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| CAPACITY BUILDING  for Curricula Modernization of  Syrian and Lebanese HEIs  &  Lifelong Learning Provision  598318-EPP-1-2018-1-LB-EPPKA2-CBHE-JP  Erasmus+ KA2 – Capacity Building in the field of Higher Education    TOWARDS  SUSTAINABLE NGOs  MANAGEMENT & OPERATION  WITH SPECIAL FOCUS ON REFUGEES (MORALE) |  | download**C:\Users\b.rg.rhatab\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\52XB8EYS\logo Final morale.png** |
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| about **MORALE**  **Morale Project i**s a structural project co-funded by the ERASMUS+ Programme of the European Union.  It aims at building the capacities of Syrian & Lebanese Higher Education Institutions (HEIs) to train a new generation of high skilled professionals in Non-Governmental Organizations (NGOs) management & operation to enhance inclusion of refugees and the rebuilding of the South Mediterranean society.  **MORALE** Objectives**:**   * To provide the NGOs 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 in 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. |  |

**A Summary of the In-depth needs analysis for MORALE Project for CBHE**

**"Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon "**

**January 2021**

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| 1. **Introduction**   A Summary report of the ” In-depth needs analysis for MORALE Project for CBHE ” has been prepared which is one of the preparation workpackage outputs that is concerned with studying and analyzing the needs analysis which of MORALE project. It aims at acquiring deep understanding of courses and training on NGO management in Syria and Lebanon. This report also covers the following sub-heading:   * Introduction that provides a general description of the wide and specific objectives of the project,   its innovative character and expected outcomes and outputs.   * Partners which include 4 EU projects, 3 Lebanese and 5 Syrian partners. * A brief description of each workpackage: preparation, management, development, implementation & exploitation, dissemination and quality assurance. * A general description of the second workpackage related to preparation, which this report is one of its outputs * The methodology adapted in preparing this report starting from conducting a focus group and followed by designing questionnaires and interviews with academics, NGO staff, students and alumni of social sciences (e.g., Business and Economics faculties) in addition to the mechanism of questionnaire distribution, conducting interviews, collecting and analyzing data.   The first section of this report describes the interviews conducted with the academic staff at Syrian and Lebanese academics and with NGO staff and how it was transformed from qualitative to quantitative and results discussion. Also, this section provides a general description of NGOs that were interviewed, their projects, the scope of their activities, their sources of funding, monitoring and evaluation mechanisms and their current cooperation with universities particularly with regard to services offered by Syrian and Lebanese universities to NGOs to enhance the skills of their employees.  The second section of this report discusses the questionnaire data analysis which were distributed to NGO staff, Syrian and Lebanese HEIs’ academics, students and alumni at Business and Economics faculties as well as general information on the related programs and the teaching and training needs followed by a discussion of the results.  The report also contains SWAT analysis that includes recommendations based on data analysis and concludes conclusions and recommendations to fill the gaps in addition to defining common results between Syria and Lebanon on topics recommended for TOTs and curricula development topics as well as training topics for Life Long Learning (LLL). |

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| |  |  |  | | --- | --- | --- | | 1. **Recommendations**   The report provides recommendation in three aspects:  **2.1 TOT Recommendations**  The analysis suggests offering training to improve NGOs staff  skills in the following 4 aspects:   1. NGOs fundraising and financial/human management/interaction   with actors   * Project management * Fundraising and Business Continuity * NGOs governance & leadership * Lobbying and campaigning * Communication & PR skills: Creating spaces and   opportunities for information sharing (communication skills)   * HR & Volunteering management: Engaging, mobilizing,   & counselling  2. Quality & impact of NGOs activities and sustainability   * How to make needs’ assessment * How to assess the impact of NGOs activities * Synergies with the socio-economic context * Funding and marketing mechanisms   3. Other topics of interest   * NGO business economy (External and Internal Analysis) * Decision making and crisis management * Psychology/emotional intelligence * Strategic Planning * International Social Welfare and Services to Immigrants   and Refugees   * Soft and administrative skills   4. Quality, innovation, and relevance of Higher Education provision   * Learning based on competences * Students’ assessment * Project-based learning * Authentic learning experiences * Interaction HEIs/ labor market * How to create and reinforce synergies with key stakeholders |  |  |     **http://www.moraleproject.org/** |  | **2.2 Curricula Development Courses Recommendations**  The analysis suggests develop the new courses that consider the following topics   * NGO Management Fundamentals * Fundraising & Entrepreneurship * Project Management * NGO Governance * Communications and Public Relations * HRM & volunteering management   **2.3 LLL Recommendations**  The analysis suggests offering LLL workshops to improve NGOs staff skills in the following aspects:   * Administrative skills: * Decision making and Crisis management * Planning * Team working * Conducting Research * Communications, Engaging beneficiaries and communities * Public Relations * Fundraising * Business Continuity * Preparing a grant proposal * Project Management & Strategic Planning * Stakeholder analysis & needs’ assessment * How to integrate monitoring into the project plan * How to make a needs assessment * Soft skills * HR development   In order to achieve these recommendations, three strategy plans are in the formulation process.  The first strategy plan is related to train trainers and replications while the second is about curricula  development and the third is specified for the LLL. The aim of these strategies is to maximize the  impact of project activities and ensuring maximum participation from NGO staff, academics, as well  as representatives from ministries concerned with higher education and social affairs. |

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