

MORALE PROJECT

Call for expression of interest:

- External Evaluator- Quality Control

-Terms of Reference-

Project	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
Acronym	MORALE

BACKGROUND

Programme	Erasmus+ / KA2 Cooperation for innovation / Higher Education
Strand	Capacity Building in Higher Education
Project Category	Joint Project - Category 1: Curricula development
Main topic	Social & Behavioural Sciences: NGO Management & Refugees
Contract N°	598318-EPP-1-2018-1-LB-EPPKA2-CBHE-JP (2019 – 1198 / 001 – 001
Project timeline:	August 2019 – July 2022
Website	http://moraleproject.org/

PROJECT SUMMARY

General 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	<ul style="list-style-type: none"> – To provide the NGO labour market sector with high skilled professionals trained by Universities to effectively manage & operate in NGO environments by means of: <ul style="list-style-type: none"> ○ Modernising Social & Behavioural Services curricula. ○ offering Life Long Learning courses targeting NGOs professionals at PC HEIs. – Awareness-raising on the key role that Higher Education plays in: <ul style="list-style-type: none"> - Provision of high level competences for future NGOs professionals. - Strengthen inter-institutional cooperation among HEIs, NGOs and governments through networking actions.
Timeframe	August 2019 – July 2022
Consortium	<ul style="list-style-type: none"> - Lebanon: <ul style="list-style-type: none"> - Beirut Arab University - BAU (COORDINATOR) - MODERN UNIVERSITY FOR BUSINESS AND SCIENCE- MUBS - Lebanese University- LU

	<ul style="list-style-type: none"> - Syria: <ul style="list-style-type: none"> - International University for Science and Technology (IUST) - Arab International University (AIU) - DAMASCUS UNIVERSITY (DU) - Sham Higher Institute for Islamic Sciences, Arabic Language - Alrashied Association - ARA - European Union: <ul style="list-style-type: none"> - UNIVERSIDAD DE ALICANTE -UA - (Spain) - CARL VON OSSIETZKY UNIVERSITAET OLDENBURG-UOL- (Germany) - ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA-UNIBO - (Italy) - ASTIKI MI KERDOSKOPIKI ETAIREIA KAIMI KUBERNITIKI ORGANOSI FOUR ELEMENTS- 4ELEMENTS - (Greece)
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EXTERNAL PROJECT QUALITY CONTROL

BEIRUT ARAB UNIVERSITY (BAU) as coordinator of the MORALE project is looking for an EXTERNAL EVALUATOR to carry out Quality Assurance monitoring activities focusing on MORALE project activities at two stages:

1. At **interim report** stage (February 2021), evaluating activities implemented by MORALE up to that date and providing formative feedback to orientate further project action for the last period of project implementation.
2. At **final report** stage (July 2022), evaluating outcomes, results and impact of the whole MORALE project at individual, institutional and societal level as well as providing a set of recommendations to ensure sustainability and exploitation of project results.

Objectives

The result of this external evaluation will provide:

- Examination of the effectiveness of the cooperation relationship within the MORALE Consortium.
- Analysis of the impacts, objectives and efficiency of MORALE project actions, and thereby, account for them.
- Contextualization of this analysis within specific circumstances in which the MORALE project is embedded.
- Formulation of lessons learnt for the next phase of the project implementation (at interim report) and exploitation/sustainability of MORALE project results (at final report stage).
- Advice to inform evidence-based decision-making within the framework of the MORALE project and posterior sustainability actions.

Principles

The evaluation of the MORALE project is guided by the following principles¹:

- **Transparency:** The process, data, findings, conclusions and recommendations of all evaluations will be made available for the public.
- **Independence:** Evaluation will be carried out by an

¹ Adapted from EUROPEAN COMMISSION, *Evaluation matters-The evaluation policy for European union development co-operation*, Brussels, 2015. ISBN: 978-92-79-39391-4.

Focus & Methodology

impartial expert who gives assessment based on sound evidence.

- **Ethics:** The rights and dignity of all evaluation stakeholders are respected.
- **Quality:** Evaluation provides robust and credible evidence-based conclusions.
- **Utility:** Evaluation provides critical information and recommendations to improve MORALE project actions.

EXTERNAL EVALUATOR will coordinate with the **University of Alicante and 4ELEMENTS as co-leaders of the WP7-Quality Assurance** to carry out their activities. It will also keep Coordinator (BAU) and MORALE consortium informed of his/her activities.

FOCUS:

- All MORALE project activities and results at both stages, taking into account impacts on main beneficiaries and other stakeholders.

METHODOLOGY²:

1st Stage:

- Selection of the External Expert (December 2020).
- Validation of External Evaluation methodology with the MORALE consortium (December 2020).
- Document review by the EXTERNAL EVALUATOR of all activities until Interim Report stage (January 2020).
- Implementation of the necessary evaluation mechanisms (e.g. surveys, interviews with partners, etc) for the Interim Report evaluation (January 2021).

