Re-launch of the A(R)Q(U)ATA Project

Yerevan/The Hague, 21 February 2012

During a three-day working session (2 until 4 February 2012) in Yerevan, the details of the World Bank project for technical assistance were discussed in depth with all parties concerned. ANQA[1] and NVAO[2] reviewed all steps to be taken as stipulated in the contract between CfEP PIU[3] and NVAO (27 April 2011). The various meetings and discussions provided input for an implementation plan. This plan includes a description of the activities, methods, project team and timetable within the framework of the contract.

In the initial phase, the implementation of the project met with some difficulties which resulted in a delay and consequently, some adjustments in the contract as laid down in Amendment 2 (10 January 2012). In order to make the re-launch of the project a success, and because some major developments have been taken place since the submission of the project proposal (November 2010) and the previous meeting (June 2011), it was felt necessary to analyse the present situation again. An accreditation manual including a framework and guidelines is available, pilots for institutional audits are being conducted, and the information system for tertiary education management is about to be installed. These are examples of progress already made.

This report on the re-launch of the project includes:
− An implementation plan (part I) taking into account recent developments;
− An overview of activities, methods, project team and timetable;
− A justification per item to be amended;
− A time line for the project (annex 1);
− An overview of activities (annex 2);
− Brief reports of the meetings (annex 3);
− A draft programme for the seminar and training to be organised beginning of March (annex 4);
− An outline for the international visits (annex 5).

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[1] ANQA = National Center for Professional Education Quality Assurance Foundation
[2] NVAO = Nederlands-Vlaamse Accreditatieorganisatie
[3] CfEP PIU = Center for Education Projects Project Implementation Unit

1 Implementation Plan (Part I)

The plan includes a description of the activities, methods, project team and timetable within the framework of the contract. The justification for changes made is to be found in chapter 3. Major sources of information have been the various meetings and discussions with all parties concerned. Brief reports of these meetings are enclosed.

As the plan is less detailed towards the end of the project, it will need further elaboration. Due to the delay in the execution of the project, priority is given to discussing and developing more detailed plans for those activities planned in 2012. Part I of the implementation plan basically covers 2012; for the remaining years additional plans will be made in due time.

Scope

Initially, both types of Tertiary Level Institutions (LTI[4]) were included in the project: universities and institutions of Vocational Education and Training (VET). Universities offer academic programmes at level 6 and 7; VET offers vocational programmes at level 4 and 5. During the course of the project[5], the Minister of Education decided to exclude the VET from the project.

The project distinguishes five elements or lines of technical assistance[6]:
   1   Internal Quality Assurance (IQA)
   2   Extemal Quality Assurance (EQA)
   3   ANQA
   4   Quality Culture (QC)
   5   Implementation

The projects also indentifies three stages:
   1   Stage 1 ends in June-July 2012, after the pilots in 3 HEI;
   2   Stage 2 covers the period July 2012 until Spring 2013, after the pilots in 4 HEI;
   3   Stage 3 closes with the end of the project in May 2014.

The elements or lines are content related; the stages mark the major milestones over time.

Subprojects

Obviously, the five lines and three stages are intertwined, and so are the activities planned to reach the goals set for each line. In Annex A of the contract, all necessary steps are described, including the visits of NVAO. This implementation plan presents an overview of activities at operational level, mostly referred to as subprojects. And for easy reference, these subprojects go by a unique label (xxSUBxx).

Communication

Communication and knowledge sharing within the project is a key factor for success. The contract provides in an information system (project website) that is at the point of being developed. Indeed, for all stakeholders it is essential to be well informed and involved so as to fully benefit from the cooperation (12SUB01).

For ANQA and NVAO, however, direct communication is crucial. Both feel it is absolutely necessary to take every opportunity to discuss the implementation of the project and the wide range of subprojects at every occasion offered. To this purpose ANQA-NVAO meetings are explicitly incorporated in the plan, with each meeting having its label (xxCOMxx).

