

Joint Master's Programme in  
International Humanitarian Action

# Internal Quality Handbook

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# Introduction

The NOHA Joint Master's in International Humanitarian Action is an inter-university, multidisciplinary postgraduate programme that provides high quality academic education and professional competencies for personnel working or intending to work in the area of humanitarian action. The degree was created in 1993 as a result of concerted efforts on the part of the NOHA Universities, working in close collaboration with the European Commission's Humanitarian Aid Office (ECHO) and Directorate-General for Education and Culture. Their initiative was a response to a growing need from the humanitarian assistance community for higher educational qualifications specifically suited to addressing complex humanitarian emergencies.

Quality assessment in the NOHA Mundus Master is developed according to ENQA guidelines,<sup>1</sup> the *Tuning Project Higher Education Structures in Europe* (Line 5: the role of quality enhancement of the educational process – emphasizing systems based on internal quality culture)<sup>2</sup> and the recommendations in the *EUA Guidelines for quality enhancement in European Joint Masters Programmes*<sup>3</sup> to comply with the needs of a joint master course. It consists of two different levels: external and internal. External quality assessment is done at national level: each host institution submits the course to its national quality assessment system. In addition according to its policy on quality the NOHA Master has a very proactive attitude in relation to external evaluation and participates when possible in projects that aim at quality enhancement.<sup>4</sup>

## Definition

The NOHA Mundus Master has developed its own transnational internal quality assessment system which is described in this handbook. The Quality Handbook of NOHA Mundus Master's Degree Programme is a:

- **Permanent roadmap** for the Quality Enhancement and Curriculum Development taskforce of the Degree to proceed effectively and efficiently to collect data from all identified sources, to generate information and proposals for improvement.
- The **constant reference** to develop actions to support continuous quality improvement of the degree.
- A **coherent set of procedures** and tools that combine rigor with simplicity, practicality and flexibility / adaptability.
- A **joint initiative** that demonstrates that the realisation of the master is being monitored in a joint way. It shows a culture of jointness.
- A system that is compatible and **sensitive to variations** in national legislations and administrative processes.

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<sup>1</sup> Standard Guidelines for Quality Assurance in the European Higher Education Area", ENQA – European Association for Quality Assurance in Higher Education, 2nd edition, 2007

<sup>2</sup> Julia González and Robert Wagenaar (eds.), *TUNING Educational Structures in Europe. Universities' contribution to the Bologna Process. An Introduction*, Bilbao, Universidad de Deusto, 2<sup>nd</sup> ed. 2008.

<sup>3</sup> EUA, *Guidelines for quality enhancement in European joint master programmes, EMNEM – European Masters New Evaluation Methodology guidelines for higher education institutions.*

<sup>4</sup> Proposed by ANECA, NOHA has participated in the pilot project on the accreditation of joint programmes of the European Consortium for Accreditation (ECA)'s TE@M II project during 2009-2010. The NOHA Programme was presented to the Tuning Validation Conference on 6 November 2007, in Brussels. With regard to professional bodies, it was evaluated very positively twice by ECHO contracted consultants in September 1996 and June 2001. It agreed to participate in the first external evaluation available at European level either by EUA. The selection of the programme in May 2002 as one of the 11 Master Programmes in EUA Joint Masters Project can be seen as some sort of external evaluation.

# Quality Policy of the Master's Degree

## Master's Degree partners commitment to quality

The commitment to quality by all partners of the NOHA consortium is reflected in the NOHA Mission, Vision and Values. Since 1993 they have shared the work, resources and personnel for the service of a common goal: The provision of internationally recognised education (teaching and research) with a view to increasing the quality of humanitarian work, developing a European platform of excellence to firmly position Higher Education Institutions in policy and practice with an emphasis on the quality of professional service in the field. This mission is also translated on a set of agreed values that shape all activities in the realization of this goal, namely: human dignity, solidarity, service and self-empowerment of peoples in need, respect, dialogue, mutual understanding, joint/group spirit, and cooperation, as well as independence and impartiality.

The NOHA Mission, Vision and Values are enshrined in the *NOHA Strategy 2011-2015* adopted by the NOHA Assembly on 2 September 2011<sup>5</sup>. This document takes into account previous documents and statements. According to it:

*"The mission of NOHA is to increase the effectiveness and quality of humanitarian action through the provision of excellence and internationally recognized education, research and training. While promoting intellectual debate and thinking on humanitarianism with a solid base on humanitarian, professional and human values.*

*Vision: Humanitarian action will be an effective and ethical expression of human solidarity, through the management of ethical and professional policy makers, managers and humanitarian workers of the global Humanitarian system (organizations and mechanisms).*

*NOHA will be:*

- *An internationally recognized network of excellence for the provision of top quality education (teaching and research) and training in the field of humanitarian action.*
- *An internationally recognized higher education accreditation body, furthering the development, co-ordination and certification of humanitarian action education at European level.*
- *An internationally recognized platform of reference for furthering the participation of the academia in the debate on humanitarian policy and practice.*

*Values: NOHA will seek first and foremost to uphold universal humanitarian values, specifically:*

- *human dignity*
- *solidarity*
- *service and self-empowerment of peoples in need,*
- *respect*
- *dialogue and mutual understanding*
- *joint/group spirit and cooperation*
- *independence, impartiality*

*As well as professional and human values, particularly:*

- *excellence*
- *rigor*
- *commitment*
- *inclusiveness*
- *transparency*
- *efficiency"*

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<sup>5</sup> This new Strategic Plan proposes a renewed expression of the vision, mission and values, based on previous definitions and current practices and debates. It is worth to note that NOHA's Mission and Vision are expressed differently in different documents: NOHA Charter, NOHA Strategic Plan 2009-2011, and NOHA Statutes.

Consequently to increase quality of NOHA educational products is one of the seven network priorities for the period 2012-2016 (Line 5)<sup>6</sup>. The NOHA Strategy 2011-2015 adopts the following strategic objectives to pursue the commitment to increase the quality of NOHA educational products:

1. Increase standardization of curricula and competencies for humanitarian education.
2. Develop strong quality support and control mechanisms of NOHA products, in all its phases: design, implementation, and evaluation.
3. Develop a common evaluation mechanism of NOHA master and other relevant educational products.
4. Implement rigorous mechanisms to address failures or improving areas within NOHA educational products
5. Increase Faculty mobility
6. Increase Faculty visitors from developing countries

### NOHA Master's concept

- ❑ The NOHA Mundus Joint Master's Degree Programme in International Humanitarian Action is an **inter-university, multidisciplinary** postgraduate programme that provides high quality academic education and professional competencies for personnel working or intending to work in the area of humanitarian action.
- ❑ The NOHA Mundus Joint Master's Degree Programme in International Humanitarian Action was born out of a **social need**. The initiative was established in response to a growing need for higher educational qualifications specifically suited to addressing complex humanitarian emergencies. It was created in 1993 as a result of concerted efforts on the part of the Network on Humanitarian Assistance (NOHA) Universities, working in close collaboration with two Directorates-General of the European Commission: DG for Humanitarian Aid (ECHO) and DG for Education and Culture, and also with the backing of non-governmental organisations (NGOs), inter-governmental organisations (IGOs), and other actors of the humanitarian action community with whom the Network has strong links (see [www.nohanet.org](http://www.nohanet.org)).
- ❑ It is delivered by seven **NOHA Network members** (Université Catholique de Louvain, Belgium; Aix-Marseille Université, France; Ruhr-Universität Bochum, Germany; University College Dublin, Ireland; Universidad de Deusto, Spain; University of Uppsala, Sweden; and University of Groningen, the Netherlands) in association with seven third country partner universities (Monash University, Australia; Universidad Javeriana, Colombia; Bangalore University, India; Universitas Gadjah Mada, Indonesia; Saint-Joseph University, Lebanon; University of Western Cape, South Africa; Columbia University, New York, United States) in collaboration with the European Union, non-governmental and inter-governmental organizations, and other humanitarian stakeholders.
- ❑ It is the **first model of joint masters** established by the **first and only network** of universities at **European** level dealing with the development of **Humanitarian Action** Education with the association of 7 third country institutions. This mix provides a world perspective on significant regions of the world and possibilities for research in top centres linked to the field of humanitarian action.
- ❑ **Mobility** is an integral part of the NOHA teaching-learning process. The course is organized in such a way as to provide mobility, both of students and of lecturers, between a minimum of two countries of the consortium during the period of study. It established one of the first Erasmus Mundus Partnerships with third-country higher education institutions providing a framework for

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<sup>6</sup> NOHA's Strategic Plan 2011-2015, pp.5 and 6.

mobility for European Union graduate students and scholars and for third country students and scholars. Many factors influence student's mobility path including the specializations offered at different universities, the challenges of experiencing different academic cultural traditions, and the opportunities to challenge and improve their language skills.

