions & benefited since NGOs will be better managed & operative, reverting in better support to people in need of humanitarian help.  8) EU/INT. Synergies with complementary action. Mutual exchange of good practices. |

*Please describe how the target groups (including participating institutions, stakeholders) will be reached after the project is finished* (limit 3000 characters).

|  |
| --- |
| MORALE activities have been conceived in response to the real need of PC HEIs to integrate & make the HE sector, key player in the generation of the future NGOs high skilled professionals and for LLL provision to NGOs professionals dealing with the refugees’ crisis.  MORALE PC HEIs bachelor curricula offer on Social & Behavioural Sciences is insufficient, and when existing, it presents strong weaknesses in terms of competences/teaching methodology/teaching tools. The MORALE curricula modernisation (modern/multidisciplinary/innovative) will empower PC HEIs to better train the next generation of NGOs professionals acquiring the real competences to access NGOs labour market & satisfy its demands. In terms of LLL provision, no/few training courses for NGOs professionals delivered by PC HEIs have been found; this will be tackled by creating relevant LLL courses for NGOs managers & professionals with strong focus on competences update on relevant topics. PC HEIs modernised/new curricula/courses will have a strong impact in terms of benefit for both PC HEIs (they will become a reference at Nat./Reg. level) & society (graduated will find job in NGOs, NGOs will improve operation&society will benefit from more solid support provided to people in need of humanitarian aid)  All WPs & implementation methodology has strong focus on sustainability. In fact, curricula modernisation and LLL courses creation methodology (in line with EU standards) may be exported to any other disciplines and target groups. Sustainability of the MORALE results articulates as follows:  WP1MGT&WP7QA-consolidated partnership, excellent outputs, successful project  -TARGET: project partners, EACEA  -AFTER PROJECT END: project partners will keep collaborating in follow up or new initiatives  WP2 IN-DEPTH NEEDS ANALYSIS-“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon” report  -TARGET: HEIs managers, academics, students, NGOs, authorities  -AFTER PROJECT END: report available in the project website & by all partners for further dissemination & consultation in the framework of other initiatives by consortium & beyond  WP3 BUILDING CAPACITIES- ToT & replication  -TARGET: PC HEIs (&beyond) managers/academics, PC (&beyond) NGOs staff, NGOs associations, competent authorities  -AFTER PROJECT END: enhanced capacities will revert in increasing curricula modernisation at PC HEIs and beyond  WP4 CURRICULA ENHANCEMENT&DELIVERY-7 modernised bachelors  -TARGET:PC HEIs(&beyond) managers, academics, students, NGOs(&beyond)  -AFTER PROJECT END: bachelors will be implemented in following years and further improved, other bachelors will be modified following MORALE methodology  WP5 LLL COURSES DESIGN&IMPLEMENTATION-21 LLL courses and delivery  -TARGET: NGOs (&beyond) managers 6 staff, PC HEIs (&beyond), academics, graduates  -AFTER PROJECT END: LLL courses will be implemented in following years and improved  WP6 DISS. & NETW.-5 events implemented, network created and consolidated  -TARGET: all target groups (beyond consortium)  -AFTER PROJECT END: excellent results will endure&actors will continue working on the topic. |

## Overview of short and long term impact indicators

*Please add rows as necessary according to indicators*

|  |  |  |  |
| --- | --- | --- | --- |
| **Short term impact** | **Target groups/potential beneficiaries** | **Quantitative indicators** | **Qualitative indicators** |
| Increased awareness and understanding of on the HE sector (PC HEIs and beyond) as key player in the generation of the future NGOs high skilled professionals & for LLL provision to NGOs professionals  Increased understanding on the improvement to be made at PC HEIs educational level | PC HEIs managers, academics, students  HE authorities  NGOs professionals, associations  Other PC HEIs at national/Regional level | PC HEIs managers  (at least. 50), academics (at least. 150), admin. (80) students (at least. 596)  HE authorities (at least. 24)  NGOs professionals (at least. 125), associations (at least. 21)  Other PC HEIs at national/Regional level (35)  Reached by diss. & events | Analysis methodology defined in line with high standards  Statistically relevant (in terms of number and target groups coverage) data collection  Scrupulous data analysis  Drafting of a high quality and relevant report |
| Benefit of PC HEIs as pioneers in modernising bachelors for better training of graduates in Social & Behavioural Sciences, reference institutions at national/regional level | PC HEIs managers, academics, students  HE authorities  NGOs professionals, associations | 7 bachelor curricula modernised (at least 6 subject per PC HEI) and implemented  Students enrolled (at least 25\*PC HEIs=175) | Application of innovative curricula modernisation in line with national/EU standards  Wide dissemination to ensure student enrolment |
| Benefit of PC HEIs as pioneers in the provision of LLL training for NGOs professionals, reference institutions at national/regional level | PC HEIs managers, academics, students  HE authorities  NGOs professionals, associations | 21 LLL courses created and implemented (3\*PC HEI)  NGOs staff enrolled (3 LLL course per PC HEIs to 25 NGOs staff\*21 courses=421) | LLL creation using innovative methodology and in relevant topics  Use of blended delivery methodology to foster NGOs professional participation  Wide dissemination to ensure NGOs professionals enrolment |
| Capacity built for MORALE PC HEIs in curricula modernisation, in topics related to NGOs management & operation with multidisciplinary perspective, and in innovative teaching methodology | PC HEIs managers, academics  NGOs professionals, associations  Other PC HEIs at national/Regional level | 4 ToT  (PC HEIs high level mgt=10  PC HEIs teaching staff= 40  PC HEIs admin=10  PC NGOs mgt=6  PC NGOs employees=12  PC Nat/Reg NGOs ass =6  PC Natl & Reg competent authorities=2 TOT: 86\*4 ToT=\*4=344)  ToT replication and PC HEIs level  (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) | Carefully designed capacity building plan and feedback of trainees used to improve next activity  Use of multimodal material  Employment of pedagogical methodology for training delivery  Careful definition of the MORALE e-learning structure and content |
| Strong commitment of project partners thanks to a cooperative and intense work and ownership in results obtained | PC HEIs managers, academics, students  HE authorities  NGOs professionals, associations  Other PC HEIs at national/Regional level | 2 national Seminars  (PC HEIs teaching staff=40  PC HEIs admin=20  PC NGOs staff=20  PC Nat/Regl NGOs ass 3  TOT: 83\*4 NS= 332)  3 regional Round Tables  PC HEIs high level mgt=10  PC HEIs teaching staff=20  PC HEIs admin=10  PC NGOs mgt=8  PC NGOs employees=16  PC National/Regional NGOs ass=3  PC National & Regional competent authorities=4  TOTAL: 71\*3 Regional RT=213  1 Supra Regional Final conference  PC HEIs high level mgt=20  PC HEIs teaching staff=20  PC HEIs admin=10  PC NGOs mgt=15  PC NGOs employees=16  PC Nat/Reg NGOs assoc=5  PC Nat/Reg competent authorities=6  TOTAL: 60 | Event planned well in advance  Marketing campaign to ensure high participation from all relevant target groups  Use of the project corporative image  Attracting focus for events |
| Widened and strengthened network, composed by all target groups interested in the project topic, that will ensure the relevance of project activities and endorse their results. | Project partners | 7 project meetings  each PM: UA:3  EU:2  PCHEIs 5  NGOs:3  Daily communication | Dissemination material is prepared with a tailor made approach for each target group needs  Events are well organised and planned to be highly interactive |

|  |  |  |  |
| --- | --- | --- | --- |
| **Long term impact** | **Target groups/potential beneficiaries** | **Quantitative indicators** | **Qualitative indicators** |
| Increased and mutual enriching interaction between HEI, NGO, authority | PCs HEIs/NGOs/authorities | Additional events carried our on annual basis at national and regional level | Events widely disseminated and interactive format.  Organisation in the PCs capitals to facilitate displacement |
| Capacity built and permeated intensively at national/regional level | Academic of additional PC HEIs non member of the consortium | Annual national trainings in PCs with EU guest experts for continuous trainings | Pedagogical approach and careful preparation of training materials and appropriate evaluation |
| Improved strategy for curricula modernisation in line with labour market need and with national/EU QA standards | PCs HEIs/NGOs/authorities | Additional bachelors modernised | High quality standards of curricula modernised |
| Improved /increased offer of LLL courses y PC HEIs and beyond | NGOs professionals | Additional LLL courses created | High relevance of new LLL courses |
| High employability for HEIs graduates | HEIs graduates | Exponential increase of graduates (employment with better conditions) | Relevant and solid graduate’s competences |
| Strong improvement of PC NGOs performance and impact at societal level | NGOs professionals | More competent NGOs managers and professionals | Updated skills of NGOs operators |

**G.2. Dissemination and exploitation strategy**

*Please explain how the dissemination will be organised and how exploitation activities will ensure optimal use of the results within the project's lifetime and after. Explain the roles, responsibilities and target groups* (limit 3000 characters).

|  |
| --- |
| Dissemination will be carried out from the very beginning with the purpose of increasing the MORALE impact&ensure high participation in project activities (beyond consortium). It will be understood as a consortium responsibility where each partner will mobilise its network to foster MORALE visibility. Results will be achieved with the contribution of key target groups to ensure their relevance and sustainability.  WP6 comprises dissemination activities. It includes the drafting of the MORALE visibility plan (M3) & the preparation of the tools (paper/electronic) for project results dissemination, in addition to the project Website. WP6 also focuses on networking to pool together all stakeholders. Round Tables (3) are more focused on the Policy level, while National Seminars (2) will be targeted to PC HEIs and NGOs staff  Dissemination will address:  POLICY: HE and Social Affairs authorities at nat/reg level  INSTITUTIONAL:HEIs managers/academics/students/NGOs managers/staff of Partners and beyond  \*Dissemination levels:  -INTERNAL→Regular information flow is key to ensure commitment&contribution.  Targets: project partners, EACEA  -NATIONAL→ to ensure high participation in the capacity building, the selection of subjects by students and LLL course by NGOs, attendance in all events. National diss. is key to consolidate PC HEIs as reference point in the provision of innovative education and for the replication of the MORALE experience across PCs  Targets: project partners: PC HEIs managers/academics/students/NGOs professionals/HE&Soc. Affairs authorities  -REGIONAL to share good practices across the region and give broad visibility to project results  Targets: PC HEIs managers/academics/students, NGOs professionals beyond the consortium, regional HE/ Soc. Affairs authorities  EU/INTERN→to give visibility to the MORALE results and visibility to the ERASMUS + programme and foster synergy with complementary initiatives  Target: funding authority, other projects  \*Diss. channels:  -TRADITIONAL:personal contacts/face-to-face/meetings/congresses/seminars/events.  -INNOVATIVE:project web/newsletter/partners’ webs/communication channels, project&educational promotional videos/social networks (LinkedIn,Facebook,etc.)  \*RESULTS EXPLOITATION is inherent ti the project design and assured by relevance of outputs&applicability in PCs contexts.  PC HEIs committed to continue training students and update the skills of NGO professionals. MORALE will trigger other PC curricula modernisation, being PC HEIs referential to support other HEIs. The “study labs” (+ e-learning platform) will be intensively used by students and NGOs professionals and for training replication. PC HEIs will continue delivering modernised bachelors & LLL courses and will create new ones exploiting the MORALE methodology & experience. The project Website & Social Networks will be sustained and exploited as networking tool to keep working in the topic at national/regional level. The e-learning platform (+Website) will be transferred to IUST and used by th other PC HEIS. Main reports (updated by PC HEIs) will be exploited&updated to initiate follow up/complementary initiaves. |

**G.3. Sustainability**

*Explain how the impact of this project will be sustained beyond its lifetime. Please list the outcomes that you consider sustainable and describe the strategy to ensure their long lasting use beyond the project's life - financially, institutionally and policy level. Also explain how the results will be mainstreamed and multiplied in the sector of activity and in the participating institutions. Describe the strategy foreseen to attract co-funding and other forms of support for the project. For "curriculum development" projects, provide a detailed description of the necessary steps to be undertaken to ensure the official accreditation of the new study programmes by the national authorities before the end of the project time life (*limit 2000 characters).

|  |
| --- |
| Main outcomes, for long-term sustainability:  1-IN DEPTH NEEDS ANALYSIS exploited/updated by other initiatives & replicated for external PC HEIs willing to replicate MORALE experience  2-INTENSIVE&FOCUSED CAPACITY BUILDING will be replicated (high adaptability). Materials available in the MORALE e-learning platform for use beyond the consortium  4- STUDY PROGRAMMES MODERNISATION at PC HEIs + ATTRACTIVE and MULTIDISCIPLINARY LLL OFFER, nat/EU standards (European Standards and guidelines –ESG mainly), innovative methodology/tools to allow effective graduates education & the effective update of NGOs professionals’ skills  5-FORMATIVE SPACE adequately equipped for students & NGO professionals, also beyond the project & E-LEARNING PLATFORM sustained at institutional level by the Syrian Coordinator IUST (already committed to this task).  6-“NATIONAL POLICY PAPER ON NGOs IN PCs” contains crucial info to keep improving educational offer. It may be updated afterwards&used as reference for further cooperation + exploited by authorities for HE improvement & for the provision of funding towards educ. improvement  7- NETWORK OF PC HEIS/NGOs/AUTHORITIES/STUDENTS will cooperate in complementary initiatives to increase the MORALE impact.  FINANCIAL→ Capacity building of PC HEIs & training costs financed by the action. PC HEIs staff will keep replicating workshops using materials produced (fees will ensure replication). Modernisation/creation curricula&LLL courses students’ supported by fees/grants. PC HEIs will need minimum financial input for modernisation of other bachelors & creation of LLL courses. IT equipment purchased by MORALE will require minimum maintenance.  INSTITUTIONAL→the solid network created will be enlarged exploiting partners’ networks and by celebrating annual events that will need minimum displacement costs. MORALE network will foster complementary initiatives to widen impact.  POLICY→“Syrian & Lebanese study programme offer in sustainable NGOs mgt and status quo in Syria & Lebanon” + “National policy paper on NGOs in Syria & Lebanon” reports will raise awareness of multiple targets & ensure policy endorsement&support of compl. initiaves. |

