Training Plan

MORALE Capacity Building WP3

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1. Introduction to the Training Plan

This training plan provides an understanding about how, when, where and with whom each stage of the training will be undertaken. This plan details the resources, training design, development, delivery, evaluation and assessment required to support the training of trainers and that ensures a quality training and which facilitate the following training replications. This plan also include timescales for the delivery of the training it supports.

2. Purpose and Scope

This training plan aims at exploiting the findings and conclusion from the in-depth needs analysis report: *"Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon". It will serve as a roadmap to design, prepare and implement 4 Train the Trainers (ToT) modules and their corresponding replications (by each PC HEI) where capacity building will be made up of two main components: ToT and trainings replication.*

The 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:
   a. 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.
   b. 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.
2. To design and deliver LLL short terms/blended courses to current NGOs managers and employees on topics related with sustainable NGOs management and operation.

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.

The above analysis suggest offering training to improve NGO's staff skills in the following 3 aspects

1. **NGOs FUNDRAISING AND FINANCIAL/HUMAN MANAGEMENT/INTERACTION WITH ACTORS**
   a. Project management
   b. Fundraising and Business Continuity
   c. NGOs governance & leadership
   d. Lobbying and campaigning
   e. Communication & PR skills: Creating spaces and opportunities for information sharing (communication skills)
   f. HR & Volunteering management: Engaging, mobilizing, & counselling

2. **QUALITY & IMPACT OF NGOs ACTIVITIES and SUSTAINABILITY**
   a. How to make needs' assessment
   b. How to assess the impact of NGOs activities
   c. Synergies with the socio economic context
   d. Funding and marketing mechanisms

3. **OTHER TOPICS OF INTEREST (Hard and soft skills)**

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   a. International Social Welfare and Services to Immigrants and Refugees
   b. NGO business economy (External and Internal Analysis)
   c. Strategic Planning
   d. Decision making and crisis management
   e. Psychology/emotional intelligence
   f. Soft and administrative skills

4. **QUALITY, INNOVATION AND RELEVANCE OF HIGHER EDUCATION PROVISION: skills and tools for trainers.**
   a. Adults learning principles
   b. Learning based on competences
   c. Project based learning
   d. Training skills, discussion and feedbacks
   e. Online learning
   f. Team work and managing difficult training situations
   g. Pre and post training assessment
   h. Interaction HEIs/ labour market
   i. How to create and reinforce synergies with key stakeholders

5. *Regarding curricula development, training will cover the following 6 subjects:*

   a. *NGO Management Fundamentals*

   b. *Fundraising & Entrepreneurship*

   c. *Project Management*

   d. *NGOs Governance*

   e. *Communications and Public Relations*

   f. *HRM & volunteering management*

The training of trainers (ToT) plan will be delivered to PC HEIs staff, NGOs staff, representatives from the ministry of Higher Education and Scientific Research as well as representatives from the Ministry of Social Affairs, in 4 sessions between February 2021 and June 2021 by EU partners. Each module will be delivered in 3 days (6 hours by day, preferably evening sessions) combining knowledge transfer and information regarding content adaptation as well modeling skills.

3. Background and current situation

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 the 12.2M people 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.

The results of the report on need analysis of both HEIs institutions and NGOs outlines the need for both HEIs and NGOs organization to implement their skills and knowledge regarding the issues related

to NGOs management, the lack of NGOs related topic in the current curricula as well as the need to create or implement within HEIs curricula related to NGOs activities.

The ToT modules will be delivered by EU partners with expertise in both teaching skills and contents.

4. Objectives

1- capacity building of 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.