- ❑ Being an **integrated** course, its main activities are done **jointly by the universities** of the consortium: building the study plan, selecting the students, building a joint quality assessment, issuing diplomas.
- ❑ The NOHA Master follows the Tuning Methodology whereby the degree profile is related to the appropriate learning outcomes and competences required in order to achieve this profile.
- ❑ The **programme** is sixteen months in duration comprising three semesters that extend from early September through to December of the following year (90 ECTS). The programme has four main components, namely:
  - Intensive Programme (5 ECTS): jointly organized in one of the universities of the Network (on a rotating basis). It takes place during the first two weeks of September;
  - Core Course (25 ECTS): delivered at the NOHA Home Universities and extends from mid-September to the end of January;
  - Orientation Period (30 ECTS): delivered at the NOHA Host universities from the beginning of February to the middle of June;
  - Research and Internship (30 ECTS) at the Home University or at a NOHA third country University and/ or in collaboration with a Humanitarian Organisation/ Agency linked to the Network. It extends from July to December.
- ❑ The programme is modularised to enhance flexibility and comparability. The programme is assessed on the basis of **jointly agreed learning outcomes** built around the profile (theoretical knowledge and practical skills) required of humanitarian professionals which requires a solid knowledge and understanding of humanitarian action as an important field of international humanitarian studies as well as a number of competencies and skills such as problem solving capacities to work effectively in the field. The content of the modules, their layout and the complementary capacity building and problems solving activities aim to provide the required knowledge and skills in a complex interdisciplinary and international learning framework respecting the different historical teaching background and variety of expertise in the NOHA-partner universities
- ❑ After successfully completing all programme components, students are awarded a **Joint Diploma in International Humanitarian Action** from the home and host universities. The Diploma Supplement is given to all students. Languages of instruction are: English, French and Spanish.
- ❑ All candidates are chosen on the basis of **common selection criteria**, which include: the quality of their education, professional background, experience in and concern for humanitarian issues, multicultural sensitivities, and linguistic abilities.
- ❑ **Employability:** throughout its more than sixteen years of experience, NOHA has produced over 2000 graduates who work at all levels and positions in all kinds of organisations (intergovernmental and non-governmental, national and international) both in the field and in headquarters all around the world. Such positions include project managers, administrators, researchers, evaluators, consultants, and delegates

## NOHA Master's Conception of Quality

The aim of the NOHA Master's on Humanitarian Action is to provide academic education and professional competencies for personnel working in the field of international humanitarian action. NOHA's objectives emanate from many years of experience in humanitarian action education<sup>7</sup>, its track record as a European Network and the regular feedback from its on-going monitoring that seeks for the NOHA network to update and adapt itself to the new challenges of offering a multidisciplinary and holistic education and training to people who can act at all levels of humanitarian relief operations. NOHA specific objectives are:

- To pool academic resources and cultural traditions in order to accommodate the diversity of individual, academic and employment needs in the field of humanitarian action;
- To provide the academic and professional profiles and competencies for high personnel working in the field of international humanitarian action;
- To train a team of professionals in the field of humanitarian action who are able to share their experiences world-wide and to foster European potential for innovation and, social and economic development;
- To contribute to the quality and visibility of European higher education and to foster intercultural understanding through the implementation of a well-defined joint master's programme offered in seven universities. This Programme provides an academic and professional profile in a common framework of comparable and compatible qualifications which describes qualifications in terms of profile, learning outcomes, competences, workload and level (comparable level of intellectual academic endeavour); and
- To become a world quality reference education and training system in the field of humanitarian action offering a programme opened to the participation of third-country higher education institutions and academic staff in Europe and Third Countries with a view to creating a centre of excellence and providing highly trained human resources.

## NOHA Association Governance and Management Framework

NOHA has a well-established structure that is shaped to realize its overall strategy. The Network established the **NOHA Association** in 2001, under Belgian Law. It is responsible for the overall design, monitoring, and accreditation of the Master's Programme at the European level. In addition to the statutes of the NOHA Association, the Network has established and adopted a charter: the **NOHA Charter**. This is a constitutional document that outlines, at European level, the goals of a European Master's Programme in Humanitarian Action, the organisational framework which guides the process, programme content and, system of regulation and monitoring for the European Masters in Humanitarian Action.

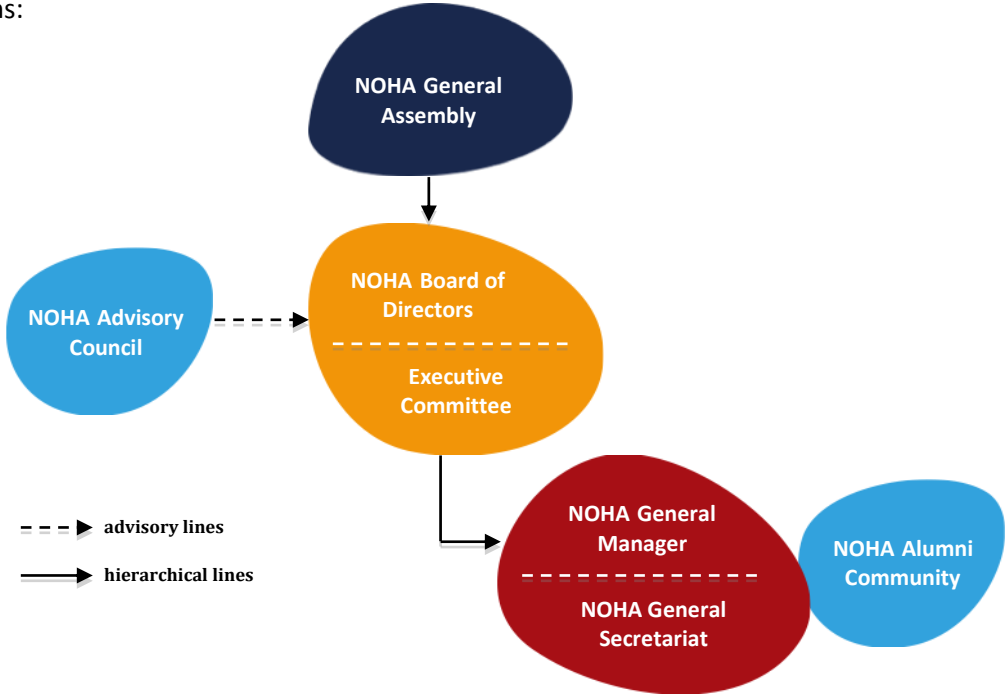
The organizational framework defined in the NOHA Charter was revised and approved by the General Assembly on 2 September 2011 in order to ensure that NOHA ambitious plans were matched with solid governance and management capacities.

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<sup>7</sup> NOHA's first cohort of Master students dates from 1993-1994.