# LOGICAL FRAMEWORK MATRIX – LFM

|  |  |  |  |
| --- | --- | --- | --- |
| **Wider Objective:**  *What is the overall broader objective, to which the project will contribute?*   * To build the capacities of Syrian and Lebanese Universities to train a new generation of high skilled professionals in NGOs management and operation towards enhanced inclusion of refugees and a rebuilt of the South Mediterranean society | *Indicators of progress:* *What are the key indicators related to the wider objective?*   * mproved NGOs management and operation with strong impact at national/regional level | How indicators will be measured: *What are the sources of information on these indicators?*   * Increased nº of funds raised * Increased NGOs sustainability (more skilled staff, thsu better and more solid operation) * Increased nº of activities at national/regional level in synergy with HEIs/NGOs associations/competent authorities * Increased visibility of NGOs activities at national/regional level * Increased and better assitance to people in need of humanitarian aid |  |
| **Specific Project Objective/s:**  *What are the specific objectives, which the project shall achieve?*   * To provide the NGO labour market sector with high skilled professionals trained to effectively manage and operate in NGO environments by means of modernising Social & Behavioural Sciences related curricula and by offering lifelong courses targeting NGOs professionals at partner universities. * To raise the awareness on the key role of HE in the provision of high level competences of the future NGOs professionals and strengthen inter-institutional cooperation among HEIs, NGOs and governments through targeted networking actions. | Indicators of progress: *What are the quantitative and qualitative indicators showing whether and to what extent the project’s specific objectives are achieved?*   * Human capacities built in topics related to innovative and quality modernisation of HE provision (bachelor & LLL) and in subjects related with NGOs by means of 4 ToT (and replication) * Modrnisation of 7 bachelors in Social & Behavioural Sciences at PC HEIs * 21 LLL courses created at PC HEIs * Increased awareness in current HE study programmes shortcoming/inexistence in terms of NGOs management and operation with a mutidisciplinary approach by means of publishing the in-depth needs analysis * Increased awareness among all targets in the key role HE has in the provision of high quality/innovative/multidisciplinary education for the training of the future NGOs professionals and in the skills update of current NGOs staff * Increased awareness on the key role of local NGOs and the need for strong and solid cooperation with academia and authorities that need to support them) for more solid operation by means of publishing the final policy paper. | **How indicators will be measured:**  *What are the sources of information that exist and can be collected? What are the methods required to get this information?*   * Nº of ToT (and replications) and trained PC HEIs/NGOs/Authorities reached by the capacity uilding activities. * Nº of dissemination events at National level to bring together HEIs and NGOs for a joint definition of thr competences needed by graduated and topics for continous skills enhancement of current NGOsprofessionals * Nº of dissemination events at Regional level where academia, labour market and also competent (Higher Education& Social Affairs9 authorities exchange their views on the importance of the provision of relevant and high quality higher education for the training of competent graduates and the improvement of the performance of the NGO sector. * Endorsement by authorities of the project results and support (also by funding) for follow-up/complementary initaitives. | **Assumptions & risks:**  *What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?*   * I Unstable Political situation of PCs will be offset thanks to a solid workplan, conservative timeline and travel plan where the main displacements will be to Lebanon, but also the key activities developed in bith Countries for teh maximim benefit of PC HEIs * Institutional endorsement of MORALE   Interest and involvement of all target groups at PC HEIs and EU level   * Willingness to PC HEIs to offer better education in Social and Behavioural Scicenes field focused on NGOs management and operation political context at PC HEIs |
| **Outputs (tangible) and Outcomes (intangible):**   * *Please provide the list of concrete DELIVERABLES - outputs/outcomes (****grouped in Workpackages)****, leading to the specific objective/s.:*   WP1: D1.1.1 Administrative & Financial reports; D1.1.2 Technical implementation reports; D1.2.1Virtual and face-to-face project meetings reports;D1.3.1 MORALE IT management tools.  WP2: D2.1.1 Reports on study visit at EU HEIs & EU NGOs;D2.2.1 Interviews and surveys definition and analysis methodology;D2.3.1“Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon”.  WP3: D3.1.1Training plan;D3.1.2 ToT delivery; D3.2.1 Trainings replication; D3.3.1 MORALE e-learning platform.  WP4: D4.1.1 Strategic Plan for Curricula Modernisation; D4.2.1 Bachelor courses created and implemented;D4.3.1 MORALE "study labs".  WP5: D5.1.1 Strategy for LLL Courses creation and delivery; D5.2.1 LLL courses created and implemented.  WP6: D6.1.1MORALE Dissemination plan;D6.1.2MORALE Dissemination package;D6.1.3MORALE website set up and operative; D6.2.1Daily dissemination; D6.3.1Regional Round Tables with National and Regional Authorities; D6.4.1National Seminars; D6.5.1Supra Regional Final Conference  D7.1.1 Internal Project Quality Control;  D7.2.1External Quality monitoring | **Indicators of progress:**  *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?*   * WP1: T1.1: 2 official+6 int. reports; T1.2: 7 Pr. Meetings; T1.3: 1 mgt. manual+1contact list+1 templates for reporting+1 contingency plan * WP2: T2.1: 2 Nat. SWOT reports +1 Reg. report; T2.2: Survey/interview protocol; T2.3: 1 Collection & analysis meth. defined, survey/interv. to at least 60 PC HEIs, 220) * WP3: T3.1: 1 ToT plan,4 ToT modules prepared/delivered/reported At least to 344 pax); T3.2:1 Replication plan, 4 repl. modules prepared/delivered/reported (at least to 2520 pax); T3.3: 1 e-learning platform * WP4: T4.1: 1 bachelor modernisation strat. plan; T4.2: 7 Bachelors improved&delivered (6subjects+1 project\*PC HEI=48 ECTS \* bachelor, at least to 175 students); T4.3: equipment purchased/installed/maintained. * WP5: T5.1: 1 plan for LLL creation & marketing; T5.2: Joint Materials dev. & Implementation of 3 LLL courses\*PC HEIs =18 courses of 2 ECTS each delivered to at least 421 pax. * WP6: T6.1: 1diss. package -general+on modernised curricula+on LLL courses-,1 web, 1 set of IT mgt tools; T6.2: 14 newsletters, 6 diss papers, 1 post\*week on Soc. Media, 3 Int. Conf., 1 E+ cluster event; T6.3: 3 Reg Round table (213 tot pax); T6.4: 2 National Seminars (332 TOT pax)+Final conference (at least 60 pax). * WP7: T7.1 1 quality plan including tools (satisfaction surveys for all project activities) and members of the Quality Board and its operational procedures.; T7.2 recommendations from external experts in the form of two (M18 and 36) reports and external QC monitoring matrix update and comments | **How indicators will be measured:**  *What are the sources of information on these indicators?*   * WP1: reports, extranet, management tools, templates for technical and administrative/financial reports, project meetings & e-meetings reports, agendas, list of participants, materials used * WP2: sveys, interviews, recording of target reached, needs analysis report, study visits agenda, list ofparticipants, materials used, reports, overall WP2 report. * WP3: ToT & replication plan, training materials, agendas, list of trainees, e-learning content. * WP4: bachelor curricula semester subjects and sillabi(topics, calendar, responsible for teaching, credits, students' assessment, QA, competences, etc.), final project description. * WP5: LLL courses sillaby(topics, calendar, responsibl efor teaching, credits, students' assessment, QA, skills to be updated, edelivery mode, etc.) * WP6: 1 dissem. strategy, diss, package, project website, events agendas, materials used, list of participants, discussions report, 3 Reg Round Tables Conclusions, 2 National Seminars reports, 1 Policy paper. * WP7: 6: quality plan in continous update, 6 QA reports attached to WP1 reports, external experts subcontracting and reports(M3-19-36) | **Assumptions & risks:**  *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?*   * ASS: Staff experinced in project management+satisfactory reporting      * RISK: lack of experience of administrative PC staff offset by coordination/monitoring by UA support to all partners& Regional Coordinator (IUST) |
| **Activities:**  *What are the key activities to be carried out (****grouped in Workpackages)*** *and in what sequence in order to produce the expected results?*   * T1.1 TECHNICAL, ADMINISTRATIVE & FINANCIAL MANAGEMENT (M1-36) * ;T1.2 PERIODIC PROJECT MEETINGS (M1-36);T1.3 IT TOOLS FOR PROJECT MANAGEMENT (M1-36) * T2.1 STUDY VISIT AT EU HEIs and NGOs (M2-3);T2.2 SURVEYS AND INTERVIEWS DESIGN (M3-4);T2.3 DATA COLLECTION AND ANALYSIS (M4-5) * T3.1 TRAINING OF TRAINERS (M5-18); T3.2 TRAININGS REPLICATION (M6-36); T3.3 MORALE E-LEARNING PLATFORM (M5-36) * • T4.1 STRATEGY FOR CURRICULA MODERNISATION (M6-18);T4.2 JOINT DEVELOPMENT OF MATERIALS FOR NEW BACHELOR COURSES & THEIR IMPLEMENTATION (M6-36);T4.3 EQUIPMENT PROVISION FOR THE DELIVERY OF MODERNISED BACHELOR AND LLL COURSES (M7-36) * • T5.1 STRATEGY FOR LLL COURSES CREATION AND DELIVERY (M16-20);T5.2 JOINT DEVELOPMENT OF MATERIALS FOR PROFESSIONAL TRAINING COURSES & IMPLEMENTATION (17-36) * • T6.1 MORALE DISSEMINATION STRATEGY PACKAGE AND WEBSITE (M1-36);T6.2 INTERNAL AND EXTERNAL DAILY DISSEMINATION ACTIONS (M1-36);T6.3 REGIONAL ROUND TABLES WITH NATIONAL AND REGIONAL AUTHORITIES (M1-30);T6.4 NATIONAL SEMINARS (M1-25);T6.5 SUPRA-REGIONAL CONFERENCE (M36) * • T7.1INTERNAL PROJECT QUALITY CONTROL (1-36); T7.2 EXTERNAL PROJECT QUALITY CONTROL (M1-36). | *Inputs:* *What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?*   * WP1: 62.496,00€- 7,05% of the total budget * Staff: 54.476,00€- 6,15% of the total budget * Travel and Cost of Stay: 2.020,00€, 0,23% of the total budget * Equipment: 0,00€ * Subc.: 6.000,00€, 0,68% of the total budget * WP2 107.436,00 - 12,13% of the total budget * Staff: 24.416,00€, 2,61% of the total budget * Travel and Cost of Stay: 76.520,00€, 8,64% of the total budget * Equipment: 0,00€ * Subc.: 6.500,00€, 0,73% of the total budget * WP3 238.753,00 - 26,95% of the total budget * Staff: 88.878,00€, 10,03% of the total budget * Travel and Cost of Stay: 141.525,00€, 15,97% of the total budget * Equipment: 0,00€ * Subc.: 8.350,00€, 0,94% of the total budget * WP4 237.712,00 - 26,83% of the total budget * Staff: 64.152,00€, 7,24% of the total budget * Travel and Cost of Stay: 5.560,00€, 0,63% of the total budget * Equipment: 168.000,00€, 18,96% of the total budget * Subc.: 0,00€ * WP5 58.294,00 - 6,58% of the total budget * Staff: 47.654,00€, 5,38% of the total budget * Travel and Cost of Stay: 10.640,00€, 1,20% of the total budget * Equipment: 0,00€ * Subc.: 0,00€ * WP6 137.259,00 - 15,49% of the total budget * Staff: 51.059,00€, 5,76% of the total budget * Travel and Cost of Stay: 50.200,00€, 5,67% of the total budget * Equipment: 0,00€ * Subc.: 36.000,00€, 4,06% of the total budget * WP7 44.002,00 - 4,97% of the total budget * Staff: 36.549,50€, 3,27% of the total budget * Travel and Cost of Stay: 0,00€ * Equipment: 0,00€ * Subc.: 15.000,00€, 1,69% of the total budget |  | **Assumptions, risks and pre-conditions:**  *What pre-conditions are required before the project starts? What conditions outside the project’s direct control have to be present for the implementation of the planned activities?*   * ASS: Staff experinced in project management+satisfactory reporting * RISK: lack of experience of administrative PC staff offset by coordination/monitoring by BAU support to all partners& Regional Coordinator (IUST) |

# WORKPLAN

*Please use the model provided. Applicants are expected to complete a one-page work plan for each project year.*

*For each year of your project proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.*

*The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.*

Activity carried out in the Programme Country: **=** (E.g. activity in France for two weeks in the first month of the project 2= under M1)

Activity carried out in the Partner Country (ies): **X** (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

**WORKPLAN for project year 1**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | | **Total duration**  **(number of weeks)** | **M1** | **M2** | **M3** | **M4** | **M5** | **M6** | **M7** | **M8** | **M9** | **M10** | **M11** | | **M12** |
| **Ref.nr/**  **Sub-ref**  **nr** | **Title** |
| WP1 MANAGEMENT (BAU+IUST)  M1-36 | | | | | | | | | | | | | | | |
|  | | **29** |  | | | | | | | | | | | | |
| T1.1 | Technical, Administrative and Financial Management | **16** | 4= | 2X= | 1X= | 1X= | 1X= | 1X= | 1X= | 1X= | 1X= | 1X= | 1X= | | 1X= |
| T1.2 | Periodic project Meetings | **3** |  | 1= |  |  |  | 1X |  |  |  |  |  | | 1X |
| T1.3 | IT tools for Project management | **10** | 4= | 4= |  |  |  | 1= |  |  |  |  |  | 1= | |
| WP2 IN-DEPTH NEEDS ANALYSIS (UO+LU)  M1-5 | | | | | | | | | | | | | | | |
|  | | **32** |  | | | | | | | | | | | | |
| T2.1 | Study Visits EU HEIs and NGOs | **8** | 4= | 4= |  |  |  |  |  |  |  |  |  | |  |
| T2.2 | Surveys and Interviews Design | **16** |  | 4=X | 4X | 4X | 4X |  |  |  |  |  |  | |  |
| T2.3 | Data Collection and Analysis | **8** |  |  |  | 4=X | 4=X |  |  |  |  |  |  | |  |
| WP3 BUILDING CAPACITIES (UNIBO+AIU)  M5-28 | | | | | | | | | | | | | | | |
|  | | **34** |  | | | | | | | | | | | | |
| T3.1 | Training of Trainers | **15** |  |  |  | 1=X | 4=X | 1X | 1=X | 1=X | 1=X | 1=X | 4=X | | 1X |
| T3.2 | Trainings Replication | **9** |  |  |  |  |  | 4X | 4=X | 1X |  |  |  | |  |
| T3.3 | MORALE e-learning platform | **10** |  |  | 4= | 4= | 2=X |  |  |  |  |  |  | |  |
| WP4 CURRICULA ENHANCEMENT & DELIVERY (UA+IUST)  M7 -36 | | | | | | | | | | | | | | | |
|  | | **26** |  | | | | | | | | | | | | |
| T4.1 | Strategy for Curricula Modernisation | **7** |  |  |  |  |  | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | | 1=X |
| T4.2 | Joint Development of materials for New Bachelor courses and Implementation | **10** |  |  |  |  |  |  | 1X= | 1X= | 2X= | 2X= | 2X= | | 2X= |
| T4.3 | Equipment provision for the delivery of modernised bachelor and LLL courses | **9** |  |  |  |  |  |  | 1=X | 1=X | 1=X | 2=X | 2=X | | 2=X |
| WP5 LLL COURSES DESIGN & IMPLEMENTATION (MUBS + UD)  M16-36 | | | | | | | | | | | | | | | |
|  | | **19** |  | | | | | | | | | | | | |
| T5.1 | Strategy for LLL courses creation | **10** |  |  |  |  |  | 1=X | 1=X | 1=X | 2=X | 2=X | 2=X | | 1=X |
| T5.2 | Joint Development of materials for LLL courses and Implementation | **9** |  |  |  |  |  | 1=X | 1=X | 1=X | 1=X | 1X | 2X | | 2X |
| WP6 DISSEMINATION & NETWORKING (UD + BAU)  M1-36 | | | | | | | | | | | | | | | |
|  | | **37** |  | | | | | | | | | | | | |
| T6.1 | MORALE Tailor Made and Multimodal Dissemination Strategy, Package and Website | **16** | 4=X | 4=X | 4=X |  |  | 2=X |  |  |  |  |  | | 2=X |
| T6.2 | Internal and External Daily dissemination | **15** | 2=X | 1=X | 1=X | 1=X | 1=X | 2=X | 1=X | 1=X | 1=X | 1=X | 1=X | | 2=X |
| T6.3 | Regional Round Tables with Authorities | **6** |  |  |  | 2=X | 3=X | 1X |  |  |  |  |  | |  |
| WP7 PROJECT QUALITY ASSURANCE (BAU + 4ELEMENTS)  1-36 | | | | | | | | | | | | | | | |
|  | | **34** |  | | | | | | | | | | | | |
| T7.1 | Quality Strategy and Tools with focus on sustainability | **14** | 4= | 4= | 4=X |  |  |  | 1= |  |  |  |  | | 1= |
| T7.2 | Internal Quality Assurance | **12** | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | | 1= |
| T7.3 | External Quality Assurance | **8** | 2= | 2= | 2= |  |  |  | 1=X |  |  |  |  | | 1X= |

