

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

Project number 598318-EPP-1-2018-1-LB-EPPKA2-CBHE-JP (2019-1198/001-001)

Strategy for Lifelong Learning (LLL) Courses

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Preface

This strategy documents the work carried out on the 5th work package of the project, named Preparation: WP5: LLL Courses Design & Implementation

The leading institutions responsible for the fifth work package are:

Beirut Arab University BAU (project coordinator):

- Professor Sobhi Abou Chahine

Modern University For Business And Science MUBS (Work Package Leader)

- Professor Bassem Kaissi

Damascus University DU (Work Package Co-Leader)

- Professor Riad Raouf

Introduction

Overview of the Project

Morale Project is a structural project co-funded by the ERASMUS+ Programme of the European Union. It aims at building 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

Morale Objectives

The Morale objectives are:

- 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

Innovative Character

The Morale project has the following innovative character:

- MORALE's modernization will encompass issues such as innovative teaching methodology, competence based learning, innovative teaching tools Information and Communication Technology (ICT) + integration of new subjects for a multidisciplinary perspective.
- The Lifelong learning (LLL) provision 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.
- MORALE addresses the current Partner countries (PC's) emergency, where local NGOs have huge responsibility in the provision of a multifaceted assistance to people in need of humanitarian help.
- The intersection & cooperation between 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 NGOs operations; and 3) endorsement of results.

Expected Results

The MORALE expected results are:

- Building Human capacities 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)
- The modernization of 7 bachelors in Social & Behavioural Sciences at PC HEIs
- The creation of 21 LLL courses at PC HEIs
- The publication of the in-depth needs analysis of the current HE study programs shortcoming/inexistence in terms of NGOs management and operation with a multidisciplinary approach
- 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
- The publication of a policy paper to increase 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 NGO operations.

Consortium

The consortium consists of experienced partners, which have different levels of knowledge and skills in the fields of NGO management. The consortium includes 4 European partners, 3 Lebanese partners and 5 Syrian partners.

Table 1- MORALE Consortium

Partner no	Partner name	Country
P1	Beirut Arab University BAU	LEBANON
P2	Modern University For Business And Sciences MUBS	LEBANON
P3	Universite Libanaise LU	LEBANON
P5	International University of Science and Technology IUST	SYRIA
P6	Arab International University AIU	SYRIA
	Damascus University UD	SYRIA
P7	Sham Higher Institute SHIARS	SYRIA

P8	Alrashied Association ARA	SYRIA
P9	University of Alicante UA	SPAIN
P10	University of Oldenburg UO	GERMANY
P11	Alma Mater Studiorum Università di Bologna UNIBO	ITALY
P12	4ELEMENTS	GREECE

The partnership has the necessary capacity to implement the project and achieve the expected outcomes. It will have an important impact on students, on the higher education institutions involved & on society such as increasing the number of MOU signed with NGO & increase the number of placements and job opportunities.

Work packages

The project has participants from different Middle Eastern and European countries with different Working Packages (WP) assigned thoroughly in order to divide the working load.

WP1: Management

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.
- 2) Properly execute administrative and financial issues. Experienced staff will be key to ensure an appropriate budget execution and justification in accordance with the E+ rules and regulations.

WP2: In-Depth Needs Analysis

WP2 is to carry out a more in-depth and detailed analysis composed by a site visit to EU HEIs and NGOs and by means of the application of a survey and interviews to the following target groups:

- PC HEIs (management, academic, students and graduated).
- Competent authorities (Higher Education and Social Affairs).
- Lebanese and Syrian NGOs and associations.

WP3: Building Capacities

WP3 is to design, prepare and implement 4 Train the Trainers (ToT) modules and their corresponding replications (by each PC HEI).

The ToT will be addressed to both HEIs and NGOs for curricula modernisation in terms of delivery methodology, quality and content and for the LLL creation.

The final training plan will be shaped taking into account the conclusions from “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.

WP4: Curricula Enhancement & Delivery

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 Accreditation Authorities.

WP5: LLL Courses Design & Implementation

WP5 is 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.

WP6: Dissemination & Networking

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 different levels and addressed with different modalities among project partners institutions: HEIs beyond the partner institutions at regional level; National/Regional NGOs and associations, national authorities; EU/International levels.