2- *To improve the quality of teaching for the suggested module, additional TOT sessions will be conducted on student-centred learning, competence based learning, project-based learning, and the contribution of NGOs professionals in the courses delivery, and new assessment strategies to foster the acquisition of relevant competences by the future graduates.*

As a result of training, the following two oblectives will be achieved:

- Modernisation of 7 bachelors in Social & Behavioural Sciences at PC HEIs

- 21 LLL courses created at PC HEIs

5. Assumptions

The results of the in depth need analysis carried out by the WP2 outline the following important aspects which can be considered as the departure points to set up the ToT training plan such as:

- 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.
- The availability of digital resources (morale e-platform) to support the delivery of the training plan

6. Audience

Train of Trainers modules will target (depending on the ToT topic):

- o PC HEIs (mainly member of the consortium, but also beyond)
- o PC NGOs (mainly member of the consortium, but also beyond)
- o PC HEIs high level management
- o PC HEIs teaching staff
- o PC HEIs administrative
- o PC NGOs management
- o PC NGOs employees
- o PC National/Regional NGOs associations dealing with refugees
- o PC National & Regional competent authorities

The ToT will be addressed to both HEIs and NGOs for curricula modernisation and skills building in terms of training delivery, learning and teaching methodology, quality assessment and content modelling as well as for the LLL creation.
The participants per each ToT:

- o PC HEIs high level management=10
- o PC HEIs teaching staff= 40
- o PC HEIs administrative=10
- o PC NGOs management=6
- o PC NGOs employees=12
- o PC National/Regional NGOs associations dealing with refugees=6
- o PC National & Regional competent authorities=2

The targeted number of participants will be about 86 persons from HEIs and NGOs organizations for each ToT modules. The distribution of particpants between different groups will differ as we expect more academics in the 4th title of "**QUALITY, INNOVATION AND RELEVANCE OF HIGHER EDUCATION PROVISION".** The overall number will be 344.

The ToT replication will involve the following :

- o PC HEIs high level management (also beyond consortium)= 15

- o PC HEIs teaching staff (also beyond consortium)= 35

- o PC HEIs administrative (also beyond consortium)= 10

- o PC NGOs management (also beyond consortium)= 5

- o PC NGOs employees (also beyond consortium)= 20

- o PC National/Regional NGOs associations dealing with refugees=5

The ToT replication will involve 7 PC HEIs institution. For each training package, we target 90 participants to be involved with some variations on the basis of the university size (public vs. private) which will result in 2520 modules-participants.

As previously mentioned, the participants will be involved on the base of the module contents. For example the module regarding "Quality, Innovations and relevance of higher education provision" will involve staff from HEIs Institutions while the other 3 modules will involves both HEIs and NGOs staff.

Information about the participants knowledge, skills and interest will be considered when sending invitations in order to deliver the training programme.

7. Training Approach

Innovative and multimodal teaching methodology will be employed to ensure the high benefit of targets and to allow an easy replication of content. The training approach will use, as mentioned above, a "train the trainer" methodology. Within this framework a recognition of interest, skills and knowledge of participants toward the topics will be considered and knowledge will be provided in case of need.

The training approach will be instructor led training using audio and visual materials in order to transfer knowledge and skills needed. Group discussion and activities related to the objectives of the training will be considered. With future training, learning by teaching others can be the preferred way to ensure learning and also to receive feedback and observations from trainers and participants.

Given the spread of Coronavirus, the majority of training will be virtual taking advantage of the e-learning platform that will be established by University of Alicante to deliver training and upload resources.

7.1. Roles and responsibilities

TOT will be provided by trainers from EU partners and will be allocated based on experience, qualifications, and competencies available at these institutions. In case, the partner does not have trainers who can provide any training, it will arrange for subcontracting. The partner who provides the

training will also be responsible for preparing the training materials. Such materials will also be reviewed by another experienced partner before the delivery of the training. UNIBO is the WP leader and AIU is co-leader of the work Package.

The previously described modules of the ToT programme will be delivered by the EU partners countries. Each EU partners is responsible for the development of the training materials including resources and references materials and the delivery of the training. Each EU partner will review the training materials of one other EU partner. Each EU partners will be involving in providing feedback to trainers who will replicate the training in PC HEIs.