**WORKPLAN for project year 2**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | | **Total duration**  **(number of weeks)** | **M13** | **M14** | **M15** | **M16** | **M17** | **M18** | **M19** | **M20** | **M21** | **M22** | **M23** | | **M24** |
| **Ref.nr/**  **Sub-ref**  **nr** | **Title** |
| WP1 MANAGEMENT (BAU+IUST)  M1-36 | | | | | | | | | | | | | | | |
|  | | **46** |  | | | | | | | | | | | | |
| T1.1 | Technical, Administrative and Financial Management | **15** | 1=X | 1=X | 1=X | 1=X | 1=X | 4=X | 1=X | 1=X | 1=X | 1=X | 1=X | | 1=X |
| T1.2 | Periodic project Meetings | **5** |  |  |  |  | 2=X | 1X |  |  |  |  |  | | 2=X |
| T1.3 | IT tools for Project management | **14** | 1= | 1= | 1= | 1= | 1= | 2= | 1= | 1= | 1= | 1= | 1= | 2=X | |
| WP3 BUILDING CAPACITIES (UNIBO+AIU)  M5-28 | | | | | | | | | | | | | | | |
|  | | **33** |  | | | | | | | | | | | | |
| T3.1 | Training of Trainers | **12** | 1= | 4= | 1X | 1= | 4= | 1X |  |  |  |  |  | |  |
| T3.2 | Trainings Replication | **17** | 4=X | 1X | 1X | 4=X | 1X |  | 4=X | 1X |  |  |  | | 1X |
| T3.3 | MORALE e-learning platform | **4** | 1= |  |  |  | 1= |  |  |  | 1= |  |  | | 1= |
| WP4 CURRICULA ENHANCEMENT & DELIVERY (UA+IUST)  M7 -36 | | | | | | | | | | | | | | | |
|  | | **37** |  | | | | | | | | | | | | |
| T4.1 | Strategy for Curricula Modernisation | **6** | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X |  |  |  |  |  | |  |
| T4.2 | Joint Development of materials for New Bachelor courses and Implementation | **28** | 2=X | 2=X | 2=X | 2=X | 4=X | 4=X | 2X | 2X | 2X | 2X | 2X | | 2X |
| T4.3 | Equipment provision for the delivery of modernised bachelor and LLL courses | **3** | 1X |  |  |  |  |  | 1X |  |  |  |  | | 1X |
| WP5 LLL COURSES DESIGN & IMPLEMENTATION (MUBS + UD)  M16-36 | | | | | | | | | | | | | | | |
|  | | **25** |  | | | | | | | | | | | | |
| T5.1 | Strategy for LLL courses creation | **5** |  |  |  | 1=X | 1=X | 1=X | 1=X | 1=X |  |  |  | |  |
| T5.2 | Joint Development of materials for LLL courses and Implementation | **20** |  |  |  |  | 2=X | 2=X | 4=X | 4=X | 2X | 2X | 2X | | 2X |
| WP6 DISSEMINATION & NETWORKING (UD + BAU)  M1-36 | | | | | | | | | | | | | | | |
|  | | **33** |  | | | | | | | | | | | | |
| T6.1 | MORALE Tailor Made and Multimodal Dissemination Strategy, Package and Website | **4** | 1= |  |  | 1= |  |  |  | 1= |  |  |  | | 1= |
| T6.2 | Internal and External daily dissemination | **12** | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | | 1=X |
| T6.3 | Regional Round Tables with Authorities | **6** |  |  |  | 2=X | 3=X | 1X |  |  |  |  |  | |  |
| T6.4 | National Seminars | **11** | 2=X | 3=X | 1X |  |  |  |  |  |  |  | 2=X | | 3=X |
| WP7 PROJECT QUALITY ASSURANCE (BAU + 4ELEMENTS)  1-36 | | | | | | | | | | | | | | | |
|  | | **19** |  | | | | | | | | | | | | |
| T7.2 | Internal Quality Assurance | **12** | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | | 1= |
| T7.3 | External Quality Assurance | **7** | 1= | 1= | 1= |  |  |  | 3=X |  |  |  |  | | 1X= |

**WORKPLAN for project year 3**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | | **Total duration**  **(number of weeks)** | **M25** | **M26** | **M27** | **M28** | **M29** | **M30** | **M31** | **M32** | **M33** | **M34** | **M35** | | **M36** |
| **Ref.nr/**  **Sub-ref**  **nr** | **Title** |
| WP1 MANAGEMENT (BAU+IUST)  M1-36 | | | | | | | | | | | | | | | |
|  | | **38** |  | | | | | | | | | | | | |
| T1.1 | Technical, Administrative and Financial Management | **15** | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | | 4=X |
| T1.2 | Periodic project Meetings | **7** | 1X |  |  |  | 2=X | 1X |  |  |  |  | 2=X | | 1X |
| T1.3 | IT tools for Project management | **16** | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 2=X | 2=X | 1= | |
| WP3 BUILDING CAPACITIES (UNIBO+AIU)  M5-28 | | | | | | | | | | | | | | | |
|  | | **20** |  | | | | | | | | | | | | |
| T3.2 | Trainings Replication | **2** | 1X |  |  |  | 1X |  |  |  |  |  |  | |  |
| T3.3 | MORALE e-learning platform | **16** | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 2=X | 2=X | | 1= |
| WP4 CURRICULA ENHANCEMENT & DELIVERY (UA+IUST)  M7 -36 | | | | | | | | | | | | | | | |
|  | | **28** |  | | | | | | | | | | | | |
| T4.2 | Joint Development of materials for New Bachelor courses and Implementation | **24** | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | | 2=X |
| T4.3 | Equipment provision for the delivery of modernised bachelor and LLL courses | **4** | 1= |  |  |  |  | 1= |  |  | 1= |  |  | | 1= |
| WP5 LLL COURSES DESIGN & IMPLEMENTATION (MUBS + UD)  M16-36 | | | | | | | | | | | | | | | |
|  | | **24** |  | | | | | | | | | | | | |
| T5.2 | Joint Development of materials for LLL courses and Implementation | **24** | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | 2=X | | 2=X |
| WP6 DISSEMINATION & NETWORKING (UD + BAU)  M1-36 | | | | | | | | | | | | | | | |
|  | | **38** |  | | | | | | | | | | | | |
| T6.1 | MORALE Tailor Made and Multimodal Dissemination Strategy, Package and Website | **8** | 1= |  |  | 1= |  |  |  | 1= |  | 2=X | 2=X | | 1= |
| T6.2 | Internal and External daily dissemination | **14** | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 1=X | 2=X | | 2=X |
| T6.3 | Regional Round Tables with Authorities | **6** |  |  |  | 2=X | 3=X | 1=X |  |  |  |  |  | |  |
| T6.4 | National Seminars | **1** | 1X |  |  |  |  |  |  |  |  |  |  | |  |
| T6.5 | Supra-Regional Final Conference | **9** |  |  |  |  |  |  |  |  |  | 4=X | 4=X | | 1= |
| WP7 PROJECT QUALITY ASSURANCE (BAU + 4ELEMENTS)  1-36 | | | | | | | | | | | | | | | |
|  | | **23** |  | | | | | | | | | | | | |
| T7.2 | Internal Quality Assurance | **12** | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | 1= | | 1= |
| T7.3 | External Quality Assurance | **11** | 1= |  |  |  |  | 1= |  |  |  | 2=X | 3= | | 4= |

# PART H - Work packages

*Please enter the different project activities you intend to carry out in your project. Make sure that the information in this section is consistent with the project Logical Framework Matrix.*

**H.1. Description of work packages, outcomes and activities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Work package type and ref.nr** | **MANAGEMENT** | | | **1** |
| **Title** | **Project management** | | | |
| **Related assumptions and risks** | **ASSUMPTIONS:**  - MORALE partners and all target groups’ have high interest in the project topic and they are aware on the fact that the results MORALE will benefit PC HEIs and their societies.  - Involvement and strong commitment from all partners in the activities implementation that creates a sense of ownership in the project results.  - Fluent communication between consortium partners and strong cooperation between EU, Syrian and Lebanese countries is in place.  - All partners are aware of the administrative and financial procedures and submit the necessary documentation and information to the project coordinator  - All partners are satisfied with the transparency and agility of the project management set out and implemented by the coordinator.  - The project activities (and especially events) are implemented with no problems.  **RISKS:**  - Unstable political situation at Pcs will be offset by a conservative workplan, the planification of achievable activities and also a travel plan definition in which the main travels where also EU paretners participate will be in Lebanon, but there will also be a substantial number of activities developed and organised bith in Syria and in Lebanon to ensure their maximum benefit.  - Weak commitment from any partner will be offset by special focus by the project coordinator towards the reinforcement of their involvement, role and responsibilities recalling the impact MORALE will have on HEIs, NGOs and society. UA will continuously remind partners without their full involvement, the project will have no impact.  - Any possible communication challenge will be offset by employing additional communication measures, such as videoconference, mobile applications, etc.). Regular project meetings (6 monthly basis) have been scheduled to renew this collaboration link with all partners and to make sure a fluent and constructive collaboration among all partners (EU-EU/PC-PC/EU-PC) is in place.  - Deficiencies in terms of provision of administrative and financial documentation will be offset by a more in-depth follow up by UA that will support any partner in expenditures justification. UA, as project coordinator, will manage the project in an agile way, so that administrative and financial will not overburden partners.  - Critical and unstable political situation that could complicate some activities development, especially events, will be offset by the fact that plenary meetings and events will be celebrated in Lebanon as per proposal. | | | |
| **Description** | **WP1 OBJECTIVE**  WP1 is focused on ensuring a smooth project implementation from both the technical and administrative/financial points of view.  Effective and satisfactory project management will be ensured by the dedication of a high skilled and experienced team devoted to:   1. **manage the project activities implementation** and delivery of high quality and sustainable results (with all partners ‘contribution and within the defined timeline) that will create impact at national and regional level; and 2. **properly execute administrative and financial issues.** Experienced staffwill be key to ensure an appropriate budget execution and justification in accordance with the E+ rules and regulations.   **WP leadership** has been distributed between both EUs and PCs (in relation to and with the aim of valorising each one’s expertise) and especially to foster a sense of ownership in the project results being achieved by PC HEIs. This ownership (especially at PC HEIs management level) will revert in the project sustainability for the medium/long term.  As innovative management measure, the idea of WP co-leadership has been introduced to allow:   * Shared responsibilities * Increase in communication and cooperative work (EU/EU-EU/PC-PC/PC) * More expertise for WP benefit * Common positive experience and high involvement   From the very project beginning, BAU, as grant holder and WP1 leader, will ensure a constructive and continuous communication flow among all consortium partners to set the basis for productive cooperation. This will be reinforced by regular face-to-face project meetings that will be celebrated (always merged to other activities for cost efficiency purposes) and complemented by videoconferences, when necessary. Active communication will be understood as key for a smooth project deployment. Management and internal communication will be also strongly catalysed by the Regional Coordinator, IUST.  In terms of management processes, the main responsible will be BAU, supported by UA, IUST and the Scientific Coordination Committee-SCC- (WP leaders with demonstrated experience). The SCC will be consulted on key project development issues and will be in charge of taking crucial decisions at WP implementation level.  It is expected that via regular communication & good working relationships most decisions will be taken by mutual agreement. However, if necessary, SCC will be consulted for conflict resolutions. Decision-making will be done via voting (a 75% majority will suffice for a decision if no unanimous decision is reached after 2 votes).  WP1 will be composed by the following specific tasks:  **T1.1 TECHNICAL, ADMINISTRATIVE & FINANCIAL MANAGEMENT (M1-36)**  *- Technical*: in charge of project activities implementation, partners’ performance monitoring, meetings, technical reporting, project sustainability, contact with the Funding Authority, coordination of IT issues, etc.  *- Administrative*: for appropriate and effective budget execution, financial reporting, logistics, project starting & closure, regular contact with the funding authority on administrative/financial matters, etc.  **T1.2 PERIODIC PROJECT MEETINGS (M1-36)**  Face-to-face project meetings (including the KoM) will be organised on six-monthly basis and always merged with other project activities for cost efficiency purposes. Moreover and when necessary, they will be complemented by videoconferences. In general terms, daily communication flow will be kept during the project lifecycle to ensure all partners are on track with their activities, support them in case they face any challenge and to make sure constructive cooperation is on going among all project partners (EUs & PCs).  Project meetings will be merged with the following other project tasks as detailed below in order to facilitate distribution of the burden among European and partner countries and maximisie the practice exchange on mutual learning process:  −M1 KoM at BAU  −M2 Study Visit at Uni Oldenburg  −M3 Study Visit at Uni Bologna  −M4 Study Visit at Uni Alicante  −M6 Project Meeting II + Regional Round Table I + ToT I at LU  −M12 Project Meeting III + ToT II at MUBS  −M15 ToT III + National Workshop I at BAU  −M18 Project Meeting IV at 4elements - Athens  −M21 Regional Round Table II + ToT IV at MUBS  −M25 Project Meeting V + National Workshop II at LU  −M30 Project Meeting VI at Uni Bologna  −M33 Regional Round Table III at BAU  −M36 Project Meeting VII + Supra Regional Conference at LU  **T1.3 IT TOOLS FOR PROJECT MANAGEMENT (M1-36)**  T1.3 will consist in the set up, operation and maintenance of the IT infrastructure needed for the correct project management: project management tools, newsletter for project updates (to be sent on three-monthly basis), extranet for document sharing and videoconference tools for regular communication and project management (complemented with project website T6.1 and e-learning platform T3.3).  For cost efficiency purposes, predominance will be given to the use of well known and reliable free software (*Trello*, *Google* *Drive*, *Skype*, etc.).  **Interdependencies**: horizontal WP linked with all project activities and WPs and implemented during the entire project lifecycle. WP1 is in charge of monitoring and ensuring the correct project implementation at all levels and to provide the IT tools to enhance the management efficiency. | | | |
| **Tasks** | **T1.1 TECHNICAL, ADMINISTRATIVE & FINANCIAL MANAGEMENT (M1-36)**  Objective: to carry out a regular continuous of the partners’ performance, tasks implementation, results and budget execution to ensure the proper project deployment.  **- *Technical management*** in charge of monitoring all project activities deployment (timeline, methodology, responsible, results) and to report to the funding authority. Technical management tasks will also consist in the project start-up (preparation of project management tools such as project contact lists, extranet with all documentation, LFM continuous updating, work plan adjustment, templates for technical reporting, etc.) and closure (sustainability issues, website transfer to PC HEIs, final reporting and communication with EACEA, etc.). This will be done in strict cooperation and with the support of the Regional Coordinator, IUST.  ***- Administrative/financial management*** in charge of the correct and effective budget execution in line with institutional, national and EU regulations. This will also include the delivery of the contractual financial reporting, the set up of administrative management tools (management manual, templates and their instructions for financial reporting, etc.) and the support to partners in case of challenges in financial reporting.  In addition to the official reports, UA will also request partners for a six monthly updating (technical & financial). This will ensure the early detection of any deviation and, if necessary, the application of mitigation measures to keep the project on the right track.  Activities:   * Nomination of Scientific Coordination Committee (SCC), composed by WP leaders and definition of responsibilities during KoM * Consolidation of the work plan and working methodology * Consolidation of the meeting calendar and virtual meetings * Definition of the project contact list and *«MORALE who we are»*dossier(with the profile and photo of all staff involved), continuously updated * Drafting of the project management and communication manual * Partnership agreements with the consortium members * Preparation of reporting templates   Expected results:   * Intangible: project managed and implemented in line with the work plan and budget and in line with institutional, national, EU regulations. Funding authorities and consortium satisfied with project results. All partners are involved and committed towards the project activities.      * Tangible: 2 contractual reports, 6 six-monthly internal reports (technical & financial) (M6-12-18-24-30-36), regular update to work plan and LFM, 1 management manual, 1 contact list regularly updated, three monthly project newsletter (at least 14 issues), 1 set of templates for administrative/financial and technical reporting, 1 in-depth contingency and mitigation measures plan.   **T1.2 PROJECT MEETINGS (M1-36)**  Objective: to plan and implement six-monthly consortium face-to-face meetings (+3 electroncal), including the KoM, with the purpose of discussing about the project implementation, mitigate any possible challenge/doubt and agree on the tasks, responsibilities and deadlines for the next period. Project meetings are planned to be always merged with other project activities (trainings or dissemination events, etc.) for cost efficiency purposes. Project meetings will be with the whole consortium and special sections will be for the SCC and Quality Board –QB- (see WP7 for QA issues).  In project meetings and in terms of teamwork at each partner, gender observance will be key.  Scheduled activities:   * Project meetings logistics organisation and list of participants per institution (including the KoM). * Preparation of the agendas in cooperation with all partners. * Drafting of the project meeting minutes and consolidation with all partners, where the main conclusions and next steps for the next 6-months period are detailed.   Expected results:   * Intangible: satisfaction of all partners for both logistics and project development + discussion and agreement during the consortium meetings. Tasks, responsibilities and deadlines for the next six-months period are feasible, clear and responsibilities are well defined. Mitigation measures for any possible challenge during the project implementation are agreed to be implemented, if necessary. * Tangible: 7 face-to-face project and SCC meetings, including KoM (M2-6-12-18-25-30-36), (7 minutes+7 agendas+7 list of participants+7 sets of presentations and other material), 3 electronic project meetings with SCC & Quality -QB- (for QB role please see WP6, quality assurance) with (3 minutes, documents+3 agendas+3 list of participants+3 meeting material). When required, additional virtual meetings will be held.   **T1.3 IT TOOLS FOR MANAGEMENT AND SUPPORT (M1-36)**  Objective: to set up and maintain the IT tools employed for an effective and efficient project management and tasks development.  Scheduled activities:   * Set up and maintenance of the project extranet as a repository of internal project documentation. This functionality will be linked to the project website created under WP6 (T6.1). * Set up and maintenance of project newsletter infrastructure with latest news (see WP6 for all dissemination activities). * Support to project partners on daily IT issues.   Expected results:   * Intangible: project documentation managed and accessible from all partners, regular contact and communication within the consortium, tasks deployment facilitated by IT tools * Tangible: 1 project extranet (M1), 1 project newsletter infrastructure. | | | |
| **Estimated Start Date (dd-mm-yyyy)** | 15/10/2018 | **Estimated End Date (dd-mm-yyyy)** | 14/10/2021 | |
| **Lead Organisation** | Beirut Arab University, as grant holder and due to its extensive and demonstrated experience in dealing with International Cooperation-Capacity Building projects will lead the project management (WP1). UA will be supported by IUST as Regional Coordinator.  BAU will be in charge of project implementation monitoring, reporting with the funding authority, project meetings organisation in cooperation with the host partnerand be responsible for the correct set up and maintenance of all IT tools needed for MORALE tasks development and achievements of results. WP4 co-leader. | | | |
| **Participating Organisation** | * UA will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UA will be part of the SCC and be also represented in the QB. (WP2 leader). * UOL will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UO will be part of the SCC and be also represented in the QB. (WP2 leader). * UNIBO will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UNIBO will be part of the SCC and be also represented in the QB. WP3 leader. * 4Elements (WP6 co-leader) will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. 4Elements will be part of the QB. WP7 co-leader. * IUST (WP1 co-leader) will support BAU. It will prepare administrative/financial and technical reporting and attend the project meetings. It will be part of the SCC and be also represented in the QB. IUST will be also WP4 leader. * AIU will provide administrative, financial and technical information for reporting + attend all project meetings. WP3 co-leader. * DU will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP6 leader, UD will be part of the SCC and be also represented in the QB. WP5 co-leader. * SHIIARS will provide administrative, financial and technical information for reporting + attend all project meetings * ARA will provide administrative, financial and technical information for reporting + attend all project meetings * MUBS will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UD will be part of the SCC and be also represented in the QB. WP5 leader. * BAU will provide administrative, financial and technical information for reporting + attend all project meetings. WP6 co-leader. * LU will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. LU will be part of the QB. WP2 co-leader. | | | |