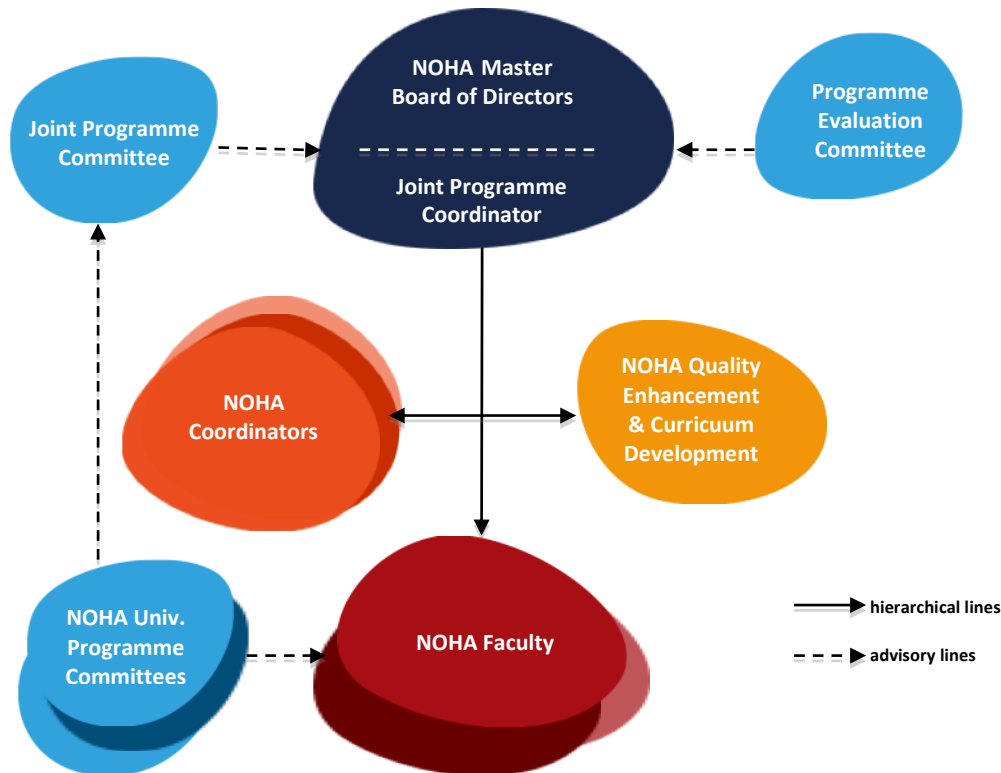
The NOHA Association’s governance and management Framework is composed of the following organs:



- **The NOHA General Assembly** is the highest authority of the Association. It has full powers allowing the purpose of the Association to be fulfilled.
- **NOHA Advisory Council:** The role of the Council is essentially to advise, upon request, the NOHA Board on policy and strategic issues based on its general mandate as defined in the revised Statutes of the NOHA Association.
- **NOHA Board of Directors:** The Association is governed by a Board of Directors comprising all member representatives. It oversees management and administration. This includes: approving annual accounts and budgets, approving the multiannual Strategic Plan and operational plans and promoting activities and deciding on high level management issues including policy content, membership and growth strategy and fundraising and financial matters. It is composed of one NOHA Director per Member University and meets on average four times a year and whenever necessary.
- **Executive Committee:** It is composed by a President, a General Secretary and a Treasurer. The Executive Committee is responsible for deciding on behalf of the Board of Directors on issues requiring urgent action, assuming external representation of the NOHA Association, coordinating strategic activities, legal responsibilities and financial matters in order to achieve full synergy and providing inputs and guidance to the **NOHA General Manager**.
- **The NOHA General Secretariat** is the administrative office of the Association. It is mandated by the Board of Directors and assumes the daily management of the Association. It is responsible for ensuring implementation of the operational and strategic plans, supporting Board of Directors in their deliberations, meetings and implementation of decision making, preparing the annual accounts and the budget, facilitating communication across the Association, providing information to third parties, keeping files and documentation and assuming external representation as required. The NOHA General Secretariat is managed by the NOHA General Manager.
- **NOHA Alumni Community:** In 2003, the NOHA Alumni Association was established with a view to enabling both students on the Master's Course and NOHA-graduated professionals to establish

and maintain contact and collaboration with the NOHA family and the rest of the world's humanitarian community ([www.noha-students.org](http://www.noha-students.org)). It has become part of the NOHA Association.

## NOHA Master's Governance and Management Structure



Linked to the Association's management framework, the EM NOHA Master's has the following management structures defined with responsibilities of decision, of evaluation and execution:

- ❑ **The NOHA Master Board of Directors:** It is the programme's main decision-making organ. The board assumes overall responsibility for all the Joint Master's programme activities. It is composed of the NOHA Master Director at each university and meets at least four times per academic year. The working language of these meetings is English. The Business Meetings are planning and co-ordination meetings at which important decisions are taken and follow up actions decided such as joint policy for student selection. These board meetings take place two weeks after application deadlines and during the IP. The Board will consider complaints about academic judgments, and about matters to do with the student's course of study or research only if the candidate is not satisfied with the outcome reached at the home or host university. The Board does not deal with the effective organization of the tests and examinations which are carried out by the NOHA Faculty at each university. With regard to results of examinations the Board may function as a **Review Committee** only if the student is not satisfied with the outcome reached at the university level.
- ❑ The **Joint Programme Coordinator** has overall coordination responsibility over the master's degree programme. He/she represents the NOHA Master Universities consortium before the Commission and is the interlocutor between this and the European and non-European universities of the Master. He/she reports to the NOHA Board and other stakeholders on the operation of the program coordination issues and quality enhancement.

- ❑ The **Programme Evaluation Committee**: The programme Evaluation Committee, established by the Board of Directors, meets with regular intervals to carry out major evaluations of the programme. A major evaluation will be carried out every five years. It should evaluate the competence and capacity of the degree programme provider to assess, assure and enhance quality. Its composition will consist of one internal (the Joint Programme Coordinator) and two external officials nominated and appointed by the Board. The external officials will be two quality assurance experts from accreditation/quality assurance organizations related to NOHA. The Programme Evaluation Committee can advise, upon request or on its own initiative, the NOHA Board on issues regarding quality enhancement.
- ❑ The **Joint Programme Committee** acts as advisor to the NOHA Master Board of Directors. It is responsible for the system review and advice on policy developments of the master programme. It is composed of representatives of the stakeholders of the course: student representatives (one per NOHA Master University) and NOHA Faculty representatives (one per NOHA Master University). It attends annually during the Intensive Programme to ensure the coherence and consistency of the concept of the joint degree programme. The NOHA student representative and lecturer representative in the Joint Programme Committee are elected by their respective NOHA University Programme Committee.
- ❑ The **NOHA University Programme Committee** acts as advisor at the home university level. The NOHA University Programme Committee is composed by student and faculty representatives and the NOHA Coordinator or other administrative personal acting as secretary. It is convened at the beginning of the programme and meets at least once per semester. Each NOHA University Programme Committee has its own rules of procedure in agreement with its universities regulations. A general template “Rules of Procedure NOHA University Programme Committees” is available however (IQH.03.d4). Each NOHA University Programme Committee should elect 1 staff and 1 student representative for the Joint Programme Committee on network level.
- ❑ The **NOHA Quality Enhancement and Curriculum Development Taskforce (QECD)** comprises the designated substitute at the NOHA Board (deputy director) from each university who reports to the NOHA Master Board of Directors and the Joint Programme Coordinator. The QECD Taskforce main task is to facilitate the implementation of quality enhancement and curriculum development measures throughout the network. For this purpose it assists the Joint Programme Committee to evaluate the degree on the achievement of learning objectives and the coherence of the programme. The QECD Taskforce should ensure that the data collection system, information analysis and proposals and suggestions for improvement of the Master’s Degree are structured by processes. The evaluations should be followed by a written report, on the basis of which the QECD Taskforce advises the NOHA Board on any action to be taken. The procedures should be implemented in a coordinated manner by the different NOHA Master Universities, the NOHA Master Board of Directors, the NOHA Master Secretariat, the QECD Taskforce and the NOHA Coordinators in their respective areas of competence. The QECD Taskforce meets twice a year, once in the beginning of the second semester (March) and the second time just before the IP.
- ❑ The **NOHA Coordinators**: Besides the teaching staff there is the part-time (half-day, every day of the week for NOHA students) presence of the NOHA Coordinators. These coordinators, one at each participating university, have a half time employment by the programme. He/she assists the NOHA Director, and carries out day-to-day administrative and technical tasks for the students. He/she liaises with other NOHA Coordinators, the Joint Programme Coordinator, students at other universities of the Network, and with external partners (NGOs, IGOs, government institutions/agencies, etc.). The NOHA Coordinator, paid by the NOHA Association, is highly appreciated by the students especially for the crucial roles they play in supporting the mobility component of the programme and general matters related to studying at his/her university. In

addition the NOHA Coordinators support the QECD TASKFORCE and NOHA Master Secretariat with the data collection system, information analysis and proposals and suggestions for the quality enhancement of the Master.