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[4] TLI or the more commonly used HEI (Higher Education Institutions)
[5] As communicated through ANQA by mail of 8 February 2012.
[6] Cf. Amendment 2, p. 5 (2012)

A more formal way of communication finds its way into reports of all kinds: reports on visits, milestone reports, interim reports and the final report. These reports are also included in the implementation plan, and given a code (xxREPxx).

One significant concern in the communication with Armenian stakeholders is certainly the language barrier given the very limited use of English in tertiary education. During the whole of the project extensive use needs to be made of translators and interpreters, both in writing and speaking.

Team work
The project is ambitious and demands efficient and competent team work from both sides. The implementation can only be successful if such a team is readably available to take up this task in all its complexity. All team members should be open to both the needs and concerns in Armenian tertiary education, and the teaching and learning good practice in the European context, and use their individual expertise and experience to act accordingly as a team.

From the Armenian side, three key persons are responsible for the management of the project:
− Hasmik Ghazaryan, director CfEP PIU and contract manager;
− Ruben Topchyan, director ANQA and project manager (content);
− Susanna Karakhanyan, member ANQA management team and co-responsible for the project management (content).

For each activity, the responsible NVAO team members are listed. They do not necessarily correspond with those listed in Amendment 2. For the justification see chapter 3. At all stages in the project, on line consulting and guidance are provided for as stipulated by the contract.

The ANQA staff members are not mentioned yet in the implementation plan as the responsible team members have yet not been designated. At this stage, the ANQA management team will be primarily responsible for the implementation plan and for the subprojects. Responsible staff members for subprojects will be included later.

STAGE 1

June 2011 till July 2012

Meeting 11COM01
Visit 1 – NVAO, June 2011
Report 11REP01
Inception Report, 28 July 2011

NVAO team:
- Lucien Bollaert, board member and responsible for project, also responsible for line 3-ANQA (2010-2011)
- Axel Aerden, policy advisor and project manager (2010-2011)

In June 2011, a kick off visit took placed resulting in an inception report. As mentioned before, the further implementation of the project was delayed.

Amendment 12AME02
Amendment 2, 10 January 2012

NVAO team:
- Lucien Bollaert, board member and responsible for project, also responsible for line 3-ANQA (2010-2011)
- Axel Aerden, policy advisor and project manager (2010-2011)

Due to the delay in the implementation of the project, the contract has been revised resulting in Amendment 2, dated 10 January 2012.

Meeting 12COM01
Visit 2 – NVAO, 1-5 February 2012
Report 12REP01
Implementation Plan , March 2012 (Part I)

NVAO team:
- Michèle Wera, policy advisor and project manager (as of 2012)
- Irma Franssen, policy advisor and team member responsible for line 1-IQA and training (as of 2012)

An extra visit was organised in order to make the re-launch of the project a success, and to prepare in close cooperation with ANQA the first upcoming event i.e. the seminar and training scheduled for March 2012. Brief reports of the various meetings are to be found in annex.

The visit resulted in outlines for:
1   an implementation plan – part I (12REP01);
2   a proposal for amendment (12AME03);

3   a programme for the seminar and training on IQA (12SUB02 & 12SUB03);
4   a project website (12SUB01).

And last but not least also suggestions were made for a project name: A(R)Q(U)ATA.

Subproject 12SUB01
Project Website

ALL LINES

NVAO team:
− Michèle Wera, policy advisor and project manager
− Mark Frederiks, policy advisor and team member responsible for line 2-EQA (as of 2012)

The aims and objectives of the project website are described in the contract. Key words are: transparency and involvement.

The website will be launched during the seminar on IQA scheduled for 1 March 2012 (12SUB02). The idea is to familiarize all participants – 60 stakeholders in total – with the many advantages of working with
− a forum on which all those involved can post information or ask questions;
− electronic surveys for evaluation purposes.
In doing so, the learning has the most multiplier effect both for all stakeholders including ANQA.

The forum can also be used to gather input on further events. Issues raised on the forum can be dealt with in future workshops, trainings etc. Some concerns on IQA and EQA can also be addressed as a specific topic on the website.

To maximise the learning effect, the forum on the project website will be in Armenian. ANQA will monitor the forum, and translate those questions to be answered by NVAO into English. All other information will be posted in the original language. Translations will be made of the most relevant documents; in some cases a summary in Armenian or English might do.