WP7: Project Quality Assurance

WP7 is to ensure that 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 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.

Strategy Objective

The objective of this document is to develop the strategy for the 21 LLL courses (3 LLL courses per PC partner country HEI higher education institution) by means of blended methodology given that each partner higher education institution is responsible for developing 3 LLL courses of 2 ECTS (Around 20 contact hours and 40 Hours as self-study), each course targeting a minimum of 21 NGO staff members. This will provide a roadmap for the implementation and achievement of the tasks included in WP5 namely:

T5.1 Strategy for LLL courses creation

T5.2 Joint Development of materials for LLL courses and Implementation

LLL Definition

Lifelong learning can be defined as “development after formal education: the continuing development of knowledge and skills that people experience after formal education and throughout their lives”. It builds on prior learning as it expands knowledge and skills in depth and breadth.

The basic premise of lifelong learning is that it is not feasible to equip learners at school, college, or university with all the knowledge and skills they need to prosper throughout their lifetimes. Therefore, people will need continually to enhance their knowledge and skills, in order to address immediate problems and to participate in a process of continuous vocational and professional development.

A traditional European Commission definition of lifelong learning is “all learning activity undertaken throughout life, with the aim of improving knowledge, skills and competences within a personal, civic, social and/or employment-related perspective”.

Blended Learning/Methodology

'Blended Learning' is increasingly used to refer to a combination of face-to-face learning experiences and on-line learning experiences. Through Blended Learning partner countries HEIs will have the ability to increase accessibility to its LLL courses for NGO managers and staff. This allows the targeted NGO managers and staff to give priority to commitments that are more time- and space-bound and are imposed from a professional context. It facilitates the combination of study and work commitments. Blended Learning for this target group is consequently aimed to more flexibility for NGOs managers and staff in planning their learning activities.

In addition, through Blended courses, capacity will increase significantly to serve additional NGO managers and staff and will be easier -compared to traditional face to face classes- to shift completely online in case of COVID-19 continued restrictions.

The development of lifelong learning courses using a blended methodology within the framework of the Morale Erasmus+ project is in line with the strategic framework for European cooperation in education and training (ET 2020). The first strategic objective in ET 2020 "Making lifelong learning and mobility a reality", for example, not only calls for "a lifelong approach to learning and for education and training systems which are more responsive to change and more open to the wider world" but also for "the establishment of more flexible learning pathways.

Recommended LLL Courses/Topics

As recommended by the in-depth analysis report completed in WP2, HEIs in the partner countries should select the topics of the LLL courses based on the below findings summarized in the below table:

Table 2-Cross-analysis of LLL required: Questionnaires vs. Interviews

LLL (Questionnaires)	Recommendation	Most important skills for NGOs / highest needs (Interviews)
Administrative skills: Decision making and Crisis management		<ul style="list-style-type: none"> • Planning • Team working • Conducting Research
Communications, beneficiaries and communities (Public Relations) and Fundraising, Business Continuity	Engaging	<ul style="list-style-type: none"> • Fundraising • Preparing a grant proposal

Project Management & Strategic Planning Stakeholder analysis & needs' assessment	<ul style="list-style-type: none"> • Project Management – How to integrate monitoring into the project plan • Project Management – How to make a needs assessment
Soft skills	
HR development	

Recommended LLL Course Syllabus

The following sections are recommended to be included in the LLL syllabus:

- Course Title
- Introduction (Please refer here to the morale Erasmus+ project)
- Short description and number of ECTS (or equivalent)
- Target group
- Objective
- Overall methodology: The LLL course uses a blended learning methodology that consists of
- Learning outcomes
- Thematic units and allocated hours for each thematic unit
- General prerequisites
- Assessment methods
- List of recommended references
- Certificate: Certificate for completion of the LLL course (from the morale project)

A sample template is included in the appendix on page 11.

Before finalizing the LLL course content, PC HEIs are encouraged to consult representatives of NGOs, MORALE EU partners, labor market, and relevant authorities to ensure the relevance of their draft course contents that will contribute in achieving a high participation rate when implemented.