- The **NOHA Faculty**: NOHA's core teaching staff includes the academics from the NOHA European and third country institutions directly involved in the development of the programme. It comprises highly qualified senior lecturers and researchers in several different disciplines and faculties. The NOHA Faculty draws from a variety of disciplines related to humanitarian studies including Agriculture & Food Sciences, African Studies, Anthropology, Asian Studies, Demography, Development Studies, Economics, European Studies, Geography, Geopolitics, International Law, International Relations, Latin American Studies, Medicine, Peace and Conflict Research, Political Science, Public Health, Psychology, Religious Studies and Social Sciences. The NOHA Faculty's prime responsibility is to develop ideas on curriculum matters, to agree innovative teaching materials and methods, to engage in professional discussion with fellow academics and to embark on cross-curricular interdisciplinary thinking. They participate in teacher exchange, joint teaching programme design in line with convergence process started in the Tuning project and student mentoring. The NOHA Faculty focuses on approaches to teaching and learning, assessment and performance, and comparative analysis of student workload. The NOHA Faculty is committed to providing the best possible service to students of the Masters programme.

## Set of procedural documents

In the following section, the procedures and methodologies for quality enhancement are described into detail. For each procedure the objective is specified together with the data collection system, the data analysis system and the enhancement system for suggesting and implementing improvements to the Master's programme, as well as the available instruments for the procedure. References to the instruments are systematically coded for easy retrieval.

For instance **IQH.03.d2.v201211** refers to::

- procedure 3 in the Internal Quality Handbook (i.e. the Procedure for module evaluations),
- document 2 of that procedure (i.e. the student survey of individual modules)
- version 201211 (i.e. November 2012), although this is only indicated when necessary.

The specific actions detailed in the data collection system, the data analysis system and the enhancement system are to be implemented in a coordinated manner by the different NOHA partner universities and NOHA network organs in their respective areas of competence. The different procedures explained into detail in this document are:

IQH.01	Procedure for academic performance analysis
IQH.02	Procedure for overall satisfaction assessment
IQH.03	Procedure for module evaluations
IQH.04	Procedure for mobility evaluations
IQH.05	Procedure for internship evaluations
IQH.06	Procedure for master thesis evaluations
IQH.07	Procedure for labour market integration analysis
IQH.08	Procedure for broadcasting the degree
IQH.09	Procedure for suggestions and complaints
IQH.10	Procedure for termination of the degree
IQH.11	Procedure for meta-evaluation of the programme
IQH.12	Procedure for quality enhancement planning

## IQH.01 Procedure for academic performance analysis

### objective

- To identify and analyse academic performance of the NOHA Joint Master's Degree based on objective, quantitative indicators (e.g. the graduation ratio and the dropout rate) for further improving the programme.

### data collection system

- In **September** of each year the **NOHA Master Secretariat** requests the **NOHA Coordinators** to submit the cohort indicators of the students that started the NOHA Programme two years before (using IQH.01.d1).
- **Mid October** the NOHA Master Secretariat compiles the submitted data (using IQH.01.d2) and makes these (received IQH.01.d1 and IQH.01.d2) available via NOHA Blackboard to the Joint Programme Coordinator and the QECD Taskforce.

### data analysis system

- The **Joint Programme Coordinator and QECD Taskforce** analyse the academic performance indicators, diagnose possible causes for deviations from reference values (in cooperation with the university involved), and send a report with IQH.01.d2 and improvement recommendations to the Board of Directors in **October**.

### enhancement system

- In November, the **Board of Directors** adopts the recommendations and delegates the implementation of the enhancement measures to the Joint Programme Coordinator or specific partner universities, unless decided otherwise.

### instruments

- IQH.01.d1 Cohort indicators per university
- IQH.01.d2 Joint record of cohort indicators

## IQH.02 Procedure for overall satisfaction assessment

### objective

- To understand the overall satisfaction of the direct stakeholders involved in the Degree (students, lecturers and other NOHA staff) for further improving the programme.

### data collection system

- In **January** of each year, the **NOHA Master Secretariat** requests the **NOHA Coordinators** to distribute the surveys to their graduating students (IQH.02.d1), to their lecturers (IQH.02.d2) and to their management/administrative staff (IQH.02.d3).
- By the **end of February** the NOHA Coordinators return the filled out surveys to the NOHA Master Secretariat.
- Before the **end of March** the NOHA Master Secretariat compiles all results, determines the average satisfaction rates and makes all compiled results available on NOHA Blackboard for the Joint Programme Coordinator, the QECD Taskforce and the Joint Programme Committee. The results of each university are also sent to the respective NOHA University Programme Committees.

### data analysis system

- The **NOHA University Programme Committees** analyse their student surveys and send a recommendation report to their NOHA Director, the Joint Programme Committee and the Joint Programme Coordinator **before June**.
- The **Joint Programme Committee and Joint Programme Coordinator** analyse the student surveys and university recommendations, diagnose possible problems, and send a report for improvement proposals to the Board of Directors in **September**.
- The **QECD Taskforce and the Joint Programme Coordinator** analyse the lecturers and staff surveys, diagnose possible problems, and send a report for improvement proposals to the Board of Directors in **August**.

### enhancement system

- In November, the **Board of Directors** adopts the improvement proposals and delegates their implementation to the Joint Programme Coordinator, the QECD Taskforce and/or respective universities, unless decided otherwise.

### instruments

- IQH.02.d1 Survey on student satisfaction with the NOHA programme
- IQH.02.d2 Survey on lecturers' satisfaction with the NOHA programme
- IQH.02.d3 Survey on staff satisfaction with the NOHA programme

## IQH.03 Procedure for module evaluations

### objective

- To obtain performance information for further improvement and refinement of the teaching in the NOHA Mundus Master's Degree Programme concerning its modules.

### data collection system

- At the end of the IP, its **organisation** ensures that all students fill out a student survey of the Intensive Programme (IQH.03.d1). The results are made available via NOHA Blackboard to the Board of Directors, the Joint Programme Coordinator, the QECD Taskforce and the Joint Programme Committee.
- The **NOHA Coordinators** inform the NOHA Blackboard Administrator in **June-August** on the main first semester lecturers, their modules and by which final dates the student surveys should become available to the students (e.g. dates of the final examination, deadline for the last assignment). In **December-January**, the NOHA Coordinators do the same for the second semester.
- The **NOHA Blackboard Administrator** posts the evaluation announcements containing a web-link to the student survey (IQH.03.d2) in the respective course, making sure that the announcement becomes visible on the requested date with an automatic notification to the students' e-mail accounts.
- **Students** are requested to fill out the student survey within two weeks after the final date of the course.
- The **NOHA Coordinators** ensure sufficient response rates (at minimum 12 students per university) e.g. by insisting, by arranging a separate class-room session and/or by sending reminders.
- **Mid February and mid June (earlier if requested)**, the **NOHA Blackboard Administrator** generates the full evaluation report of each module and sends it to the respective NOHA Coordinator and Director. Abbreviated versions of these reports (i.e. without the questions at the end on individual lecturers) are made available to the Joint Programme Coordinator, the QECD Taskforce and the Joint Programme Committee via NOHA Blackboard.
- The **NOHA Coordinators** ensure that the **lecturer(s)** involved (and/or their Director) fill out a review report (IQH.03.d3) for their module, giving also the opportunity to react on the student survey results.
- The **NOHA Coordinators** send the abbreviated reports (i.e. without the questions at the end on individual lecturers) together with the module review reports (IQH.03.d3) to their NOHA University Programme Committee. In addition they make the module review reports (IQH.03.d3) available via NOHA Blackboard to the Joint Programme Coordinator, the QECD Taskforce and the Joint Programme Committee.

### data analysis system

- The **NOHA University Programme Committees** (IQH.03.d4) analyse the student surveys and module review reports of their university's modules and send a recommendations report after each teaching period to their NOHA Director and NOHA Coordinator.
- In **June-July**, the **NOHA University Programme Committees** summarise their findings in a year report (IQH.03.d5) and make this available via NOHA Blackboard for the Joint Programme Committee, Joint Programme Coordinator and QECD Taskforce
- The **Joint Programme Committee** compiles a recommendations report based on the input from the NOHA University Programme Committees, the student surveys and module review reports and sends it to the Joint Programme Coordinator, the QECD Taskforce and the Board of Directors.