**Deliverables/results/outcomes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D1.1.1** | | | |
| Title |  | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | Administrative and financial internal reports will be delivered by all partners to BAU on six monthly basis as project management measure to ensure the correct budget execution. Furthermore, the official reporting to be delivered to the Funding Authority will be prepared by U BAU A and with the input from all partners.  **INDICATORS:**  - Nº of internal reports: 6  - Nº of contractual reports for EACEA: 2 | | | |
| Due date | Every 6 months starting from 15/10/2018 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| Project coordinator and funding authority  - Project partners | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D1.1.2** | | | |
| Title | **Technical implementation reports** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | Technical implementation reports will provide a detailed description of project activities deployment and results achieved (qualitative and quantitative) during the reporting period, as well as the next actions to be taken. Technical reports will also describe any challenge faced during the period and the contingency measures implemented to overcome them and ensure the correct project implementation. They will also include, if applicable, readjustment of the LFM and work plan.  **INDICATORS:**  - Nº of internal reports: 6  - Nº of contractual reports for EACEA: 2 | | | |
| Due date | Every 6 months starting from 15/10/2018 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| - Project coordinator and funding authority  - Project partners | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D1.2.1** | | | |
| Title | **Virtual and face-to-face project meetings reports** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | Face to face project meetings (including the KoM) will be a total of 7 (+3 face-to face and additional ones whenever needed). Project meetings minutes will summarise discussions, agreements and activities, timeline and responsible for the next 6 months period. Minutes will be available in the project extranet with the set of all supporting documentation composed by: agenda, list of participants, presentations, any supporting material, etc.)  **INDICATORS:**  - Nº of project meetings reports & documentation: 7 (face-to-face) +3 (virtual) | | | |
| Due date | M1-6-12-18-24-30-36 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| - Project consortium  - Funding authority | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D1.3.1** | | | |
| Title | **MORALE IT management tools** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | IT management tools for project implementation will be ready in M2 by BAU.  **INDICATORS:**  - 1 project extranet for document collection and sharing and other management tools.  - 1 project newsletter infrastructure set up and maintained.  - 1 videoconference system in place for all partners (Adobe Connect and Skype will be used at no cost for all partners). | | | |
| Due date | M36 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| * Project consortium * Funding Authority | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Work package type and ref.nr** | **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 implementation  Expected 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: 40  Surveys 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 dissemination  Expected 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. | | | |
| **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. | | | |

**Deliverables/results/outcomes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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  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** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| * PC HEIs high level management * PC HEIs teaching staff * PC HEIs students & graduates * PC NGOs management * PC National competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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  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** | 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 competent authorities * PCs Regional competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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  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** | 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 competent authorities * PCs Regional competent authorities * International donors * Funding authority | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **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**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **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). | | | |
| **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”. | | | |

**Deliverables/results/outcomes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D4.1.1** | | | |
| Title |  | | | |
| Type | Teaching material  Learning material  Training material | | Event  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** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| Project partners  - PC HEIs management/academic staff  - PC NGOs management/staff | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D4.2.1** | | | |
| Title | **Bachelor courses created and implemented** | | | |
| Type | Teaching material  Learning material  Training material | | Event  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** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| *If you selected 'Other', please identify these target groups.*  *(Max. 250 characters)*  - Competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D4.3.1** | | | |
| Title | **MORALE «Study labs»** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  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) | | | |
| Due date | 31/08/2019 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| *If you selected 'Other', please identify these target groups.*  *(Max. 250 characters)* | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Work package type and ref.nr** | **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. | | | |
| **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. | | | |
| **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. | | | |