Recommended Instructional Methods for the LLL Online Part

A combination of the following instructional methods can be used in the online part of the LLL course:

- Expositive methods - which include presentations, case studies, worked examples, and demonstrations.
- Application methods - which include demonstration-practice method, job aids, case-based or scenario-based exercises, role play, simulations and serious games, guided research, project work.
- Collaborative methods - which include online guided discussions, collaborative work and peer tutoring.

Each method can be delivered in different formats, using different types of media and communication tools. For example, a presentation can be delivered as a Power Point file or as a recorded (or live) video presentation. An online discussion can be carried out in a discussion forum or through a Skype call / Zoom, Teams, WebEx or equivalent. Delivery formats are selected based on additional factors related to learners, technological and organizational constraints, Morale platform capacities, and available time.

Practice Questions for the LLL Online Part

Practice and assessment questions should be included in the online part to reinforce the achievement of learning objectives. The questions should be placed in an NGO job-realistic context to build knowledge and skills that can be transferred to the job. The question formats can include:

- Multiple choice.
- Matching.
- Ordering.
- Fill-in-the-blank.
- Short answer/essay.

Recommended Blended Learning Structure for the LLL Courses

The program includes the following components:

1. Marketing Campaign: Each MORALE partner country HEI, will launch a marketing campaign to announce and promote the LLL courses. The recommended marketing channels may include university website and social media, MORALE project website and social media, targeted email lists (for example NGO staff members who participated in needs assessment WP2), relevant local authorities contacts.
2. Pre-LLL course Preparation: A questionnaire is submitted to participants a few days before the online phase. Participants are asked to describe their role in the NGO and their areas of expertise. The questionnaire helps the LLL course facilitators tailor the activities to participants' profiles and allows participants to understand each other's roles and responsibilities.
3. Online part (Introduction): Introduce the course syllabus, methodology, access to the platform and course e-materials
4. Online Part (Course e-materials): The LLL course will include individual study with e-materials related to the course content/topics. The main outcome of the online component is an individual work that will help participants build their knowledge about the course content/topics and will serve as a supporting resource for the face to face LLL course activities.
5. Bridge period: This is a period needed by the participants to complete their preparations prior to the face to face part.
6. Face to face part: consists of classroom events where participants can present and discuss their previous work, practice the LLL course principles and techniques and further develop their work with the assistance of a subject matter expert. In case covid-19 restrictions continue, this part can be delivered online as well, especially that all MORALE partner HEIs have obtained the required expertise in this domain.
7. E-mentoring service and online resources: After completion of the LLL course, a question-and-answer service and additional online resources will be available through the Morale Erasmus+ project platform to facilitate the transfer of knowledge to the job setting.

Final Assessment

It is recommended that the LLL course include a final assessment of learners. Assessments can vary – they can consist of a set of questions (assessment tests) and/or be an evaluation of learners' final assignments/projects made by the trainer/subject matter expert.

Post-Evaluation

At the end of any LLL course, each PC HEI should conduct a post-LLL course evaluation to check the learners' feedback. This activity not only tells you how well the LLL was received by the learners, but it also gives valuable insight into the course's effectiveness. The aspects recommended to be included in the post-evaluation include: LLL course effectiveness, LLL course delivery, attractiveness of LLL course-related materials, LLL course engagement and interactivity, and additional suggestions.

Recommended Timetable

February 10, 2021: 3 LLL course titles from each PC HEI

April 10, 2021: 3 LLL courses completed by each PC HEI

April 30, 2021: 3 LLL courses marketing campaign completed by each PC HEI

May 15, 2021 – continuing: 3 LLL courses delivery and implementation at each PC HEI.