### enhancement system

- The **Board of Directors** adopts the recommendations of the Joint Programme Committee and delegates their implementation to the Joint Programme Coordinator and the **QECD Taskforce**, unless decided otherwise.
- Supplementary to this, each **NOHA Director** decides upon recommendations proposed by the NOHA University Programme Committee for its university's modules and ensures their implementation.

### instruments

- IQH.03.d1 Student survey of the Intensive Programme
- IQH.03.d2 Student survey of individual modules
- IQH.03.d3 Review report for individual modules
- IQH.03.d4 Template Rules of Procedure NOHA University Programme Committees
- IQH.03.d5 NOHA University Programme Committee year report



## IQH.04 Procedure for mobility evaluations

### objective

- To ensure the quality of the mobility programme of the NOHA Master's Degree programme by evaluating, monitoring and improving this programme.

### data collection system

- The **NOHA Master Secretariat** distributes the student satisfaction survey about the mobility programme (IQH.04.d1) to the second semester mobility students at the **end of May** and to the third semester mobility students at the **end of August**.
- The **mobility students** fill out the survey and return it within two weeks.
- The **NOHA Master Secretariat** compiles the survey data and summarises the number of students having applied for and participated in the mobility programmes. These results are made available via NOHA Blackboard to the Network Mobility Coordinator/Joint Programme Coordinator, the QECD Taskforce and the Joint Programme Committee.

### data analysis system

- The **Network Mobility Coordinator / Joint Programme Coordinator** analyses the survey results and proposes recommendations, where necessary or appropriate in cooperation with the QECD Taskforce, the Joint Programme Committee, the respective mobility university and/or its NOHA Focal Point (in the case third semester mobility) and sends these recommendations to the Board of Directors.

### enhancement system

- The **Board of Directors** adopts the recommendations and delegates its implementation to the Network Mobility Coordinator / Joint Programme Coordinator and the relevant mobility universities and NOHA Focal Points, unless decided otherwise.

### instruments

- IQH.04.d1 Student satisfaction survey about the mobility programme

## IQH.05 Procedure for internship evaluations

### objective

- To ensure the quality of external internships in the Degree.

### data collection system

- In the NOHA home universities, the **NOHA Internship Coordinator** (which can be e.g. the Director, the NOHA Coordinator or one of the lecturers) is responsible for the supervision of internships, including:
  - Preparing the student with regard to the contents of the internship, leading to the formal approval of the NOHA Internship Plan (IQH.05.d1)
  - Ensuring a contractual agreement about obligations and rights between the home university, the internship provider and the student. The contract is preferably based on the NOHA internship contract template (IQH.05.d2) or a home university contract. If necessary and appropriate, a contract by the internship provider can be used, preferably parallel to the NOHA internship or home university contract.
  - Interim evaluation halfway the internship (optional)
  - Final evaluation and grading of the student's performance (IQH.05.d4) at the end of the internship based on the student's internship report and the internship assessment form completed by the internship provider (IQH.05.d3).
- Beside the individual assessment and grading of external internships, the internship module itself is evaluated in one of the components of the survey on student satisfaction with the NOHA programme (IQH.02.d1). See therefore **procedure IQH.02**.

### data analysis system

- See **procedure IQH.02**.

### enhancement system

- See **procedure IQH.02**.

### instruments

- IQH.05.d1 NOHA Internship Plan
- IQH.05.d2 NOHA internship contract template
- IQH.05.d3 Internship assessment form for internship providers
- IQH.05.d4 Grading form NOHA Master Internship

## IQH.06 Procedure for master thesis evaluations

### objective

- To ensure the quality of the final Master theses in the Degree.

### data collection system

- At the universities level, the **NOHA Director** bears the final responsibility for the supervision of Master theses by the home university, including:
  - Arranging the preparation of students with regard to the requirements for the NOHA Master thesis leading to the formal approval of the NOHA Master Thesis Proposal Form (IQH.06.d1)
  - Assigning a first supervisor from the home university and arranging a second supervisor from the host university.
  - In cooperation with the NOHA Coordinator, monitoring the overall progress of students in terms of attaining deadlines for the submission of the proposal, the complete draft version and the final version.
  - Ensuring that the supervisors base their final grade for the thesis on a signed thesis assessment form (NOHA Master Thesis Assessment Form (IQH.06.d2)).
- Beside the individual assessment and grading of the student's master thesis, the master thesis module itself is evaluated in one of the components of the survey on student satisfaction with the NOHA programme (IQH.02.d1). See therefore **procedure IQH.02**.

### data analysis system

- See **procedure IQH.02**.

### enhancement system

- See **procedure IQH.02**.

### instruments

- IQH.06.d1 NOHA Joint Master Thesis Proposal Form
- IQH.06.d2 NOHA Master Thesis Assessment Form

## IQH.07 Procedure for labour market integration analysis

### objective

- To measure and analyse the extent to which graduates of the NOHA programme integrate successfully into the humanitarian labour market and their satisfaction with the training received in the Degree based on their experiences after the programme.

### data collection system

- In **January** of each year, the **NOHA Master Secretariat** requests the **NOHA Coordinators** to distribute the survey on labour market integration and satisfaction about the degree (IQH.07.d1) among the NOHA-students who graduated at least one year earlier at their home university.
- The **NOHA graduates** fill out the survey and return it within three weeks to their NOHA Coordinator.
- By **end of February** the NOHA Coordinators return the filled out surveys to the NOHA Master Secretariat.
- Before the **end of March** the NOHA Master Secretariat compiles all results, determines the labour market integration rates, and makes all compiled results available on NOHA Blackboard for the Joint Programme Coordinator, the QECD Taskforce and the Joint Programme Committee. The results of each university are also sent to the respective NOHA University Programme Committees.

### data analysis system

- The **NOHA University Programme Committees** analyse their graduates surveys and send a recommendation report to their NOHA Director, the Joint Programme Committee and the Joint Programme Coordinator **before June**.
- The **Joint Programme Committee and Joint Programme Coordinator** analyse the surveys and university recommendations, diagnose possible problems, and send a report for improvement proposals to the Board of Directors in **September**.

### enhancement system

- The **Board of Directors** adopts the improvement proposals and delegates their implementation to the Joint Programme Coordinator, the QECD Taskforce and/or respective universities, unless decided otherwise.

### instruments

- IQH.07.d1 Survey on labour market integration and satisfaction about degree.

## IQH.08 Procedure for broadcasting the degree

### objective

- To inform all involved or interested in the NOHA Programme about its curriculum, development and results.

### policies and channels

- The broadcast of the degree is a.o. governed by article 4 "Marketing", article 11 "Confidentiality and Data Protection" and article 12 "Intellectual Property" of the **Consortium Agreement** for the Establishment of a Joint Master (see IQH.10.d1).
- The external broadcast of the degree to stakeholders outside the NOHA network (e.g. prospective students, humanitarian organisations, donor organisations) is set up by the **NOHA Communication Strategy** (IQH.08.d7). Its main communication platform is the website <http://nohanet.org>.
- The internal broadcast of the degree to stakeholders inside the NOHA network (e.g. between students, lecturers, universities and network bodies) has its own communication platform in the form of the electronic learning environment NOHA Blackboard: <https://noha.rug.nl>. The use of NOHA Blackboard (authorisation rules, administrative responsibilities, procedures and safeguards) is regulated in the **NOHA Blackboard Policy** (IQH.08.d5).
- Other communication platforms/channels in the NOHA programme are:
  - the webcommunity NOHA Alumni Community (<http://www.noha-students.org/>) for both students and graduates,
  - ad hoc (closed) group pages in Facebook set up and administered by NOHA students (often for a certain year and university),
  - specific communication platforms in the NOHA partner universities, e-mail, skype, etc.