1. UNIBO is responsabile for the module on: **QUALITY, INNOVATION AND RELEVANCE OF HIGHER EDUCATION PROVISION. Skills and tools for trainers.**
2. University of Alicante is responsible for the module: **QUALITY & IMPACT OF NGOs ACTIVITIES and SUSTAINABILITY**
3. **University of Oldenburg** is responsible for the module: **OTHER TOPICS OF INTEREST (Hard and soft skills)**
4. **4 Elements** is responsible for the module: **NGOs FUNDRAISING AND FINANCIAL/HUMAN MANAGEMENT/INTERACTION WITH ACTORS**
- 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 upload the recorded training sessions on the platform in easily downloadable format.
- 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. UOL will upload the recorded training sessions on the platform in easily downloadable format.
- 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. 4Elements will upload the recorded training sessions on the platform in easily downloadable format.

The trainers from EU countries who will deleiver the ToT modules are experienced in both the topic developed as well as skillful to deliver the training.

It is recommended that one PC partner from Syria and another from Lebanon will co-lead the development of each module and its responsibility will be providing feedback and disseminate the training event.

7.2. Training design, methods and delivery

The ToT will include 4 modules and for each module there are several topics.

For each topic, the responsible trainers should report details on the following specific aspects of the topic.

Firstly we will describe the averall concepts regarding training design, methods and delivery and then some tips on single topic delivery.

A-The main outcome of the ToT is that trainers will be able to:

1- Deliver a training on the topics selected within the Morale project using innovative skills to promote learner participation, reflective thinking and skill acquisition

2- Show mastery in using training strategies and ensure learner competency

3- Support learners in directing them to use of resource and references

4- Support trainer to be more able to facilitate and to be more effective and to be more responsive to the needs of learner in leading discussions and developed interventions to manage classrooms.

B- The training materials will be prepared and will be focused on each topic of the module. The training materials for each session should have a description file with learning/training objectives, skills and competancies targeted. It should also include slides, text, and suggested reading. Examples, based on single topic contents should be provided whenever available. Also video materials can be helpful in stimulating participants involvement and discussion.

C- Experts from EU partners skilled in specific topics and in training will act as expert and facilitate the learner participation and discussion.

D- The training methods will include topic presentation regarding theories and issues, the discussion with participants about contents and about training skills a delivering. Participants will be involved in training in order to give the opportunity to receive feedback and suggestions both on contents and on skills.

E- As mentioned above, due to the pandemic situation, the ToT will be delivered online and PC HEIs and NGOs partner will ensure the availability of infrastructure in order to support and enhance participants access to the training. The PC HEIs will be responsible for identifying participants from their or other institution and ensuring their participation. They will send the training timetable with the session description file at least 5 days before the session to attract partipcants attention and ensure participants' interest.

The platform used for the training should support the possibility to develop discussion groups as well as small groups works (breakout rooms) and should allow knowledge exchange between trainers and learners as well as between leaners themselves.

F. Do to the pandemic situation and the need to deliver the training online, each module should be delivered in 3 working days for up to 6 hours per day. It is recommended that such training will be conducted in the afternoon period to avoid overlapping with other commitmments.

For each topic included in each module a description file should be available with the following information: .

- The topic title

- The expected time needed to deliver the topic

- The delivery method, described previously, that will be the most suitable for the specific topic.

- The potential overlap or link to other topics/modules if needed.

- The specific objectives of the topic

- A brief description of the topic content

- The skills and competencies that trainers will acquire as a result of the training.

7.3. Training environment (systems training)

Training will be conducted on-line and the University of Alicante will be responsible of creating the e-platform that will represent the training environment. It will provide PC HEIs with the configuration requirements that will ensure the best delivery of the training. It is preferable to use a friendly platform that can accommodate slow internet connections in Syria.

7.4. Training materials

For the delivery of the training, a diversified type of materials can be needed and it is based on the single topic content. Slides for lecture, supporting video, exercises or case study will be used during the training. Suggested and supplementary readings are also seen as an important part of the training material.

For each topic, the training material should be revised by one PC HEIs members and one EU country member who can give advice and suggestion before delivery of training. The training module are expected to be delivered in the second half of February, in March, May and July 2021.

7.5. Timescales

The 4 modules of the ToT training will be delivered by July 2021. A tentative dates can be the following:

Module A – February 2021

Module B- March 2021

Module C- May 2021

Module D- July 2021

In order to allow the maximum participation, the announcement of the date of each training should be made at least 30 days before the start of the training and registration can be closed 5 days before the training start date.