Appendix

Lifelong Learning (LLL) Course Syllabus	
Title	Fundraising for NGOs
Introduction	<p>The Fundraising for NGOs LLL course has been developed in the framework of the Erasmus+ project MORALE-Capacity Building for Curricula Modernization of Syrian and Lebanese Higher Education Institutions (HEIs) and Lifelong Learning Provision: Towards Sustainable NGOs Management and Operation with Special Focus on Refugees/Morale - Project number 598318-EPP-1-2018-1-LB-EPPKA2-CBHE-JP (2019-1198/001-001) - funded by the Erasmus+ Program of the European Union.</p> <p>As part of the Workpackage 5 (LLL Courses Design & Implementation) activities, each Morale partner HEI is required to develop three LLL courses by means of blended methodology. MUBS first selected course is “Fundraising for NGOs”.</p>
Short Description And Number Of ECTS	<p>Non-Governmental Organizations (NGOs) secure resources through a variety of venues, including fees, grants, contracts, gifts, in-kind contributions, and investments. This course will focus on fundraising and the effective use of money raised by a NGO. Instruction will be provided in assessing an organization's resource mix and how to repackage or expand its revenue streams. Skill development will be emphasized in areas such as funds seeking, proposal writing, presentations, service contracting, campaign planning, campaign management, donor development, direct solicitation of gifts, and planning of fundraising events. Two European Credit Transfer and</p>

	Accumulation System (ECTS) are allocated to this LLL course (around 20 contact hours and 40 Hours as self-study).
Target Group	The main target group of this course is the NGOs staff (managers and employees). The course may also be of interest to University stakeholders (students, alumni, Staff...).
Course Objective	The objective of the Fundraising for NGOs LLL course is to provide NGOs managers and staff with the learning outcomes needed to identify prospective funding sources, build relationships with potential donors, funders, and collaborators, write and submit grant and contract proposals, and plan and carry out fundraising campaigns and events.
Overall Methodology	The Fundraising for NGOs LLL course uses a blended learning methodology that consists of an online part and a face to face part. The online phase has as objectives: to introduce the course, to bring together the participants, to introduce them to the key themes and theoretical principles related to Fundraising, and to make them familiar with the NGOs fundraising best practices. The face-to-face part will allow participants to put theory into practice and to develop their practical planning skills by engaging in a variety of exercises and activities.
Learning Outcomes	<p>Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • Assess the financial stability of a NGO. • Identify appropriate funding strategies leading toward the financial sustainability of a NGO. • Locate appropriate funding sources for specific NGO programs, projects, and organizational needs. • Initiate and sustain relationships with potential funders and donors. • Write project proposals that are technically complete.

	<ul style="list-style-type: none"> Identify and implement appropriate fundraising strategies necessary for program achievement. Develop and carry out elements in a fundraising campaign and/or fundraising events. Distinguish between the advantages and disadvantages of alternative funding sources and strategies in terms of mission, program achievement, and organizational sustainability. Discuss typical ethical concerns related to grant getting, contracting, and fundraising.
Thematic Units And Allocated Hours For Each Thematic Unit	<ul style="list-style-type: none"> Introduction to Philanthropy and Fundraising for NGOs 2hrs Grant Writing 8hrs Donor Identification and Cultivation 2hrs Fundraising Events 2hrs Fundraising Ethics 2hrs Evaluating Fund Development Efforts 2hrs Alternative mechanisms for Revenue Generation 2hrs <p>50% online and 50% face to face</p>
General Prerequisites	<p>Some basic theoretical knowledge regarding NGOs fundraising will be helpful, but this is not an essential prerequisite for enrolling in the course. Your written and spoken English must be good enough for you to fully understand, and benefit from, your LLL course.</p>
Assessment Methods	<p>The Fundraising for NGOs course includes two types of assessment:</p> <ul style="list-style-type: none"> During the online part: assessment test after each unit. During the face to face part: open discussions about the different aspects learnt within the units; presentations and analysis of the results obtained in the different practical activities; and final project.

<p>List Of Recommended References</p>	<ul style="list-style-type: none"> • Clarke, C (2009). Storytelling for Grantseekers: A guide to creative nonprofit fundraising (2nd ed). San Francisco, CA: Jossey-Bass. • Klein, K (2016). Fundraising for Social Change (7th ed). San Francisco, CA: Jossey-Bass • Cain , J., & Beer, J. (2019). The Forgotten Foundations of Fundraising: Practical Advice and Contrarian Wisdom for Nonprofit Leaders. West Chester: Wiley. <p>E-materials uploaded on the Morale Platform</p>
<p>Certificate</p>	<p>Certificate for completion of the LLL course will be issued by MUBS and the MORALE Erasmus+ project</p>