### content

- For the **external** broadcast of the degree and its curriculum, important information sources are:
  - the brochure NOHA Mundus Joint Master's Programme (IQH.08.d1) and the NOHA general brochure (IQH.08.d6) providing accessible and explanatory overviews of the NOHA Master's programme,
  - the TUNING degree profile (IQH.08.d2) providing the essential information about the NOHA programme in terms of type of degree, institutions, accreditation, cycle/level, purpose, characteristics, employability & further education, education style, programme competences and learning outcomes. It facilitates the comparison with other degrees through the applied TUNING format,
  - content on the NOHA website (nohanet.org) such as the degree profile (in accordance with IQH.08.d2), academic outputs (conferences, seminars, publications, etc.), professional results (employability, feedback from alumni, internship possibilities, etc.), profiles of admitted students (background, experience), requirements relating to access and admission, level of supply and demand for places and tuition, announcements of calls (registration, courses, etc.), news about the degree in the press and other media, how to submit complaints and suggestions, contact information.
- For the **internal** broadcast of the degree, its curriculum and modules, important information sources are:
  - the NOHA course manuals (IQH.08.d3) providing for each module information on its objective, substance, position in the programme, learning outcomes, course materials, teaching and learning methodology, programme and training activities, workload, assessment methods and criteria.
  - the NOHA Student Handbook (IQH.08.d4),
  - content posted on NOHA Blackboard such as information on coming to/living in the home/host university town, on university facilities, contact details of staff and lecturers in the programme, on the organisational setup and functions in the NOHA programme (Director, NOHA Coordinator, Secretariat, Study counselling, Programme Committee, Board of Examiners), on the programme (a.o. semester guide, schedules, locations), on university regulations, module announcements, course manuals, assignments, teaching materials, upload facilities, on third semester mobility, etc. NOHA Blackboard is also used for information exchange and archiving for the Board of Directors, the QECD Taskforce, the Joint Programme Committee, the NOHA Coordinators and other task groups.

### enhancement system

- The **Joint Programme Coordinator** is responsible for the content of the external NOHA website nohanet.org. The **NOHA Master Secretariat** maintains and updates the website in accordance with the NOHA Communication Strategy (IQH.08.d7). The Joint Programme Coordinator and NOHA Master Secretariat revise the content of the NOHA website at least once a year in **October**, well before the first application deadline.
- In the context of NOHA Blackboard, the **instructors** of modules and organisations are responsible for the content in their respective Blackboard modules and organisations. The **NOHA Blackboard Administrator** is responsible for maintaining and supporting the internal electronic learning environment of NOHA Blackboard in accordance with guidelines and procedures explicated in the NOHA Blackboard Policy (IQH.08.d5).
- The communication in the NOHA programme is evaluated in one of the components of the survey on student satisfaction with the NOHA programme (IQH.02.d1). See therefore **procedure IQH.02** for the evaluation system concerning communication.

### instruments

- IQH.08.d1 brochure NOHA Mundus Joint Master's Programme
- IQH.08.d2 TUNING degree profile
- IQH.08.d3 Template NOHA course manuals
- IQH.08.d4 NOHA Student Handbook
- IQH.08.d5 NOHA Blackboard Policy
- IQH.08.d6 NOHA general brochure
- IQH.08.d7 NOHA Communication Strategy
- IQH.10.d1 Consortium Agreement for the Establishment of a Joint Master

## IQH.09 Procedure for suggestions and complaints

### objective

- To address justified complaints and suggestions from individuals about the joint degree (e.g. enrolment, counselling, education received, mobility programs, internships, resources, facilities, services) within the limits of the consortium agreements, the national educational and legal systems and as is reasonably possible and desired. N.B.: The NOHA programme requires from its students a proactive, self-reliant and reasonably flexible attitude in order to cope with the complexities of the joint programme and the exigencies of the humanitarian field.

### data collection system

- Students wishing to make a suggestion or comment about the programme policies or services, either academic or non-academic, can do so informally:
  - at the university by contacting the person in charge (where it seems appropriate),
  - by raising non-individual matters with the student representatives on the NOHA University Programme Committee,
  - by raising individual matters with their student advisor or tutor.
- If informal channels do not suffice, formal suggestions and complaints can be submitted:
  - via the suggestions and complaints system of the partner university,
  - by sending a message to [nohamundus@deusto.es](mailto:nohamundus@deusto.es) posted on the website [nohanet.org](http://nohanet.org) (the NOHA Master Secretariat will take care that the message is forwarded to the most appropriate person in the network),
  - by writing a formal letter to the relevant NOHA Director and/or Joint Programme Coordinator, or if the complaint is lodged against the NOHA Director and/or Joint Programme Coordinator, by writing to the President of the NOHA network.

### data analysis system

- The addressee of a complaint will keep the name of the issuer or any other reference **anonymous** (unless the complainer states otherwise) and facilitate a prompt resolution of the complaint.
- The Board will consider complaints about academic judgments, and about matters to do with the student's course of study or research only if the candidate is not satisfied with the outcome reached at the home or host university. The universities are responsible for the effective organization of the tests and examinations which are carried out by the NOHA Faculty at each university. With regard to results of examinations the Board may function as a Review Committee only if the student is not satisfied with the outcome reached at the university level.
- Concerning the handling of complaints of academic judgments and the effective organization of tests and examinations the universities guarantee a system that takes adequately into account the specific nature of the joint programme and its exigencies.

### enhancement system

- An initial response to any complaint can be expected **within 7 days of receipt**, and a considered response to the complaint should be received within a further **three weeks**, with any subsequent remedy implemented with the minimum of delay.

### instruments

- mail address for suggestions and complaints: [nohamundus@deusto.es](mailto:nohamundus@deusto.es)

## IQH.10 Procedure for termination of the degree

### objective

- To provide procedures and criteria in the case of termination of the degree programme in the network or at one of the partner universities in order to enable affected students to finish their Master's programme following academic suspension.

### policy terms

- Termination of programme needs to be in accordance with **national legislation**, particularly with regard to safeguarding guarantees for students that they are able to finish the programme within at least two years after the decision has been taken to terminate the programme.
- Article 10 "Terms and Termination" of the **Consortium Agreement** for the Establishment of a Joint Master's Degree Programme in International Humanitarian Action establishes the regulations and procedures that need to be applied in case of termination.

### data analysis system

- The **QECD Taskforce** shall conduct an evaluation of the termination process two years after the decision has been taken to terminate the programme. Its evaluation report with recommendations is sent to the Joint Programme Coordinator and the Board of Directors.

### enhancement system

- The **Board of Directors** decides upon the adoption of the report and the implementation of the recommendations.
- After adoption, the Board of Directors sends the report to the relevant institutions involved in the termination.

### instruments

- IQH.10.d1 Consortium Agreement for the Establishment of a Joint Master

## IQH.11 Procedure for meta-evaluation of the programme

### objective

- To review the purpose, the programme competences and learning outcomes as well as the curriculum of the NOHA Master's Degree in order to stay at the forefront of developments in International Humanitarian Action and education at Master's level.

### data collection system

- Universities submit the NOHA programme to their national quality assessment or accreditation system according to their national legislation systems.
- In addition, the NOHA network participates whenever possible in international/European projects that contribute to the quality enhancement of the NOHA Master programme.
- Furthermore, the Programme Evaluation Committee carries out a meta-evaluation of the NOHA Master's degree at least once every five years in order to review the programme's purpose, competences, learning outcomes and its curriculum. In case the Programme Evaluation Committee experiences vacancies prior to an upcoming meta-evaluation, the Joint Programme Coordinator proposes a list of adequate and appropriate candidates to the Board of Directors for appointment.

### data analysis system

- The Programme Evaluation Committee assesses the NOHA Master's Degree programme and drafts its recommendations based on at least the following criteria:
  - a coherent vision on the purpose of the degree vis-à-vis training for the International Humanitarian Action field (see IQH.11.d1 Basic Map of Humanitarian Professions and Educational Programmes, IQH.08.d2 TUNING degree profile, and advice from the NOHA Advisory Council or other external experts on on-going trends in the humanitarian sector),
  - an appropriate selection of generic and specific competences to be developed by the student (see IQH.08.d2 TUNING degree profile and the European Qualifications Framework for Lifelong Learning for the Humanitarian Sector EUPRHA, or other professional associations),
  - a correct translation of the competences into Programme Learning Outcomes of sufficient academic and professional level (see IQH.08.d2 TUNING degree profile, IQH.11.d2 Implementation of Dublin & EQF-LLL descriptors, and the TUNING methodology),
  - how these Programme Learning Outcomes are implemented via modules with their learning outcomes (see IQH.11.d3 NOHA Table on competences-learning outcomes, and the TUNING methodology),
  - how the achievement of the Programme Learning Outcomes is guaranteed in this system through teaching methods, assessment methods & criteria (see course manuals for the different modules available on NOHA Blackboard, and the TUNING methodology).
  - the integration of NOHA alumni in the labour market and further education (see procedure IQH.07).
  - Previous external quality assessments of the individual partner universities and the joint network.