² Activities schedule can be modified by External Evaluator in agreement with the Consortium and also in attention to project implementation, specially taking into consideration the disruption generated by the COVID-19 pandemic in MORALE countries of implementation.

	<ul style="list-style-type: none"> • Delivery of the 1st External Evaluation Report at Interim stage, including specific recommendations for next MORALE project implementation period (February 2021). <p>2nd Stage:</p> <ul style="list-style-type: none"> • Document review by the EXTERNAL EVALUATOR of all activities until Final stage (April 2022). • Implementation of the necessary evaluation mechanisms (e.g. surveys, interviews with partners, etc) for the Final Report evaluation (May 2021). • Participation in Final Supra Regional Conference in Beirut (specific dates to be determined) (Jun 2022). • Delivery of the 2nd External Evaluation Report at Final stage with specific recommendation on strategy for project sustainability and exploitation results (July 2022).
CONTENTS	<p>EXTERNAL EVALUATOR is expected to deliver the following documentation as a result of his/her work:</p> <ul style="list-style-type: none"> • Methodology to conduct external evaluation validated by the MORALE Consortium. • Evaluation report at interim report stage. • Evaluation report at final report stage.
SOURCES OF INFORMATION	<p>In order to carry out their activities, EXTERNAL EVALUATOR could draw upon the following sources:</p> <ul style="list-style-type: none"> – Project website – Project proposal – Dissemination materials – Official reports – Project outputs & deliverables – Minutes of the Management meetings – Interview with project members – Surveys among project beneficiaries – Internal project documentation – Internal Quality Assurance Reports – Contact with beneficiaries <p>EXTERNAL EVALUATOR will not only be restricted for his/her</p>

	<p>activities to the above list and can propose alternatives sources of information. EXTERNAL EVALUATOR must coordinate with Beirut Arab University (BAU) as MORALE project coordinator as well as the University of Alicante (UA) and 4ELEMENTS as co-leaders of the WP7-Quality Assurance.</p>
<p>SELECTION CRITERIA</p>	<p>EXTERNAL EVALUATOR will be selected by the MORALE Consortium, taking into consideration the following criteria:</p> <ol style="list-style-type: none"> 1. CURRICULUM VITAE of the EXTERNAL EVALUATOR: <ul style="list-style-type: none"> ○ Experience in the field of international development and NGOs management & operation. ○ Experience working with Higher Education Institutions in Lebanon and Syria and/or the South Mediterranean region. ○ Experience in the evaluation of international cooperation /capacity building projects, specifically Erasmus+ programme -KA2 Cooperation for innovation-Higher Education. ○ Fluency in English (capacity to work in Arab and French will be positively evaluated) 2. External Evaluation METHODOLOGY PROPOSAL which includes the following components: <ul style="list-style-type: none"> ○ Quality Control Monitoring Matrix. ○ Causal pathway explanation of MORALE project actions from an evaluation perspective. ○ Evaluation criteria, metrics and indicators. ○ Strategy to provide formative recommendations for project consortium at both evaluation stages ○ Workplan and evaluation activities roll-out at Interim and Final report stage. ○ Workplan should include a tentative work days distribution. 3. BUDGET PROPOSAL detailing: <ul style="list-style-type: none"> ○ Fees for services. ○ Estimation of travel expenses.
<p>BUDGET</p>	<ul style="list-style-type: none"> - Maximum amount of 7500 € to remunerate EXTERNAL EVALUATOR services including: <ul style="list-style-type: none"> ○ Fees for external evaluation at Interim and Final stage (up to 6000 Euros) ○ Travel expenses to participate in 1 final project

	<p>event in Beirut (July 2022) (up to 1500 Euros)</p> <ul style="list-style-type: none"> ○ The selected external evaluator will be responsible for the payment of all relevant taxes and contributions in case applicable.
PAYMENT ARRANGEMENTS	<p>- To fill in with BAU proposal for payment of this task, taking into consideration current financial restrictions in Lebanon. The payment will be executed at the end of the project (July 2022)</p> <p>It is agreed that this contract is subject to the rules and regulations of the ERASMUS + Morale Project as contained in the Grant Agreement and Guidelines for the Use of the Grant.</p>
EXPRESSION OF INTEREST	<p>Expressions of Interest should consist of:</p> <ol style="list-style-type: none"> 1. Joint covering letter expressing interest in participating in the external evaluation. 2. Curriculum Vitae from the candidate. 3. External evaluation methodology proposal. (max 2 pages single-spaced) 4. Budget proposal.
DEADLINE	<p>EXPRESSIONS OF INTEREST should be addressed to: achahine@bau.edu.lb before 11/12/2020.</p>