7.6. Resources

The PC HEIs and NGOs partner will ensure resource in term of venues and equipments needed to allow the participation. The leader of the training will be a member of the staff of the EU partner countries expert in the content and skilled and will provide materials in digital format to the coordinator who will pass them to the grantholder to make it available for PC coordinators who will run the replications. All other requirements in term of resources needed for recruitment in term of staff, administrative tasks and equipments will be ensured by the PC HEIs and NGOs partners.

8. Assessment

For the assessment, an online survey with quiz questions regarding the topics addressed by each module will be available by the end of each training session. The main aim of the assessment tools is to check the acquired competence of participants in the specific topics delivered. A feedback will be sent back on each assessment within one week of the end of the training sessions.

9. Evaluation

In order to evaluate the effectiveness as well as to get feedback on the contents of each topic and on the training approach, a specific tool will be developed and administred online asking about satisifactions with contents, materials and teaching methods. An open question asking for feedback will be included. The data collected will be analysed and used to inform trainers of any strengths, deviations and challenges faced by trainees and to overcome them in the following modules.

10. Training Administration

For the training administration, the coordinator of each PC HEIs responsible for the delivery of the ToT training will disseminate the information about the training sessions within the staff of PC HEIs partners and beyond giving the information about how to register using different tools such a webpage for registration on the platform or other digital tools. The coordinator is also responsible for the registration confirmation and for the sharing of access information including credentials to access the platform. A brief information about the topic addressed by the module should be also available for participants.

The Attendance will be monitored by the PC HEIs partner and a register of attendance will be implemented. A certificate of attendance will be available and sent to participants after achieving a 70% attendance rate, submitting the assessment and filling the evaluation form. For those who are able to attend, a link to the materials can be provided and an invitation to attend replication courses can be suggested.

11. Reporting

All the information collected for administrative and the feedback from the assessment and the evaluation tools will be used by the responsible coordinator to report on the training course and should be included in the training report.

12.   Quality Assurance

As explained in 7.1, each EU partner is responsible for the development and delivery of one module. It will prepare the training materials in a format that is friendly adjustable for TOT replications. The partner responsible for each module will seek revision from one EU and one PC partner and they will provide their feedback prior to the start of each training event.

13.   Communications & Stakeholders

In order to reach all those interested within the PC HEIs and other Universities in PC, a leaflet regarding the course should be uploaded on the website of PC HEIs and sent by email to potential end users. The partner NGOs can also be involved in recruiting and inviting other NGOs who may be interested in the training. Priority should be given to NGOs that participate in the interviews and who filled the questionnaires in the preparation stage of the project. Invitations will also be sent to the Ministry of Higher Education and Scientific Research as well as the Ministry of Social Affairs. Invitations can take the format of official headed letters sent by the presidency office of the PC institution moderating the training to the Ministries and NGOs.

It is recommended that one PC partner from Syria and another from Lebanon will co-lead the development of each module and its responsibility will be providing feedback and disseminate the training event.

14.   Risks and Issues

Risks and challenges may be summarized as:

1- 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. Furthermore, the online availability of the training can be seen as a facilitator to enhance participation.

2-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.

15. Constraints

One of the most important constraints in this period is the one regarding the pandemic situation which can impact on recruiting staff as well on managing budget, particularly in the PC in relation to the specific situation. Also the evolution of the pandemic situation can impact on the provision of the training and on keeping the schedule. We can mitigate such constraints through arranging evening sessions and make materials and recorded sessions available on the e-platform.

16. Dependencies

It is recommended that the 4th module start before initiating the replications in order to ensure the training quality. No other dependencies can be recognized except for those related to the constraints mentioned before.

17. Finances / funding

The budget for the training is available even if it can influenced by the constraints mentioned by the Lebanese Exchange control

18. Lessons learned

Based on previous experience in other training projects, it is of great importance that a high level coordination and collaboration exists between all partners in order to deliver a uniform approach across modules and topics of the training. Any valuable feedback and comments from training event should be transferred to the consortium to consider in the remaining training events.