### enhancement system

- The Board of Directors adopts the recommendations and delegates its implementation to the Joint Programme Coordinator and the QECD Taskgroup, unless decided otherwise.

### instruments

- IQH.11.d1 Basic Map of Humanitarian Professions and Educational Programmes
- IQH.11.d2 Implementation Dublin & EQF-LLL descriptors
- IQH.11.d3 NOHA Table on competences-learning outcomes
- IQH.08.d2 TUNING degree profile
- IQH.07.d1 Survey on labour market integration and satisfaction about degree



## IQH.12 Procedure for quality enhancement planning

### objective

- To ensure the implementation of recommendations for the improvement of the Degree.

### data collection system

- The **QECD Task Force** decides on the organisation of improvement actions that have been delegated to it by the Board of Directors.
- The QECD Task Force ensures that for every (major) improvement action a person is **appointed as responsible for monitoring** the improvement action during implementation and at completion. At completion the appointed person makes an evaluation report (IQH.12.d2) which is made available via NOHA Blackboard to the Joint Programme Coordinator, the QECD Task Force and the Joint Programme Committee.

### data analysis system

- In cooperation with the Joint Programme Coordinator, the **QECD Task Force** compiles an overview report (IQH.12.d1) based on the improvement action evaluation reports (IQH.12.d2) and sends it accompanied with recommendations for further actions in **August** to the Board of Directors. These recommendations may include concrete proposals for modifications of the Internal Quality Handbook itself.

### enhancement system

- The **Board of Directors** adopts the recommendations and proposals in **September** and delegates their implementation to the Joint Programme Coordinator, the QECD Taskgroup and/or universities involved, unless decided otherwise.

### instruments

- IQH.12.d1 Template for improvement planning and monitoring
- IQH.12.d2 Template for evaluating an improvement action

## Internal Quality Calendar

In the following calendar, the yearly action plan for internal quality enhancement is presented for each of the stakeholder groups separately as an annual “to do”-list. This is to ensure that the internal quality procedures are implemented in a coordinated manner by the different NOHA partner universities and NOHA network organs in their respective areas of competence. For each action, the applicable procedure and step is mentioned together with the available instruments if relevant. For more explanation, the applicable procedure in this handbook should be consulted.

An internal quality calendar is available for the following entities:

- NOHA Master Board of Directors
- Joint Programme Coordinator
- Joint Programme Committee
- NOHA University Programme Committee
- QECD Taskforce
- NOHA Master Secretariat
- NOHA Coordinators
- IP Organisation

## NOHA Master Board of Directors

September

- IQH.02 adopting and delegating proposals to improve overall satisfaction of lecturers and staff
- IQH.04 adopting and delegating the recommendations on second semester mobility
- IQH.12 adopting recommendations and proposals concerning quality enhancement planning

November

- IQH.01 adopting and delegating recommendations on cohort indicators
- IQH.02 adopting and delegating proposals to improve overall satisfaction of students
- IQH.03 adopting and delegating recommendations for further improvement of the NOHA programme and its modules
- IQH.04 adopting and delegating recommendations on third semester mobility
- IQH.07 adopting and delegating improvement proposals on labour market integration

February

- IQH.12 monitoring progress

May

- IQH.12 monitoring progress

## Joint Programme Coordinator

October

- IQH.04 analysing the third semester mobility survey results and proposing recommendations (consulting if necessary the QECD Taskforce, the Joint Programme Committee, the mobility universities and/or Focal Points), and sending these to the Board of Directors
- IQH.01 analysing cohort indicators (IQH.01.d2) with QECD Taskforce and sending recommendations to Board of Directors
- IQH.08 revising the overall content of the NOHA website nohanet.org together with the NOHA Master Secretariat

July

- IQH.04 analysing the second semester mobility survey results and proposing recommendations (consulting if necessary the QECD Taskforce, the Joint Programme Committee and/or the mobility universities), and sending the recommendations to the Board of Directors

July-  
September

- IQH.02 analysing together with the Joint Programme Committee the overall satisfaction surveys by students (IQH.02.d1) and university recommendations, and sending improvement proposals to Board of Directors
- IQH.02 analysing together with QECD Taskforce the overall satisfaction surveys by lecturers (IQH.02.d2) and by staff (IQH.02.d3), and sending improvement proposals to Board of Directors
- IQH.07 analysing together with the Joint Programme Committee the graduates surveys and university recommendations on labour market integration, and sending improvement proposals to the Board of Directors

## Joint Programme Committee

July-  
September

- IQH.02 analysing together with the Joint Programme Coordinator the overall satisfaction surveys by students (IQH.02.d1) and university recommendations, and sending improvement proposals to Board of Directors
- IQH.07 analysing together with the Joint Programme Coordinator the graduates surveys and university recommendations on labour market integration, and sending improvement proposals to the Board of Directors

September

- IQH.03 compiling a recommendations report based on the input of the NOHA University Programme Committees, the student surveys and review reports of the IP, the first semester and second semester modules and sending it to the Joint Programme Coordinator, the QECD Taskforce and the Board of Directors

## NOHA University Programme Committees

February-  
March

- IQH.03 analysing the student surveys (IQH.03.d2) and review reports (IQH.03.d3) of the first semester modules and sending a recommendations report to the NOHA Director and NOHA Coordinator

April-June

- IQH.02 analysing overall satisfaction surveys of students (IQH.02.d1) and sending recommendation report to the NOHA Director, the Joint Programme Committee and the Joint Programme Coordinator
- IQH.07 analysing their graduates surveys on labour market integration and satisfaction about the degree and sending recommendations to their NOHA Director, the Joint Programme Committee and Joint Programme Coordinator

June-July

- IQH.03 analysing the student surveys (IQH.03.d2) and review reports (IQH.03.d3) of the second semester modules and sending a recommendations report to the NOHA Director and NOHA Coordinator
- IQH.03 summarising findings in a year report (IQH.03.d5) and making this available via NOHA Blackboard for the Joint Programme Committee, Joint Programme Coordinator and QECD Taskforce

## QECD Taskforce

October

- IQH.01 analysing cohort indicators (IQH.01.d2) with Joint Programme Coordinator and sending recommendations to Board of Directors

October-  
June

- IQH.12 organisation and planning (IQH.12.d1) of improvement actions (including appointment of those responsible for monitoring actions) as adopted by the Board of Directors concerning:
  - proposals to improve overall satisfaction of lecturers and staff
  - recommendations on second semester mobility
  - recommendations and proposals concerning quality enhancement planning

December-  
June

- IQH.12 organisation and planning (IQH.12.d1) of improvement actions (including appointment of those responsible for monitoring actions) as adopted by the Board of Directors concerning:
  - recommendations on cohort indicators
  - proposals to improve overall satisfaction of students
  - recommendations for further improvement of the NOHA programme and its modules
  - recommendations on third semester mobility
  - improvement proposals on labour market integration

July-August

- IQH.12 compiling overview report (IQH.12.d1) based on the improvement actions (IQH.12.d2) and sending it accompanied by recommendations for further action to the Board of Directors
- IQH.02 analysing together with the Joint Programme Coordinator the overall satisfaction surveys by lecturers (IQH.02.d2) and by staff (IQH.02.d3), and sending improvement proposals to Board of Directors

## NOHA Master Secretariat

September

- IQH.04 compiling the mobility survey data (IQH.04.d1) and summarising the number of students having applied for and participated in the third semester mobility programmes; uploading these results on NOHA Blackboard
- IQH.01 request to NOHA Coordinators for cohort indicators (IQH.01.d1)