**Deliverables**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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  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. | | | |
| Due date | 31/06/2020 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| - Project partners  - PC HEIs management  - PC NGOs management  - NGOs associations | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D5.2.1** | | | |
| Title | **LLL** **courses created and implemented** | | | |
| Type | Teaching material  Learning material  Training material | | Event  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** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  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** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Work package type and ref.nr** | **DISSEMINATION & EXPLOITATION** | | | **6** |
| **Title** | **Dissemination and Networking** | | | |
| **Related assumptions and risks** | **ASSUMPTIONS**:  -Partners disseminate the project activities and results on regular basis by means of different channels, reaching all target groups and achieving impact at the level of PC HEIs, but also beyond, at National/Regional level.  - All target groups are made aware on the MORALE project, depending on their level of involvement, competence, interest an needs.  - High-level national authorities are updated on the MORALE main milestones, so that they will endorse the project achievements for future sustainability.  - All other target groups are interested and keen in participating in dissemination events.  -Dissemination is implemented successfully so that all project activities have major attendance and the enrolment of students and professionals in the modernised/new curricula/courses is high.  **RISKS**:  - Lack of proper understanding of the importance of the visibility of the project activities by partners that could perceive dissemination as not crucial, and thus will perform a poor dissemination. This will be offset by persuasion from UA and Regional Coordinator (IUST) on the crucial role this WP has, and with the planning of a realistic and strategic dissemination plan (that includes the contribution of all partners) as well as a continuous monitoring (daily and to be reported on six monthly basis) and follow up of dissemination actions delivered by all partners. | | | |
| **Description** | **WP6 OBJECTIVE:**  WP5 (led by MUBS), with huge experience in capacity building projects, with UA and IUST support, but also the contribution of all partners, and the co-leader DU. MUBS will coordinate the preparation of the dissemination strategy & package and will work on the structure of the Website that will be technically developed by UA. MUBS will also monitor the daily dissemination carried out by all partners and lead the organisation of the National Seminars and Regional Round Tables in cooperation with the host institutions. It will lead the drafting of the Regional Round Tables conclusion papers and final *“National policy paper on NGOs in Syria and Lebanon”.*  The project will prepare different dissemination materials, tailor made to the project target groups’ needs & interests. The idea beyond this approach is that each of them deserves its own message to be better take part and contribute to the project activities and events.  Dissemination activities are classified into four levels and addressed with different modalities, for multiple purposes:  - INTERNAL DISSEMINATION: among project partners institutions that share and disseminate what they are achieving and keep the different HEI staff levels informed on the project development. Consortium communication and dissemination is crucial for ownership of results being achieved.  Target: MORALE staff, academics, HEIs managers, students, partner NGOs managers and professionals.  - EXTERNAL DISSEMINATION: Special efforts will be devoted to reach academics and students from different HEIs beyond the partner institutions at regional level, National/Regional NGOs and associations, national authorities and universities’ management to foster the endorsement, ownership, sustainability of the action and the visibility of the MORALE results.  Target: other PC HEIs, academics researchers, HEI managers, students, NGOs, NGOs associations national and regional authorities, private sector, potential donors for complementary/follow up initiatives.  - REGIONAL DISSEMINATION: project results will be disseminated across the Region and will put the PC HEIs in a position of added value, compared with other PC HEIs. This will foster good practice sharing and cooperation.  Target: other PC HEIs, academics researchers, HEI managers, students, NGOs, NGOs associations national and regional authorities, private sector.  - EU/INTERNATIONAL DISSEMINATION: to give visibility to the MORALE results and visibility to the ERASMUS+ programme and foster synergy with complementary initiatives.  Target: EU HEIs, EU NGOs, Erasmus+, other project from different donors, international community.  In addition to the project dissemination strategy, website and the daily dissemination via different channels and materials (diss. package, multimodal dissemination material, promotional videos, etc.), MORALE will implement three types of dissemination/networking events (described in more detail below in the corresponding task descriptions):   * T5.3: 3 Regional Round Tables with National and Regional Authorities * T5.4: 4 National Seminars * T5.5: 1 Supra-Regional Conference   MORALE dissemination will strongly take into account the context of PCs and be multimodal. Channels used will be face-to-face, project website, newsletter, email, presence in at least 2 social networks (Facebook and Twitter, etc.), mobile applications, etc.  **Interdependencies**: with all WPs since dissemination is in charge of giving visibility to all project activities and results achievement for their future sustainability and also to create awareness on the relevance of the project topic and attract and integrate the contribution from the different target groups, member of the consortium and also widely at national, regional and international level, also including international community and potential donors.  Gender balance will be taken into account for events’ participation. | | | |
| **Tasks** | **T6.1 MORALE DISSEMINATION STRATEGY PACKAGE AND WEBSITE (M1-36)**  Objective: to prepare a procedure document, the “*MORALE strategy for dissemination towards visibility and sustainability*” in cooperation with all partners.  The MORALE dissemination strategy (updated on six-monthly basis) will contain all details related with the project dissemination objective, purpose, targets and methodology for effective dissemination towards each target group. This will constitute the basis for the creation of dissemination package and the planning of all activities related with dissemination. The document will be considered as a live tool and updated on six monthly basis to ensure its adequacy and relevance with the project deployment.  Corporative image will be crucial for the project visibility and future sustainability.  The MORALE dissemination package will be designed with emphasis in a powerful corporative image. It will include the concept and production of the project logo, slogan leaflet, poster, roll-up, layout for publications, newsletter template, video presentation, etc. It will be composed by an initial and general material on the project and will be complemented later on (M13) with visibility material for the modernised curricula and LLL (intensively used for the marketing campaigns to ensure high level of students/professionals enrolment in the modernised curricula/LLL courses).  The MORALE Website will be a cornerstone for dissemination. It will be user friendly and set up with free and reliable software (Drupal-easy to use and to transfer-) that will allow an easy integration of the MORALE e-learning platform (T3.3) and other project management tools (T1.3). It will be created by UA and transferred to IUST before the end of the project for sustainability purposes. The MORALE website will be disseminated from the very beginning of the project by means of also interlinks with the MORALE project partners institutions webpages and relevant stakeholders. The website will contain, at least, the following sections:   * Home * Partners * Objectives & Activities * News * Main outputs * Section for the modernised bachelors (with corresponding access to information & link with delivering PC HEIs) * Section for the LLL courses (with corresponding access to information & link with delivering PC HEIs) * Social media outlines   Scheduled activities:  - Collection of input from all dissemination strategy  *-*Draft of“*MORALE strategy for dissemination towards visibility and sustainability”*  *-* Six months update of the document  - MORALE dissemination package preparation and use  - MORALE Website set up and maintenance  - MORALE IT project management tools integrated in the MORALE website  Results:  - Intangible:   * The project is recognisable and identifiable; the MORALE initiative will become “a brand.” * Increased visibility of the MORALE activities, increased participation of target groups in analysis, trainings, dissemination events and training replication. * Increased awareness (of all different target groups, that will endorse the project development and results) on the importance of sustainable NGOs management and operation with strong emphasis on the refugees’ sector.   - Tangible: 1 dissemination strategy created and updated on six monthly basis, 1 dissemination package (general+on the modernised curricula+on LLL courses), 1 project website, 1 set of IT management tools (Automatic newsletter, Interactive material (document/video) storage, Link to social networks, link to MORALE e-learning platform, integration of Webinars facility.  **T6.2 INTERNAL AND EXTERNAL DAILY DISSEMINATION ACTIONS (M1-36)**  Objective: to disseminate the project activities and results to the different interested target groups on constant basis with the aim of raising the awareness on the importance of HE provision of training on the inclusion of sustainable NGOs management and operation with special focus on refugees-related sector. Dissemination will have a strong focus on the all project results, but especially: modernised curricula and LLL courses to ensure high enrolment.  Daily dissemination will be carried out by exploiting all partners’ networks and channels.  Dissemination will be seen as the key for the project success and sustainability and will be exploited to ensure a high participation of the main project target groups and beneficiaries in the different actions targeting them.  Scheduled activities:   * Use of all dissemination channels and partners’ networks to disseminate project results on daily basis * Joint dissemination papers drafting and presentation * Participation in international conferences for visibility * Dissemination reporting   Results:   * Intangible: Increased visibility of the MORALE activities, increased participation of target groups in analysis, trainings, dissemination events and training replication. Increased awareness on the importance of sustainable NGOs management and operation with strong emphasis on the refugees’ sector. * High enrolment on modernised bachelors & LLL courses.   Tangible:   * At least 14 newsletter issues * At least 6 general dissemination papers, press releases, etc. * At least 1 post per week on the project Social Media channels established * Link of the MORALE website with all partner’ institutional websites * At least participation in 3 international Conferences * Participation in 1 potential cluster event organised by E+   **T6.3 REGIONAL ROUND TABLES WITH NATIONAL AND REGIONAL AUTHORITIES (M1-30)**  Objective: to clelebrate 3 Round Tables (in M6-18-30 at LU, MUBS, BAU) to raise the awareness on the importance of HE provision of training on sustainable NGOs management & operation with special focus on refugees-related sector and interact with high level and key stakeholder to allow them to contribute to teh project towards project results endorsement and sustainability.  Discussions will be focused on the importance Higher Education should have in this key sector for PCs’ Societies and the importance of providing from the Higher Education sector study programmes targeting students, the future NGOs professionals. And on the importance also of the provision of LLL courses for actual NGOs professional for their continuous learning, update and refinement.  Even if some attempts have been done in the provision of training for NGOs, (please see Rationale, E1 section), innovative and high quality education offered from PC HEIs would mean a more solid training, with the guarantee of high quality standards, certification and systematisation, instead of isolated or sporadic training. All interested target groups will be invited:   * 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 (especially Higher Education ad Social Affairs). They will be seen as key contributors and crucial to endorse the project results and set the basis for (financial and institutional sustainability)   To achieve the desired impact, special focus will be posed on the participation of HE management and HE and Social Affairs authorities, because of the need for an-in-depth change towards the provision of training in sustainable NGOs management and operation from the Universities. By their participation and contribution, that will be taken into account for project development, high level endorsement will be achieved and this will set solid basis for sustainability.  Each Round Table will conclude with the drafting of a conclusion paper that will used as input for the *“National policy paper on NGOs in Syria and Lebanon”* report (D6.3.1) presented in the Supra-Regional Final Conference (T6.5 in M36) and widely disseminated. The report will focus on the importance and strategy for the improvement of existing bachelor curricula towards the competence based approach that will providing more and better opportunities for graduates who will work in the NGOs field. And also on the relevance of creating LLL training courses on key subjects for NGOs managers and professionals. All with views on improving the HE sector and maximise its contribution for their graduates, national and regional NGOs and the society at large.  The conclusions documents generated from each Round Table will include specific mention to challenges for each PC to better manage and operate NGOs devoted to refugees and increase their sustainability in the medium and long run. The document will also include formative recommendations from EU side experts (External experts especially, please see WP7, external evaluation component).  The 3 Regional Round Tables will be celebrated at LU, MUBS, BAU to ensure the participation of all targets from the two beneficiary countries and EU partners.  Scheduled activities:   * Round Tables organisation * Round Tables implementation * Drafting of conclusion documents after each Round Table * Dissemination of the conclusion documents * Drafting, translation and wide dissemination of the *“National policy paper on NGOs in Syria and Lebanon”* report and dissemination   Expected Results:   * Intangible: better and reinforced dialogue among HEIs and national/regional authorities on the importance of HE level provision (study programmes and LLL) of training on the inclusion of sustainable NGOs management and operation with special focus on refugees-related sector. * Tangible: 3 Round Tables implemented (list of participants, agendas, material presented, discussions reports), conclusion papers drafted and *“National policy paper on NGOs in Syria and Lebanon”* report drafted and disseminated. * Attendance:   + PC HEIs high level management=10   + PC HEIs teaching staff=20   + PC HEIs administrative=10   + PC NGOs management=8   + PC NGOs employees=16   + PC National/Regional NGOs associations dealing with refugees=3   + PC National & Regional competent authorities=4   TOTAL: 71\*3 Regional Round Tables=213  Round Tables will be merged with other activities for cost effectiveness proposes as follows:   * M6 project meeting II + Regional Round Table I + ToT I at LU * M18 project meeting IV + Regional Round table II + ToT IV at MUBS * M30 project meeting VI + Regional Round Table III at BAU   **T6.4 NATIONAL SEMINARS (M1-25)**  Objective: to bring together HEIs academics, researchers, students, NGOs staff to discuss about:   * the main competences needed by the NGOs labour market sector * the challenges NGOs face in terms of their staff and the effect on their bad performance as organisations * the study programs being improved and the LLL courses being created * to foster the creation of solid networking context between students and their future employers (NGOs and associations), but also between NGOs professionals and HEIs for mutual benefit and enrichment   Scheduled activities:   * National Seminars planning and organisation * National Seminars implementation * National Seminars reporting   For cost effectiveness purposes 2 (the ones in Lebanon) our of the 4 National Seminars will be merged with other activities for cost effectiveness purposes as follows:   * M15 ToT III (online) + National Workshop I at BAU * M25 project meeting V + National Workshop II at LU   Results:   * Intangible: enhanced cooperation at national level between HEIs and NGOs for mutual enrichment in terms of study programs provision and NGOS performance, increased synergies between HEIs and NGOs in terms of teaching for students’ benefit and for a better definition of competences needed when in the labour market. * Tangible: 4 National Seminars (2 sets of list of participants, agenda, conclusions, material presented, etc.). * Attendance: * PC HEIs teaching staff=40 * PC HEIs administrative=20 * PC NGOs staff=20 * PC National/Regional NGOs associations dealing with refugees=3   TOT: 83\*4 national events= 332  **T6.5 SUPRA-REGIONAL CONFERENCE (M36)**  Objective: To promote a supra-regional dialogue and establish networking on the importance of HE provision of high quality and innovative education for both the future graduates and current NGOs professionals, for better job opportunities and to increase the impact of sustainability of NGOs in the refugees sector.  The *“National policy paper on NGOs in Syria and Lebanon”* report (D6.3.1) will be presented and will contemplate input from also the Regional Round Tables. Main project results, good practices and lessons learnt will be also presented by the students enrolled in the modernised bachelor and from NGOs professional who attended the LLL courses.  Scheduled activities:   * Regional Conference implementation (implementation methodology, organizational issues, logistics, visibility strategy, etc.) and visibility strategy. * Invitation of relevant key-note speakers (external experts and HE Ministry and NGOs associations). * Invitation and arrangements for media participation (radio, TV, press). * Life video-streaming of the conference to enhance visibility and impact.   Results:   * Intangible: better and reinforced dialogue (policy dialogue also) among HEIs and national/regional authorities and NGOs on the importance of HE provision of training on the inclusion of sustainable NGOs management and operation with special focus on refugees-related sector. * Tangible: 1 Supra Regional Conference implemented at LU, (list of participants, agendas, material presented), video capsule of the main project results and beneficiaries experience. * Attendance:   + PC HEIs high level management=20   + PC HEIs teaching staff=20   + PC HEIs administrative=10   + PC NGOs management=15   + PC NGOs employees=16   + PC National/Regional NGOs associations dealing with refugees=5   + PC National & Regional competent authorities=6   TOTAL: 60 | | | |
| **Estimated Start Date (dd-mm-yyyy)** | 15/10/2018 | **Estimated End Date (dd-mm-yyyy)** | 14/10/2021 | |
| **Lead Organisation** | WP6 (led by DU, and co-lead by BAU), with huge experience in capacity building projects, with UA and IUST support, but also the contribution of all partners. UD will coordinate the preparation of the dissemination strategy & package and will work on the structure of the Website that will be technically developed by UA. UD will also monitor the daily dissemination (supported by the co-leader BAU) carried out by all partners and lead the organisation of the National Seminars and Regional Round Tables (one hosted) in cooperation with host institutions. It will lead the drafting of the Regional Round Tables conclusion papers and the final *National policy paper on NGOs in Syria and Lebanon*. | | | |
| **Participating Organisation** | * UA will support DU in all WP6 activities, build up the MORALE Website and contribute to the design of the dissemination package. UA will be in constant contact with UD and the Regional Coordinator IUST due to the high level of relevance of dissemination activities and to make sure the MORALE project reaches high impact towards results’ sustainability at PCs. UA will attend all events. * UOL will attend and contribute to the Regional Round Tables, will disseminate the project activities and results. It will attend all events. * UNIBO will attend and contribute to the Regional Round Tables, will disseminate the project activities and results. It will attend all events. * 4Elements will attend and contribute to the Regional Round Tables, will disseminate the project activities and results and contribute especially in the dissemination among EU/International NGOs and associations. It will attend all events. * IUST will support the WP leader in dissemination activities, will organise and host one National Seminar, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events. * AIU will attend the National Seminars, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events. * DU WP leader * SHIIARS will attend the National Seminars, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events. * ARA will attend the National Seminars, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events. * MUBS will organise and host one National Seminar, attend the Regional Round tables and disseminate the project on daily basis. It will attend all events. * BAU co leader, will work intensively with UD. It will attend the National Seminars, attend (and host one) the Regional Round tables and disseminate the project on daily basis. It will attend all events. * LU will host one National Seminars and one Regional Round table, attend the Regional Round tables/National Seminars and disseminate the project on daily basis. It will attend all events. | | | |