October

- IQH.01 compiling cohort indicators (IQH.01.d2)
- IQH.01 uploading cohort indicators on Blackboard (IQH.01.d1 and IQH.01.d2)
- IQH.08 revising the overall content of the NOHA website nohanet.org together with the Joint Programme Coordinator

January

- IQH.02 sending request to NOHA Coordinators to distribute and collect overall satisfaction surveys (IQH.02.d1, IQH.02.d2, IQH.02.d3)
- IQH.07 sending request to NOHA Coordinators to distribute and collect the survey on labour market integration and satisfaction about the degree (IQH.07.d1) among the NOHA students who graduated at least one year before at their home university

March

- IQH.02 compiling all overall satisfaction survey results and uploading these on NOHA Blackboard; sending the overall satisfaction results of each university to their respective NOHA University Programme Committee
- IQH.07 compiling all survey results on labour market integration and satisfaction about the degree (IQH.07.d1) and uploading these on NOHA Blackboard; sending also the results of each university to the respective NOHA University Programme Committees

May

- IQH.04 distributing the student satisfaction survey about the mobility programme (IQH.04.d1) to the second semester mobility students

June

- IQH.04 compiling the mobility survey data (IQH.04.d1) and summarising the number of students having applied for and participated in the second semester mobility programmes; uploading these results on NOHA Blackboard

August

- IQH.04 distributing the student satisfaction survey about the mobility programme (IQH.04.d1) to the third semester mobility students



## NOHA Blackboard Administrator

September

- IQH.08 setting up NOHA Blackboard-accounts for new students at IP and afterwards, and registering them for first and third semester modules

October-  
November

- IQH.03 posting evaluation announcements with web-links to student surveys (IQH.03.d2) in the first semester modules, using automatic release for the final dates of the respective modules

December-  
January

- IQH.08 setting up second semester modules in NOHA Blackboard and making them available to second semester lecturers
- IQH.03 requesting the NOHA Coordinators to submit their main second semester lecturers, their modules and the final dates for starting the student surveys on those modules
- IQH.08 requesting the NOHA Master Secretariat (or NOHA Coordinators) for final list of second semester students per university

February

- IQH.08 registering students for second semester modules
- IQH.03 sending full evaluation reports of each first semester module to the respective NOHA Coordinator and Director
- IQH.03 uploading abbreviated evaluation reports of each first semester module (without the questions on individual lecturers) on NOHA Blackboard

March-April

- IQH.03 posting evaluation announcements with web-links to student surveys (IQH.03.d2) in the second semester modules, using automatic release for the final dates of the respective modules

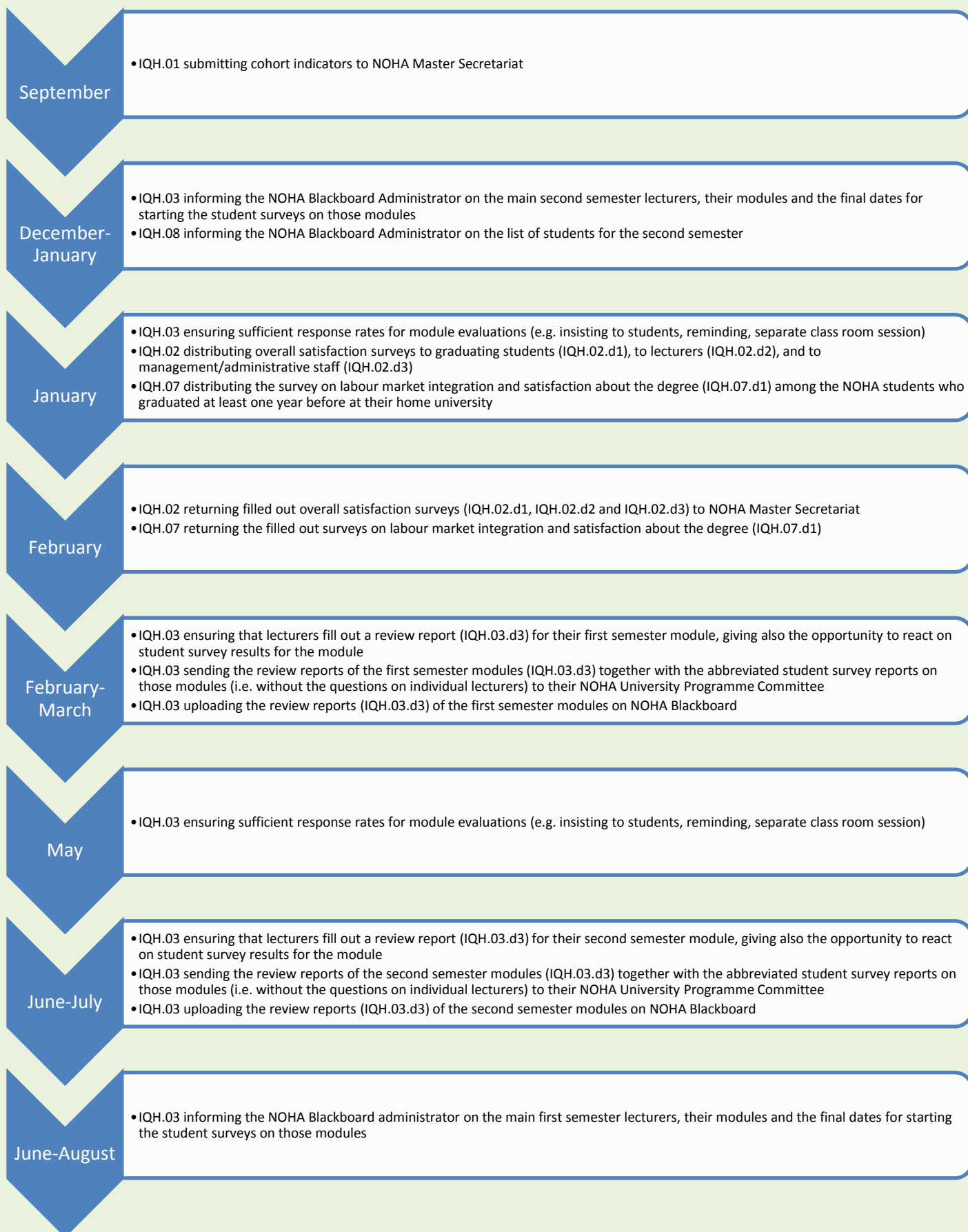
June

- IQH.03 uploading abbreviated evaluation reports of each second semester module (without the questions on individual lecturers) on NOHA Blackboard

June-August

- IQH.08 setting up first semester modules in NOHA Blackboard and making them available to first semester lecturers
- IQH.03 requesting the NOHA Coordinators to submit their main first semester lecturers, their modules and the final dates for starting the student surveys on those modules

## NOHA Coordinators



## IP Organisation

September-  
October

- IQH.03 The IP organisation ensures that students fill out a student survey (IQH.03.d1) and uploads the results on NOHA Blackboard

# Implementation Internal Quality Handbook

Several of the procedures described in the Internal Quality Handbook have existed in the NOHA programme for some time already. Nevertheless many procedures have changed considerably or introduce new instruments and steps.

The new procedures and actions described in the Internal Quality Handbook are to be implemented in a coordinated manner by the different NOHA partner universities and NOHA network organs in their respective areas of competence. After the full implementation of procedures, the Internal Quality Handbook should be continuously improved and revised. Procedure 12 foresees in this.

The (new) procedures are to be implemented as much as possible according to the following time schedule:

IQH.05	Procedure for internship evaluations	Already in motion
IQH.06	Procedure for master thesis evaluations	Already in motion
IQH.12	Procedure for quality enhancement planning	Immediately
IQH.09	Procedure for suggestions and complaints	March 2013
IQH.03	Procedure for module evaluations	University Programme Committees: second semester 2012-2013 Joint Programme Committee: end second semester 2012-2013
IQH.04	Procedure for mobility evaluations	May 2013
IQH.01	Procedure for academic performance analysis	September 2013
IQH.08	Procedure for broadcasting the degree	Already in motion / October 2013
IQH.02	Procedure for overall satisfaction assessment	January 2014
IQH.07	Procedure for labour market integration analysis	January 2014
IQH.11	Procedure for meta-evaluation of the programme	When EUPRHA has finished
IQH.10	Procedure for termination of the degree	Hopefully never