**Deliverables/results/outcomes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D6.1.1** | | | |
| Title | **MORALE Dissemination plan** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | The «*MORALE strategy for dissemination towards visibility and sustainability*» will contain all details related with the project dissemination objective, purpose, targets and methodology per each target group. This will constitute the basis for the creation of dissemination package and all activities related with dissemination. The document (ready from M3) will be considered as a living document and updated on six monthly basis to ensure its adequacy.  The MORALE dissemination plan will contemplate the creation of visibility material for the overall project+modernised curricula+LLL courses created.  **INDICATORS**  1 dissemination plan updated on six monthly basis. | | | |
| Due date | 31/12/2018 | | | |
|  | Languages | English | | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | | |
| Project partners  - Funding authority | | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D6.1.2** | | | |
| Title | **MORALE Dissemination package** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | After having created the dissemination strategy and plan, a wide set of dissemination materials tailor made to the different target groups will be produce.  MORALE will have 1 set of materials including general project features and additional material will be created to provide visibility to the improved bachelor programs and the professional training courses created. Leaflet, poster, roll up, templates for ppt, promotional video, etc.).  The creation of the MORALE dissemination package will be led by MUBS, supported UA (corporative image design will be subcontrated by UA).  **INDICATORS:**  1 general project dissemination package composed by: poster, logo, leaflet, roll up, folders, newsletter email, promotional video, mobile application, etc. + 1 set of additional dissemination materials for the improved bachelor programs and the professional training courses created. | | | |
| Due date | 31/12/2018 | | | |
|  | 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 NGOs management * PC NGOs employees * PC National/Regional NGOs associations dealing with refugees * PC National & Regional competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D6.1.3** | | | |
| Title | **MORALE website set up and operative** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | Built up and maintained by UA, the MORALE multilingual website will be one key tool used for dissemination, as well as for project management and activities implementation.  It will include a public section for the general target as well as an extranet where all documentation related with project activities will be stored and used for consultation by all partners and for reporting purposes.  The project website will be updated and it will be transferred to IUST, the Regional Coordinator, before the project end.  Its functionalities will be:  - Automatic newsletter  - Calendar and automatic reminders on deadlines  - Link to social networks  - Info related with modernised curricula and LLL offer nd links to PC HEIs  - Webinars facility  - Versions in English and Arabic  The MORALE website will be strongly disseminated and cross-linked with partner and other relevant institutions websites.  **INDICATOR**:  1 multilingual website updated on continuous basis. | | | |
| Due date | 31/12/2018 | | | |
|  | 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 NGOs management * PC NGOs employees * PC National/Regional NGOs associations dealing with refugees * PC National & Regional competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D6.2.1** | | | |
| Title | **Daily dissemination** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | The daily dissemination will be interlinked to all project activities. Thanks to the website, emails, newsletter and all dissemination channels defined in the strategic dissemination strategy (T6.1) all activities will be widely disseminated with different purposes:  - To raise the awareness on the MORALE project  -To raise the awareness on the importance of HE provision of training on the inclusion of sustainable NGOs management and operation with special focus on refugees-related sector.  - To give the possibility to interested parties to take part in the training replication and dissemination & networking events  **INDICATORS**   * 6 six-monthly internal reports on dissemination by each partner to be submitted to WP coordinator * At least 14 newsletter issues * At least 6 general dissemination papers, press releases, etc. * At least 1 post per week on the project Social Media channels established * Link of the MORALE website with all partner’ institutional websites * At least participation in 3 international Conferences * Participation in 1 potential cluster event organised by E+ | | | |
| Due date | 14/10/2021 | | | |
|  | 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 NGOs management * PC NGOs employees * PC National/Regional NGOs associations dealing with refugees * PC National & Regional competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D6.3.1** | | | |
| Title | **Regional Round Tables with National and Regional Authorities** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | 3 Round Tables will be celebrated in M6-18-30 at LU, MUBS and BAU.  Each Round Table will conclude with the drafting of a conclusion paper that will contribute to the *“National policy paper on NGOs in Syria and Lebanon” report* (D5.3.1) presented in the *Supra-Regional Final Conference* (ACT. 6.5) that will be presented at the Supra Regional Conference (T.6.5).  **INDICATORS:**   * 3 Regional Round Tables prepared/celebratedreported (agenda, list of participants, minutes, materials) at in M6-18-30 at LU, MUBS, BAU * 3 events conclusion reports * 1 *“Policy paper on NGOs in Syria and Lebanon”* report * Attendance:   + PC HEIs high level management=10   + PC HEIs teaching staff=20   + PC HEIs administrative=10   + PC NGOs management=8   + PC NGOs employees=16   + PC National/Regional NGOs associations dealing with refugees=3   + PC National & Regional competent authorities=4   TOTAL: 71\*3 Regional Round Tables=213 | | | |
| Due date | 31/04/2021 | | | |
|  | 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 NGOs management * PC NGOs employees * PC National/Regional NGOs associations dealing with refugees * PC National & Regional competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D6.4.1** | | | |
| Title | **National Seminars** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | National Seminars will be focused on bringing together HEIs academics, researchers, students, NGOs staff with different purposes:   * To discuss about the main competences needed by NGOs labour market * To discuss about the challenges NGOs face in terms of their staff and the effect on their performance as organisations * To discuss about the study programs being improved and the professional training programme being created * To create a networking context between students and their future labour market * To create a networking context between NGOs professionals and HEIs for mutual benefit   **INDICATORS:**  4 National events prepared/celebrated/reported (agenda, list of participants, minutes, materials) in M15 and 25 at BAU&DU, LU&IUST.   * Attendance: * PC HEIs teaching staff=40 * PC HEIs administrative=20 * PC NGOs staff=20 * PC National/Regional NGOs associations dealing with refugees=3   TOT: 83\*4 national events= 332 | | | |
| Due date | 31/11/2020 | | | |
|  | 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 NGOs management * PC NGOs employees * PC National/Regional NGOs associations dealing with refugees * PC National & Regional competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D6.5.1** | | | |
| Title | **Supra Regional Final Conference** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | Celebrated at LU to promote a supra-regional dialogue and networking between relevant actors on the key role HE should have in the provision of training for the future NGOs professionals at both bachelor level, as well as in terms of LLL. The role and responsibility of HEIs for the socio economic wellbeing of the PC societies will be underlined and the importance of exploiting their expertise in benefit of the future graduates who will work in NGOs, but also to support already existing NGOs professionals with and update of their skills and knowledge to make the NGOs system in Syria and Lebanon, dealing with refugees, properly operative, and sustainable for the generation of high impact actions.  **INDICATORS:**  -1 Supra Regional Conference prepared/implemented/ reported (agenda, list of participants, minutes, materials) and attended by   * + PC HEIs high level management=20   + PC HEIs teaching staff=20   + PC HEIs administrative=10   + PC NGOs management=15   + PC NGOs employees=16   + PC National/Regional NGOs associations dealing with refugees=5   + PC National & Regional competent authorities=6   TOTAL: 60 | | | |
| Due date | 14/10/2021 | | | |
|  | 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 NGOs management * PC NGOs employees * PC National/Regional NGOs associations dealing with refugees * PC National & Regional competent authorities | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Work package type and ref.nr** | **QUALITY PLAN** | | | **7** |
| **Title** | **PROJECT QUALITY ASSURANCE** | | | |
| **Related assumptions and risks** | Assumptions:   * The project coordinator is committed to the achievement of excellent results and so are all partners. * The Quality Board and the external experts take care and are actively involved in project quality monitoring to ensure the high quality of results and provide recommendations for continuous improvement. * Project partners understand the importance of delivering results of a high quality for sustainability.   Risks:   * Low commitment by the internal and external quality control actors and experts and from partners to achieve quality results. This will be offset by underlying the importance of quality and explaining that the impact and sustainability will depend on the quality of its results. Phone calls, videoconferences and face-to-face meetings will be arranged if necessary, also at management level. | | | |
| **Description** | WP Objective:to ensure the activities are carried out with the best methodology and they are delivering relevant and solid results. High Quality performance is understood as a priority to achieve the project sustainability and thus efforts will be done by WP leader, in coordination with all partners and external experts.  An exhaustive *Quality Strategy* will be defined (M3) with procedures, techniques and tools to be applied depending on the nature of the different tasks. Responsibilities will be assigned for both internal & external Quality Monitoring in order to achieve the required quality levels during the project implementation and obtain impact and sustainability.  The MORALE project has been designed to have different interlinked tasks that will generate different outputs that will feed the next activity and be complementary among them. This is why a continuous improvement methodology will be applied to all activities of the project and assessed against this perspective.  The quality of the project activities and results will be monitored at two basis:  - **Internal basis:** SCC (WP1) composed by WP leaders and Quality Board (QB) (1 senior expert per partner).  - **External basis**: 2 external experts Jos Walenkamp and Alexander Degelsegger will be subcontracted to carry out the external quality control of the MORALE project and activities in 3 steps (beginning of the project, mid-term, end of activities) and they will also participate to the Regional Round Table and Supra Regional Final Conference.  They contribution will consist in a formative evaluation where they will provide an unbiased view on the project start up, implementation and results and suggest the implementation of corrective measures for continuous improvement.  **Interdependencies:** with all WPs to ensure high quality development of all activities and achievement of excellent results, impact and sustainability. | | | |
| **Tasks** | **T7.1 INTERNAL PROJECT QUALITY CONTROL (1-36)**  Objective: UA together with the input from all partners will prepare the project quality plan that will include all tools and procedures for internal and external quality monitoring. The MORALE quality plan will contain a special section for contingency and mitigation measures to be activated when necessary and will be updated on six- monthly basis. The internal quality plan will also include all tools for quality monitoring. This step will be of special importance taking into account the unstable political situation across the region.  Scheduled activities:   * Quality Board set up * Quality plan drafting * Consultation of external experts (KoM-project meeting M18, final event + videoconferences on six monthly basis + continuous update on project activities).   Results:   * Intangible: all project results achieved with high quality * Tangible: 1 quality plan including tools (satisfaction surveys for all project activities) and members of the Quality Board and its operational procedures.   The internal six monthly project management report will include a special section devoted to the analysis of the activities carried out so far.  **T7.2 EXTERNAL PROJECT QUALITY CONTROL (M1-36)**  Objective: The *Quality Plan* (D7.1.1) will also include a special section devoted to external QA monitoring. The External QA will be carried out with a formative approach, where all comments and suggestions will be integrated into the project deployment for increasing PCs’ benefit, continuous improvement and the enhancement of the sustainability of results.  In terms of tools used, external experts will employ a QA monitoring matrix (in addition to the Description of Action, work plan, LFM, internal QA reports and having a watch brief on project website, etc.) to keep a watch brief on the main project activities development methodology, quality and content/relevance of activities their quality and check if recommendations have been taken into account. External formative assessment will be possible thanks to the involvement of 2 experts in the field of Higher Education and NGO management and operation: Jos Walenkamp and Alexander Degelsegger with huge experience in working with international cooperation initiatives and capacity building, project evaluation and also with focus on social innovation. They will prepare the 2 reports, but also attend the first regional Round Table and Supra Regional Conference. They will also contribute to the *“National policy paper on NGOs in Syria and Lebanon”* report*.*  Scheduled activities:   * External QA monitoring tool (already in the MORALE quality plan) * Submission of key outputs to external experts * Consultation of external experts for 3 steps evaluation + participation in the Round Table I and Supra regional Conference.   Results:   * Intangible: excellence of the main project results * Tangible: recommendations from external experts in the form of 2 (M18 and 36) reports and external QC monitoring matrix update and comments. | | | |
| **Estimated Start Date (dd-mm-yyyy)** | 15/10/2018 | **Estimated End Date**  **(dd-mm-yyyy)** | 14/10/2021 | |
| **Lead Organisation** | BAU will be the WP leader and in charge of the coordination of the Quality Assurance monitoring activities with strong support from EU partners, the co-leader 4Elements and IUST. It will be also in charge of keeping the internal and external experts updated on the project developments, ask for their feedback and integrate their suggestions on the project development, always keeping all partners informed. It will be in charge of the external experts’ subcontracting. | | | |
| **Participating Organisation** | * UA WP will contribute to the quality plan drafting and contact with internal/external experts. It will be represented in the SCC and QB. * UOL will contribute to the quality plan drafting and contact with internal/external experts. It will be represented in the SCC and QB. * UNIBO will contribute to the quality plan drafting and contact with internal/external experts. It will be represented in the SCC and QB. * 4Elements (co leader) will support UA for quality plan drafting and contact with internal/external experts. It will also be represented in the QB. * IUST will support UA and will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. It will also represented in the SCC. * AIU will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. * DU will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. It will also represented in the SCC. * SHIIARS will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. * ARA will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. * MUBS will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. It will also represented in the SCC. * BAU WP leader, it will participate with experts for the QB and contribute to integrate quality feedback in daily activities. * LU will participate with 1 expert for the QB and contribute to integrate quality feedback in daily activities. | | | |

**Deliverables/results/outcomes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D7.1.1** | | | |
| Title | **Internal Project Quality Control** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | UA will draft the MORALE quality plan from the very beginning of the project to be presented at the KoM for the approval by all partners.  Internal quality monitoring will be interlinked with all project activities .  **INDICATORS:**  1 quality plan (contemplating internal/external QA), including QA tools and updated on six monthly basis. | | | |
| Due date | 14/10/2021 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| Project partners, all target groups, funding authority | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Expected Deliverable/Results/**  **Outcomes** | Work Package and Outcome ref.nr | **D7.2.1** | | | |
| Title | **External Quality monitoring** | | | |
| Type | Teaching material  Learning material  Training material | | Event  Report  Service/Product | |
| Description | External quality assurance measures will be included in the quality plan and the actors will be the 2 subcontracted experts with huge experience in the sustainable NGOs management and operation and related disciplines, international cooperation and that will carry our a three stages external evaluation at Project beginning/Mid term/end.  As explained in T7.1 the MORALE quality plan will include a special section devoted to external QA monitoring.  **INDICATORS**:  - 2 external quality assurance formative assessment reports from experts in 18 and 36. | | | |
| Due date | 14/10/2021 | | | |
|  | Languages | English | | | |
| **Target groups** | Teaching staff  Students  Trainees  Administrative staff  Technical staff  Librarians  Other | | | | |
| Project partners, all target groups, funding authority | | | | |
| **Dissemination level** | Department / Faculty  Institution | | Local  Regional | | National  International |

*Please copy and paste tables as necessary.*

**H.2. Explanation of work package expenditures**

*Please explain what costs will be associated to each work package and covered by lump sums, flat rates, unit costs, and real costs. Provide information on the travels necessary to complete the workpackage. Detailed information on each travel must be indicated in the Budget Excel table. If purchase of equipment is required, explain how the respective equipment addresses the needs identified in the project. Remember that the specification of each item, including the partner country university/ies at which equipment will be installed, must be detailed in the Budget Excel table. If any subcontracting is considered necessary for the implementation of the project, please explain why the task cannot be performed by the consortium members themselves* (limit 3000 characters)*.*

|  |
| --- |
| Total headings are:  -STAFF: 359.637,00€, 39,51%  -TRAVEL&COST OF STAY: 310.795,00€, 34,54%  -EQUIPMENT: 168,000,00€, 18,46%  -SUBCONTRACTING: 71.850,00€, 7,89%  WP1: 62.496,00€- 7,05%  -Staff (54.476,00€)-for project management and reporting related tasks.  -Travel/cost of Stay (2.020,00€)-for the participation of the Grant holder Meeting (1 UA pax.&1 pax. IUST)  -Subcontracting (6.000,00€) for external financial Audit.  WP2: 107.436,00 - 12,13%  -Staff (24.416,00€) for the organisation and delivery of study visits, data collection and analysis.  -Travel & cost of Stay (76.520,00€) for the implementation of the KoM and Study Visits of PCs to EU HEIs. Internal mobility assigned to PC HEIs&NGOs to have the possibility to carry out interviews to reach all relevant target groups in high number.  -Subcontracting (6.500,00€) for the Logistic Support of the KoM+Study Visits, for the edition and printing of the main output Need Analysis Report+its translation into the Arabic.  WP3: 238.753,00 - 26,95%  -Staff (88.878,00€ )for EU partners to prepare/deliver ToT modules and for PC HEIs for replication.  -Travel & cost of Stay (141.525,00€) for ToT merged with Mgt Meetings, Regional Round Tables & National Seminar:  - M6 ToT I+MMeeting II + Regional Round Table I  - M12 ToT II+MMeeting III  - M15 ToT III+National Seminar I  - M18 ToT IV+MMeeting IV + Regional Round Table II  -Subcontracting (8.350,00€) for the Logistic support of the ToT, Regional Round tables, National Seminar & Training replication.  WP4: 237.712,00 - 26,83%  -Staff (64.152,00€) will be devoted to the bachelors modernisation by PC HEIs + delivery with the support & contribution of EU partners. PCs will also devote efforts to the targeted marketing campaign.  -Travel & cost of Stay (5.560,00€) for the NGOs to deliver the Guest Lectures at PC HEIs  -Equipment (168.000,00€) for the build up of “study labs” ate PC HEIs  WP5: 58.294,00€, 6,58%  -Staff (47.654,00€) for PCs for LLL courses creation/marketing/delivery+by EU partners to support PC HEIs.  -Travel & cost of Stay (10.640,00€) for the attendance of NGOs staff to LLL Courses offered by PC HEIs.  WP6: 137.259,00 - 15,49%  -Staff (51.059,00€) for all partners to ensure the creation of a tailor made dissemination strategy + daily diss. Efforts will be also for the organisation+implementation of National Seminars & Regional Round Tables and the generation of the corresponding reports.  -Travel & cost of Stay (50.200,00€)for the National Seminar II, Regional Round Table III and Supra-Regional Final Conference all merged with Management Meetings. 2 Additional travels have been allocated for the participation in a potential E+ Cluster Meeting.  -Subcontracting (36.000,00€)for design/printing of diss. materials/Website Design/Promotional Video, etc.) + also for the printing of the main output "Policy Paper on NGOs in Syria and Lebanon"+translation during the Regional Round Tables & National Seminars.  WP7: 44.002,00 - 4,97%  -Staff (36.549,50€) to ensure excellent results.  -Subcontracting (15.000,00€) for 2 External QA experts (incl. travel/cost of stay/fees). |

*If your project involves any "****exceptional costs"*** *related to travels, please**justify* (limit 1000 characters)*.*

|  |
| --- |
| From BAU and other PC HEIs experience, travelling within and between Lebanon and Syria can very costly due to the political situation in the Region, that sometimes could force the choice of alternative and longer routes to guarantee personal security. Therefore, BAU foresees that the standard unit cost contribution could not be sufficient to cover for the travel costs; however, at the same time considers that the defined mobilities are paramount to ensure a correct project development in terms of building capacities, enhancing curricula, and specially in terms of networking and dissemination activities.  Thus, BAU, as applicant and with the aim of mitigating possible travel over costs, has foreseen an amount of 25000€ under as "exceptional costs",which corresponds to a 2'75% of the total budget requested. |

**H.3 Consortium partners involved** **and resources required to complete the work package**

***Indicative input of consortium staff -*** *The total number of days per staff category should correspond with the information provided in the budget tables.*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Work Package**  **Ref.nr** | **Partner**  **nr** | **Partner acronym** | **Country** | **Number of staff days[[1]](#footnote-1)** | | | | | **Role and tasks in the work package** |
| **Category**  **1** | **Category**  **2** | **Category**  **3** | **Category**  **4** | **Total** |
| **WP1. MANAGEMENT** | P1 | BAU | LEBANON | 63 | 66 | 66 | 66 | 261 | Work Package Leader. |
| P2 | MUBS | LEBANON | 3 | 15 | 12 | 9 | 39 | Support the coordinator on task development. |
| P3 | LU | LEBANON | 3 | 15 | 12 | 9 | 39 | Support the coordinator on task development. |
|  |  |  |  |  |  |  |  |  |
| P5 | IUST | SYRIA | 25 | 20 | 15 | 12 | 72 | Support the coordinator on task development. |
| P6 | AIU | SYRIA | 15 | 15 | 12 | 9 | 51 | Support the coordinator on task development. |
| P7 | UD | SYRIA | 15 | 15 | 12 | 9 | 51 | Support the coordinator on task development. |
| P8 | SHIARS | SYRIA | 15 | 15 | 12 | 9 | 51 | Support the coordinator on task development. |
| P9 | ARA | SYRIA | 9 | 9 | 6 | 6 | 30 | Support the coordinator on task development. |
| P10 | UA | SPAIN | 9 | 15 | 20 | 3 | 47 | Support the coordinator on task development. |
| P11 | UO | GERMANY | 9 | 9 | 9 | 3 | 30 | Support the coordinator on task development. |
| P12 | UNIBO | ITALY | 9 | 9 | 9 | 3 | 30 | Support the coordinator on task development. |
| P13 | 4ELEMENTS | GREECE | 9 | 9 | 9 | 3 | 30 | Support the coordinator on task development. |
| **SUBTOTAL** | | | | 184 | 212 | 194 | 141 | 731 |  |
| **W2 PREPARATION** | P1 | BAU | LEBANON | 7 | 24.5 | 21 | 9 | 61.5 | Support the coordinator on task development. |
| P2 | MUBS | LEBANON | 3 | 10 | 9 | 3 | 25 | Support the coordinator on task development. |
| P3 | LU | LEBANON | 3 | 15 | 9 | 3 | 30 | Support the coordinator on task development. |
| P4 |  |  |  |  |  |  |  |  |
| P5 | IUST | SYRIA | 6 | 12 | 9 | 6 | 33 | Support the coordinator on task development. |
| P6 | AIU | SYRIA | 6 | 12 | 9 | 6 | 33 | Support the coordinator on task development. |
| P7 | UD | SYRIA | 6 | 12 | 9 | 6 | 33 | Support the coordinator on task development. |
| P8 | SHIARS | SYRIA | 6 | 12 | 9 | 6 | 33 | Support the coordinator on task development. |
| P9 | ARA | SYRIA | 6 | 9 | 9 | 6 | 30 | Support the coordinator on task development. |
| P10 | UA | SPAIN | 5 | 5 | 6 | 3 | 19 | Support the coordinator on task development. |
| P11 | UO | GERMANY | 6 | 6 | 9 | 6 | 27 | Work Package Leader. |
| P12 | UNIBO | ITALY | 3 | 3 | 3 | 3 | 12 | Support the coordinator on task development. |
| P13 | 4ELEMENTS | GREECE | 3 | 3 | 3 | 3 | 12 | Support the coordinator on task development. |
| **SUBTOTAL** | | | | 60 | 123,5 | 105 | 60 | 348,5 |  |
| **WP3 DEVELOPMENT** | P1 | BAU | LEBANON | 13 | 70 | 75 | 15 | 173 | Support the coordinator on task development. |
| P2 | MUBS | LEBANON | 3 | 45 | 35 | 12 | 95 | Support the coordinator on task development. |
| P3 | LU | LEBANON | 3 | 45 | 35 | 12 | 95 | Support the coordinator on task development. |
| P4 |  |  |  |  |  |  |  |  |
| P5 | IUST | SYRIA | 25 | 35 | 35 | 12 | 107 | Support the coordinator on task development. |
| P6 | AIU | SYRIA | 25 | 40 | 40 | 12 | 117 | Support the coordinator on task development. |
| P7 | UD | SYRIA | 25 | 35 | 35 | 12 | 107 | Support the coordinator on task development. |
| P8 | SHIARS | SYRIA | 25 | 35 | 35 | 12 | 107 | Support the coordinator on task development. |
| P9 | ARA | SYRIA | 9 | 20 | 20 | 6 | 55 | Support the coordinator on task development. |
| P10 | UA | SPAIN | 9 | 40 | 20 | 6 | 75 | Support the coordinator on task development. |
| P11 | UO | GERMANY | 9 | 40 | 15 | 6 | 70 | Support the coordinator on task development. |
| P12 | UNIBO | ITALY | 9 | 45 | 20 | 6 | 80 | Work Package Leader. |
| P13 | 4ELEMENTS | GREECE | 9 | 40 | 15 | 6 | 70 | Support the coordinator on task development. |
| **SUBTOTAL** | | | | 164 | 490 | 380 | 117 | 1151 |  |
| **WP4 DEVELOPMENT** | P1 | BAU | LEBANON | 11 | 67 | 26 | 15 | 119 | Support the coordinator on task development. |
| P2 | MUBS | LEBANON | 3 | 50 | 15 | 12 | 80 | Support the coordinator on task development. |
| P3 | LU | LEBANON | 3 | 50 | 15 | 12 | 80 | Support the coordinator on task development. |
| P4 |  |  |  |  |  |  |  |  |
| P5 | IUST | SYRIA | 20 | 55 | 20 | 15 | 110 | Work Package Leader. |
| P6 | AIU | SYRIA | 15 | 50 | 15 | 12 | 92 | Support the coordinator on task development. |
| P7 | UD | SYRIA | 15 | 50 | 15 | 12 | 92 | Support the coordinator on task development. |
| P8 | SHIARS | SYRIA | 15 | 50 | 15 | 12 | 92 | Support the coordinator on task development. |
| P9 | ARA | SYRIA | 9 | 20 | 9 | 9 | 47 | Support the coordinator on task development. |
| P10 | UA | SPAIN | 30 | 50 | 30 | 10 | 120 | Support the coordinator on task development. |
| P11 | UO | GERMANY | 6 | 10 | 9 | 3 | 28 | Support the coordinator on task development. |
| P12 | UNIBO | ITALY | 6 | 10 | 9 | 3 | 28 | Support the coordinator on task development. |
| P13 | 4ELEMENTS | GREECE | 6 | 10 | 9 | 3 | 28 | Support the coordinator on task development. |
| **SUBTOTAL** | | | | 139 | 472 | 187 | 118 | 916 |  |
| **WP5 DEVELOPMENT** | P1 | BAU | LEBANON | 13 | 50 | 21 | 18 | 102 | Support the coordinator on task development. |
| P2 | MUBS | LEBANON | 5 | 40 | 15 | 15 | 75 | Work Package Leader. |
| P3 | LU | LEBANON | 3 | 30 | 12 | 15 | 60 | Support the coordinator on task development. |
| P4 |  |  |  |  |  |  |  |  |
| P5 | IUST | SYRIA | 6 | 30 | 12 | 12 | 60 | Support the coordinator on task development. |
| P6 | AIU | SYRIA | 6 | 30 | 12 | 12 | 60 | Support the coordinator on task development. |
| P7 | UD | SYRIA | 6 | 35 | 12 | 12 | 65 | Support the coordinator on task development. |
| P8 | SHIARS | SYRIA | 6 | 30 | 12 | 12 | 60 | Support the coordinator on task development. |
| P9 | ARA | SYRIA | 9 | 20 | 9 | 12 | 50 | Support the coordinator on task development. |
| P10 | UA | SPAIN | 15 | 20 | 15 | 9 | 59 | Support the coordinator on task development. |
| P11 | UO | GERMANY | 6 | 10 | 9 | 3 | 28 | Support the coordinator on task development. |
| P12 | UNIBO | ITALY | 6 | 10 | 9 | 3 | 28 | Support the coordinator on task development. |
| P13 | 4ELEMENTS | GREECE | 6 | 10 | 9 | 3 | 28 | Support the coordinator on task development. |
| **SUBTOTAL** | | | | 87 | 315 | 147 | 126 | 675 |  |
| **WP6 DISSEMINATION & EXPLOITATION** | P1 | BAU | LEBANON | 28 | 39 | 60 | 31 | 158 | Work Package Leader. |
| P2 | MUBS | LEBANON | 3 | 25 | 30 | 12 | 70 | Support the coordinator on task development. |
| P3 | LU | LEBANON | 3 | 25 | 30 | 12 | 70 | Support the coordinator on task development. |
| P4 |  |  |  |  |  |  |  |  |
| P5 | IUST | SYRIA | 20 | 15 | 25 | 12 | 72 | Support the coordinator on task development. |
| P6 | AIU | SYRIA | 20 | 15 | 25 | 12 | 72 | Support the coordinator on task development. |
| P7 | UD | SYRIA | 25 | 15 | 30 | 15 | 85 | Work Package Leader. |
| P8 | SHIARS | SYRIA | 20 | 12 | 25 | 12 | 69 | Support the coordinator on task development. |
| P9 | ARA | SYRIA | 9 | 9 | 20 | 6 | 44 | Support the coordinator on task development. |
| P10 | UA | SPAIN | 10 | 50 | 6 | 9 | 75 | Support the coordinator on task development. |
| P11 | UO | GERMANY | 3 | 9 | 6 | 3 | 21 | Support the coordinator on task development. |
| P12 | UNIBO | ITALY | 3 | 9 | 6 | 3 | 21 | Support the coordinator on task development. |
| P13 | 4ELEMENTS | GREECE | 3 | 9 | 6 | 3 | 21 | Support the coordinator on task development. |
| **SUBTOTAL** | | | | 147 | 232 | 269 | 130 | 778 |  |
| **WP7 QUALITY PLAN** | P1 | BAU | LEBANON | 23 | 26 | 29 | 6 | 84 | Support the coordinator on task development. |
| P2 | MUBS | LEBANON | 3 | 10 | 9 | 3 | 25 | Support the coordinator on task development. |
| P3 | LU | LEBANON | 3 | 10 | 9 | 3 | 25 | Support the coordinator on task development. |
| P4 |  |  |  |  |  |  |  |  |
| P5 | IUST | SYRIA | 6 | 15 | 20 | 6 | 47 | Support the coordinator on task development. |
| P6 | AIU | SYRIA | 6 | 15 | 20 | 6 | 47 | Support the coordinator on task development. |
| P7 | UD | SYRIA | 6 | 15 | 20 | 6 | 47 | Support the coordinator on task development. |
| P8 | SHIARS | SYRIA | 6 | 15 | 20 | 6 | 47 | Support the coordinator on task development. |
| P9 | ARA | SYRIA | 3 | 9 | 9 | 6 | 27 | Support the coordinator on task development. |
| P10 | UA | SPAIN | 3 | 5 | 5 | 3 | 16 | Work Package Leader. |
| P11 | UO | GERMANY | 3 | 5 | 5 | 3 | 16 | Support the coordinator on task development. |
| P12 | UNIBO | ITALY | 3 | 5 | 5 | 3 | 16 | Support the coordinator on task development. |
| P13 | 4ELEMENTS | GREECE | 10 | 10 | 10 | 10 | 40 | Support the coordinator on task development. |
| **SUBTOTAL** | | | | 75 | 140 | 161 | 61 | 437 |  |
| **TOTAL** | | | | 856 | 1984,5 | 1443 | 753 | 5036,5 |  |

*Please insert rows as necessary*

Subcontracting of tasks to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves.

*Tasks that will be subcontracted:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Work Package Ref.nr** | **Partner responsible for sub-contracting**  **(Acronym)** | **Country** | **Number of days (where appropriate)** | **Brief description of task** |
| Management | P1 | LEBANON | N/A | Financial External Audit |
| Preparation | P5 | SYRIA | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P6 | SYRIA | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P7 | SYRIA | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P8 | SYRIA | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P9 | SYRIA | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P2 | LEBANON | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P1 | LEBANON | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P3 | LEBANON | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P4 | LEBANON | N/A | Printing of Need Analysis Report (D.2.3.1) Main Output |
| Preparation | P2 | LEBANON | N/A | Translation into National Languages of Need Analysis Report (D.2.3.1) |
| Development | P3 | LEBANON | N/A | Logistic Support for ToT I + MMeeting II + Regional Round Table I - Month 6 |
| Development | P2 | LEBANON | N/A | Logistic Support for ToT II + MMeeting III - Month 12 |
| Development | P1 | LEBANON | N/A | Logistic Support for ToT III + National Workshop I - Months 15 |
| Development | P2 | LEBANON | N/A | Logistic Support for ToT IV + MMeeting IV + Regional Round Table II - Month 18 |
| Development | P5 | SYRIA | N/A | Logistic Support for 4 Training Replication |
| Development | P6 | SYRIA | N/A | Logistic Support for 4 Training Replication |
| Development | P7 | SYRIA | N/A | Logistic Support for 4 Training Replication |
| Development | P8 | SYRIA | N/A | Logistic Support for 4 Training Replication |
| Development | P9 | SYRIA | N/A | Logistic Support for 4 Training Replication |
| Development | P2 | LEBANON | N/A | Logistic Support for 4 Training Replication |
| Development | P1 | LEBANON | N/A | Logistic Support for 4 Training Replication |
| Development | P3 | LEBANON | N/A | Logistic Support for 4 Training Replication |
| Development | P4 | LEBANON | N/A | Logistic Support for 4 Training Replication |
| Dissemination & Exploitation | P1 | LEBANON | N/A | Logistic Support for MMeeting V + National Workshop II - Month 25 |
| Dissemination & Exploitation | P3 | LEBANON | N/A | Logistic Support for MMeeting VI + Regional Round Table III - Month 30 |
| Dissemination & Exploitation | P3 | LEBANON | N/A | Logistic Support for Supraregional Final Conference + MMeeting VII - Month 36 |
| Dissemination & Exploitation | P10 | SPAIN | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P11 | GERMANY | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P12 | ITALY | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P13 | GREECE | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P5 | SYRIA | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P6 | SYRIA | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P7 | SYRIA | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P8 | SYRIA | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P9 | SYRIA | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P2 | LEBANON | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P1 | LEBANON | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P3 | LEBANON | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P4 | LEBANON | N/A | Printing of the Dissemination Materials during the entire life of the prohject (leaflets, posters, roll-up, folders, etc) |
| Dissemination & Exploitation | P7 | SYRIA | N/A | Design of the Dissemination Material (Leaflets, Posters, Roll-ups, USB, Newsletter….) |
| Dissemination & Exploitation | P7 | SYRIA | N/A | Project and Website image Design |
| Dissemination & Exploitation | P10 | SPAIN | N/A | Website Domain |
| Dissemination & Exploitation | P7 | SYRIA | N/A | 1 Promotional Video |
| Dissemination & Exploitation | P3 | LEBANON | N/A | Translation Service during Regional Round Table I, III and Supraregional Final Conference |
| Dissemination & Exploitation | P2 | LEBANON | N/A | Translation Service during Regional Round Table II |
| Dissemination & Exploitation | P5 | SYRIA | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P6 | SYRIA | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P7 | SYRIA | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P8 | SYRIA | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P9 | SYRIA | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P2 | LEBANON | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P1 | LEBANON | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P3 | LEBANON | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Dissemination & Exploitation | P4 | LEBANON | N/A | Pinting of "National Policy Paper on NGOs in Syria and Lebanon" |
| Management | P1 | LEBANON |  | 2 External Quality Assurance experts (including travel, cost of stay and fees) |

*Please insert rows as necessary.*

# PART I - OTHER EU grants

Please list the **projects** for which the organisations involved in this application have received financial support from EU programmes.

|  |  |  |  |
| --- | --- | --- | --- |
| **Programme or initiative** | **Reference number** | **Beneficiary Organisation** | **Title of the Project** |
| ERASMUS+ | 561753-EPP-1-2015-1-ES-EPPKA2-CBHE-JP | University of Alicante | Internationalisation of Higher Education in Iran - IHEI |
| ERASMUS+ | 562155-EPP-1-2015-1-ES-EPPKA3-PI-FORWARD –2015 | University of Alicante | “Accessible Learning Design, implementation and accreditation – ALdia” |
| ERASMUS+ | 580211-EPP-1-2016-1-ES-EPPKA3-IPI-SOC-IN | University of Alicante | Assessing and recognising the prior learning of migrants. Bridging the gap and paving the road to educational and social integration - LikeHome |
| TEMPUS | 543914-TEMPUS-1-2013-1-ES-TEMPUS-JPHES | University of Alicante | Implementing the lifelong learning Concept in SNA: Responding to the changing needs of dynamic economies - LOGIC |
| TEMPUS | 144789-TEMPUS-1-2008-1-ESTEMPUS-JPGR | University of Alicante | Strengthening Institutional Capacity in Arab country - ALTAIR |
| ERASMUS+ | Erasmus+ 585905-EPP-1-2017-1-SV-EPPKA2-CBHE-JP | University of Alicante  Coordinator: Universidad Tecnológica de El Salvador | Master Programme in Industrial Engineering for El Salvador and Guatemala  MEANING |
| TEMPUS | Tempus SCM Project SCM-M014A05 | Beirut Arab University  Coordinator:  Sunderland University | Quality Assurance for Higher Education in Lebanon (QAHEL) |
| TEMPUS | Tempus SCM Project SCM-M003A06 | Beirut Arab University  Coordinator:  FEANI | Lebanese Engineering Programs Accreditation Commission (LEPAC) |
| TEMPUS | 144789- TEMPUS- 2008- ES- JPGR | Beirut Arab University  Coordinator:  Alicante University | Strengthening Institutional Capacity in Arab countries (ALTAIR) |
| TEMPUS | 159218-TEMPUS-1-2009-1-ES-TEMPUS-JPGR | Beirut Arab University  Coordinator:  Alicante University | Towards an Internationalization of Higher Education Network for MEDA Region (TIES) |
| TEMPUS | 158979- TEMPUS- 1- 2009-1- UK- TEMPUS- SMGR | Beirut Arab University  Coordinator:  Cardiff University, UK | Leadership in Higher Education Management (LHEM) |
| TEMPUS | 158979- TEMPUS- 1- 2009-1- UK- TEMPUS- SMGR | Beirut Arab University  Coordinator:  Cardiff University, UK | Women Higher Education Elite Leaders (WHEEL) |
| TEMPUS | 511070- TEMPUS- 1- 2010-1- UK- TEMPUS- JPCR | Beirut Arab University  Coordinator:  Alicante University | Promoting the modernization and strengthening of institutional and financial autonomy in Southern Neighboring Area higher education institutions (UNAM) |
| TEMPUS | 511109-TEMPUS-1-2010-1-ES-TEMPUS-JPGR | Beirut Arab University  Coordinator:  Staffordshire University | Achieving Sustainable Programmes in Regeneration and Entrepreneurship (ASPIRE) |
| TEMPUS | 517264-TEMPUS-1-2011-1-LB-TEMPUS-SMGR | Beirut Arab University  Coordinator:  Balamand University | Toward the Lebanese Quality Assurance Agency (TLQAA) |
| TEMPUS | 530721-TEMPUS-1-2012-1-LB-TEMPUS-SMHES | Beirut Arab University  Coordinator:  American University of Beirut | Innovation and Development of Academic-Industry Partnerships through Efficient Research Administration in Lebanon (IDEAL) |
| TEMPUS | 543948 | Beirut Arab University  Coordinator:  University of Deusto - SpainSpain | uning Middle East and North Africa - T-MEDA  2014-2017 |
| TEMPUS | 543690 | Beirut Arab University  Coordinator:  University of Murcia, Spain | Développement des services de soutien aux étudiants (VIETUD), 2014-2016 |
| Erasmus Mundus | Erasmus Mundus Action 2 Strand 1 programme | Beirut Arab University  Coordinator:  Cardiff University | Egypt-Lebanon-EU Mobility Exchange NeTwork (ELEMENT) |
| Erasmus Mundus | Erasmus Mundus Action 2 Strand 1 programme Lot 2 | Beirut Arab University  Coordinator:  University of Santiago de Compostela | Program for Excellence Academy Cooperation Exchange (P.E.A.C.E) |
| Erasmus + | 561981-EPP-1-2015-LB-EPPKA2-CBHE-JP | Beirut Arab University  Coordinator:  Université Saint-Esprit de Kaslik (Applicant), | Professional Standards Framework for Excellence in Teaching and Learning in Lebanese Universities ([E-TALEB](http://erasmusplus-lebanon.org/sites/default/files/documents/2015%20E_TALEB.pdf)) |
| Erasmus + | 561768-EPP-1-2015-PL-EPPKA2-CBHE-JP | Beirut Arab University  Coordinator:  Poland (Applicant), | Master Curriculum, Capacity Building and Network Development in Traffic Safety in Egypt, Jordan and Lebanon ([MENA-SAFE](http://erasmusplus-lebanon.org/sites/default/files/documents/2015%20MENA_SAFE.pdf)) |
| Erasmus + | 561530-EPP-1-2015-RO-EPPKA2-CBHE-JP | Beirut Arab University  Coordinator:  Romania (Applicant), | Gas and Oil Processing, a European Lebanese Cooperation ([GOPELC](http://erasmusplus-lebanon.org/sites/default/files/documents/2015%20GOPELC_0.pdf)) |
| Erasmus + |  | Beirut Arab University  Coordinator:  University of Balamand (Applicant) | Programme Evaluation for Transparency and Recognition of Skills and Qualitfications ([TLQAA+](http://erasmusplus-lebanon.org/sites/default/files/documents/2016%20TLQAAplus.pdf) |
| TEMPUS | 517264-TEMPUS-1-2011-LB-TEMPUS-SMGR | University of Alicante  Coordinator: 3D-Environmental Change | Towards the Lebanese Quality Assurance Agency - TQAA |
| TEMPUS | 517002-TEMPUS-1-2011-1-GE-TEMPUS-JPCR | University of Alicante  Coordinator: Tbilisi State University | Migration and Higher Education: Developing Skills and Capacity-UNIMIG |
| ERASMUS+ | 573554-EPP-1-2016-1-GE-EPPKA2-CBHE-JP | University of Alicante Coordiantor: Tbilisi State University | Promoting Migration Studies in Higher Education - PROMIG |
| TEMPUS | 544259-TEMPUS-1-2013-1-JO-TEMPUS-JPHES | University of Alicante, University of Bologna  Coordinator: Princess Sumaya University for Technology | TEJ: Towards a university Entreprise alliance in Jordan |
| ERASMUS+ | 561753-EPP-1-2015-1-ES-EPPKA2-CBHE-JP | University of Alicante | Internationalisation of Higher Education in Iran - IHEI |
| ERASMUS+ | 562155-EPP-1-2015-1-ES-EPPKA3-PI-FORWARD –2015 | University of Alicante | “Accessible Learning Design, implementation and accreditation – ALdia” |
| ERASMUS+ | 580211-EPP-1-2016-1-ES-EPPKA3-IPI-SOC-IN | University of Alicante | Assessing and recognising the prior learning of migrants. Bridging the gap and paving the road to educational and social integration - LikeHome |
| TEMPUS | 543914-TEMPUS-1-2013-1-ES-TEMPUS-JPHES | University of Alicante | Implementing the lifelong learning Concept in SNA: Responding to the changing needs of dynamic economies - LOGIC |
| JUSTICE - REC | JUST/2016/RGEN/AG/ROLE/9706 | 4ELEMENTS  Coordinator: Gender Education, Research and Technologies foundation | Career ROCKET: Respect, Opportunities, Choice, Knowledge, Equality and Training |
| ERASMUS+ | 2016-1-CY02-KA205-000749 | 4ELEMENTS  Coordinator: INNOVADE LI LTD | STEER: Supporting the Transition from Education to Employment of youth at Risk |
| AMIF | HOME/2015/AMIF/AG/INTE/9090 | 4ELEMENTS  Coordinator: Landkreis Kassel | REST: Refugee Employment Support and Training |
| ERASMUS+ | 2015-1-DE02-KA204-002503 | 4ELEMENTS  Coordinator: Leibniz Universitaet Hannover | “OUT-SIDE-IN: Inclusive Adult Education with Refugees” |
| TEMPUS | JPHES-516818-2011 | 4ELEMENTS  Coordinator: Universite de Poitiers | Orientation et Insertion Professionnelle dans les Universités du Liban, de l'Egypte et de la Syrie |
| DAPHNE JUSTICE | JUST/2014/RDIS/AG/DISC/8096 | 4ELEMENTS  Coordinator: University of Piraeus Research Center | “SERCo - Social Entrepreneurship for Roma Communities” |
| ERASMUS+ | 573738-EPP-1-2016-1-PS-EPPKA2-CBHE-SP | An-Najah National University - ANNU | TAP: Transforming Assessment Practices in Large Enrollment First Year Education |
| ERASMUS MUNDUS | 545636 | Arab International University | HERMES, Development of a Higher Education and Research Area between Europe and the Middle EaSt |
| ERASMUS MUNDUS | 545788-EM-1-2013-1-ES -EMA21, 2013-2017 | Arab International University | Intercultural Exchange For Internationalization: Research Management, Student employability and Academic Excellence – PHOENIX |
| ERASMUS+ | 2015-2-UK01KA107-022811 | Arab International University | Developing Engineering, Management & Media Abilities for Students for Higher Education’s Quality |
| ERASMUS MUNDUS | 551742-EM-1-2014-1-IT-ERA MUNDUS-EMA21, 2014-2018 | Arab International University  Coordinator: University of L’Aquila | IntegrAted Studies for Syrian and eUropean univeRsities –ASSUR |
| TEMPUS | JPHES -544001-2013 | Damascus University | Modernizing Academic Teaching & Research Environment in Business & Economics at Lebanon and Syria |
| TEMPUS | JPCR-510972-2010 | Damascus University | Création d'un Master , En Réseau, Sur Le Développement Territorial, Aménagement, Tourisme Et Mise En Valeur Du Patrimoine Au Liban, Algérie Et Syrie |
| TEMPUS | JPEHS-511320-2010 | Damascus University Coordinator: Salford University | Establishment of a Center of Excellence for Research and Training in Construction and Environment at Damascus University |
| TEMPUS | 516818-TEMPUS-1-2011-1-FR-TEMPUS-JPHES | Damascus University Coordinator: Universite de Poitiers | Orientation et Insertion Professionnelle dans les Universités du Liban, de l'Egypte et de la Syrie |
| TEMPUS | JPHES -544001-2013 | Damascus University | Modernizing Academic Teaching & Research Environment in Business & Economics at Lebanon and Syria |
| TEMPUS | JPCR-510972-2010 | Damascus University | Création d'un Master , En Réseau, Sur Le Développement Territorial, Aménagement, Tourisme Et Mise En Valeur Du Patrimoine Au Liban, Algérie Et Syrie |
| ERASMUS MUNDUS | 2014-0845 | International University of Science and Technology  Coordinator: L’Aquila University, Italy | ASSUR - "IntegrAted Studies for Syrian and eUropean univeRsities" |
| ERASMUS MUNDUS |  | International University of Science and Technology  Coordinator: Lund University | Josyleem: (JOrdan, SYria Linking Europe and Erasmus Mundus) |
| ERASMUS MUNDUS | 545727 | International University of Science and Technology  Coordinator: Technische Universität Berlin | AVEMPACE III - Erasmus Mundus Action 2 Strand 1 |
| TEMPUS | 543948-TEMPUS-1-2013-1-ES-TEMPUS-JPCR | International University of Science and Technology, Arab International University  Coordinator: University of Deusto | Tuning Middle East and North Africa- T-Meda |
| TEMPUS | 530485-TEMPUS-1-2012-1-UK-TEMPUS-JPGR | Lebanese University  Coordinator: Cardiff Metropolitan University | Building Capacity for University Management in the ENPI South region BUCUM |
| TEMPUS | 544564-TEMPUS-1-2013-1-FR-TEMPUS-JPHES | Lebanese University  Coordinator: Conservatoire National des Arts et Métiers | Qualité en Enseignement Supérieur Agronomique en Méditerranée (QESAMED) |
| TEMPUS | 544520-TEMPUS-1-2013-1-DE-TEMPUS-JPHES | Lebanese University  Coordinator: Hochschule Bonn-Rhein-Sieg University of Applied Sciences | Partnership with Enterprises Towards Building Open Source Software Communities and Rejuvenation of Technical Education and Innovation (OSSCOM) |
| TEMPUS | JPCR-530260-2012 | Lebanese University Coordinator: eurOldenburg University | Exporting Master Program in Enterprise Systems Engineering to Jordan, Syria, Tunisia and Egypt |
| TEMPUS | JPCR510972 | Lebanese University, | Création d'un master , en réseau, sur le développement territorial, aménagement, tourisme et mise en valeur du patrimoine au Liban, Algérie et Syrie |
| ERASMUS+ | 561768-EPP-1-2015-1-PL-EPPKA2-CBHE-JP | Modern University for Business and Science  Coordinator: Gdansk University of Technology | Master Curriculum, Capacity Building and Network Development in Traffic Safety in Egypt, Jordan and Lebanon MENASAFE |
| TEMPUS | 511070-TEMPUS-1-2010-1-UK-TEMPUS-JPCR | Modern University for Business and Science  Coordinator: Staffordshire University | Achieving Sustainable Programmes in Regeneration and Entrepreneurship: Jordan, Lebanon and Palestinian Territories, Occupied |
| TEMPUS | 544198-TEMPUS-1-2012-1-ES-TEMPUS-SMGR | Modern University for Business and Science  Coordinator: University of Barcelona | Modernisation of Institutional Management of Internationalisation in South Neighbouring Countries |
| ERASMUS MUNDUS | 2013-2447 | Oldenburg University  Coordinator: Almeria University, Spain | PHOENIX - El proyecto PHOENIX, Acción 2, modalidad 1 del programa Erasmus Mundus para el grupo 2 (Siria, Jordania, Líbano y Territorios palestinos ocupados) |
| ERASMUS MUNDUS | 2014-0872 | Oldenburg University  Coordinator: L’Aquila University, Italy | MAYANET Mobility As keY factor for quAlity eNhancement of EU and LA univErsiTies |
| ERASMUS MUNDUS | 2013-2591 | Oldenburg University | EUREKASD Action 2 cooperation between HEIs students, researchers and academic staff from third countris to EU |
| TEMPUS | 2012 - 3029 / 001 - 001 | Oldenburg University , Germany | MSC.ESE - Exporting Master Programme in Enterprise Systems Engineering to Jordan, Syria, Tunisia and Egypt |
| ERASMUS MUNDUS | 551742-EM-1-2014-1-IT-ERA MUNDUS-EMA21, 2014-2018 | Universita degli Studi Dell'aquila | IntegrAted Studies for Syrian and eUropean univeRsities –ASSUR |
| TEMPUS | 544460-TEMPUS-1-2013-1-IT-TEMPUS-JPCR | Università degli Studi di Napoli Federico II | Highway and Traffic Engineering: CurricularReform for Mediterranean Area (HiT4Med) |
| TEMPUS | 544360-TEMPUS-1-2013-1-FR-TEMPUS-SMHES | Université Montpellier 2 Sciences et Techniques du Languedoc | Services pour l'Employabilité et la Mobilité sous forme de Stages en Entreprises des étudiants du Maghreb/Machrek (SEMSEM) |
| TEMPUS | 543716-TEMPUS-1-2013-1-UK-TEMPUS-JPGR | University of Bologna Coordiantor: Coventry University | SWING: Sustainable ways to increase higher education students' equal access to learning environments |
| TEMPUS | 544410-TEMPUS-1-2013-1-IT-TEMPUS-JPHES | University of Bologna | ALLMEET Actions of Lifelong Learning addressing Multicultural Education and Tolerance in Russia |
| TEMPUS | 544514-TEMPUS-1-2013-1- IT-TEMPUS-SMGR | University of Bologna | RECONOW ENPI South: Knowledge of recognition procedures in ENPI South countries |
| ERASMUS+ | 573811-EPP-1-2016-1-ITEPPKA2-CBHE-JP | University of Bologna | Development and Structuring of BA Courses in Archaeology in Iraq |
| ERASMUS+ | 544001-TEMPUS-1-2013-1-DE-TEMPUS-JPHES | University of Oldenburg | Modernizing Academic Teaching & Research Environment in Business & Economics at Lebanon and Syria - MATRE |

*Please insert rows as necessary.*

*Please list* ***other grant applications*** *submitted by your organisation, or by any partner organisation in this project proposal. For each grant application, please mention the EU Programme concerned and the amount requested.*

|  |  |  |
| --- | --- | --- |
| **Programme concerned** | **Beneficiary Organisation** | **Amount requested** |
| Erasmus+K2-EMINENT | University of Alicante | 868.231,00€ |
| Erasmus+K2-BALANCE | University of Alicante | TBC |
| Erasmus+K2-ANTENA | University of Alicante | TBC |
| Erasmus+K2-EMINENT | University of Alicante | TBC |
| Erasmus+K2-MYSUN | University of Alicante | TBC |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

*Please insert rows as necessary.*

# CHECK LIST

*Please make sure that you fully completed each part of this application form, as follows:*

PART D - Quality of the project team and the cooperation arrangements

PART E - Project characteristics and relevance

PART F - Quality of the project design and implementation

PART G - Impact, dissemination and exploitation, sustainability

Logical Framework Matrix

Workplan

PART H - Work packages

PART I - Other EU Grants

1. *Please see Programme Guide, Part B for your action, Table A – Project Implementation (amounts in Euro per day) Programme Countries and Table B - Project Implementation (amounts in Euro per day) Partner Countries.*  [↑](#footnote-ref-1)