Points of reference are:
− Project websites ECA: www.ecaconsortium.net *(a login is provided)*
− Project website in Croatia: www.heiq.net *(a login can be provided)*

The short-term goal of launching the website is expected to be accomplished in a short period of time.

Execution process:
1   Developing plan and identifying activities – February 2012
2   Designing project website – February 2012
3   Executing website design – February 2012
4   Launching of website (at seminar 12SUB02) – 1 March 2012
5   Discussing website NVAO-ANQA - ongoing
6   Evaluating and revising website – February-March 2013

Amendment 12AME03
Amendment 3, April 2012

NVAO team:
– Lucien Bollaert, board member and responsible for project
– Michèle Wera, policy advisor and project manager

After the approval of part I of the implementation plan by all parties concerned, the contract needs to be revised resulting in Amendment 3. The justification for the amendments per item is dealt with in chapter 3 of this document. End 2012, part II of the implementation plan will most likely result in another Amendment.

Execution process:
1 Submitting proposal including justification – end February 2012
2 Meeting (at the occasion of the visit re. 12SUB02 and 12SUB03) – end February 2012
3 Revision document – March 2012
4 Finalizing document (at the occasion of the visit re. 12SUB02 and 12SUB03) – end March 2012
5 Signing Amendment 3 – beginning April 2012

Subproject 12SUB02
Seminar stakeholders and ANQA on IQA, 1 & 2 March 2012
Subproject 12SUB03
Training HEI on IQA, 3 March 2012 (day 1/3)
Meeting 12COM02
Visit 3 – NVAO, 29 February – 3 March 2012
Report 12REP02
Report on visit, seminar and training, March 2012

LINE 1 – IQA / LINE 3 – ANQA

NVAO team:
– Michèle Wera, policy advisor and project manager
– Irma Franssen, policy advisor and team member responsible for line 1-IQA and training

Experts QA (Hanzehogeschool Groningen[7], Netherlands)
– Hiltje Burgler-Feenstra, policy advisor and trainer IQA;
– Yvonne Eppink, policy advisor and trainer IQA.

The preparation of the seminar and training on IQA was discussed at length during the February visit (12COM01). It became clear that due to recent developments, there is no longer a need to present various IQA models. Armenia has developed its own assurance system by now, and ANQA is engaged in various other pilots projects which will certainly be of added value to this project.

The seminar with the stakeholders (12SUB02) will present good practice in IQA from Europe and Armenia, and focus on tools for IQA such as an evaluation matrix. In concurrent sessions, the recently adopted Armenian framework at both institutional and programme level will be looked at in more detail.

At the seminar – and in all next meetings – the glossary will get special attention as the quality assurance jargon is particularly hard on non-native speakers. For these language sessions a simple and inviting approach will be used with a rather low threshold.

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[7] Hanze University of Applied Sciences, Groningen: http://www.hanze.nl/home/international

Some 25 key persons of 6 HEI – and not 3 HEI as initially intended – attending the seminar will also follow day 1 of the 3-day training session on all aspects of IQA (12SUB03). Day 2 of the training is planned for March; day 3 takes place in June-July 2012. During this first training, participants will be guided through the various steps of writing a self-evaluation report (SER). ANQA staff members attend this training as observers. In this way, a beginning is made with the further professionalising of ANQA staff. ANQA will also be assisted in organising a preparatory meeting with HEI.

At the end of both the seminar and the training, participants will be invited to fill in the evaluation form on line (12SUB01). The aim is to sensitize stakeholders to the challenges of evaluation and computerized surveys. Also in both programmes, key factors to a successful quality culture in HEI (line 4) will be made explicit.

Training material including assignments is sent at least two weeks in advance to ANQA. Most of it needs to be translated. Training material for ANQA staff to use for its trainings of HEI will be available after the event so as to allow for slight adjustments.

A draft programme including some more details is to be found in annex. This document still features the dates agreed upon when discussing the event. At the request of CfEP PIU, the event will now take place at the end of the same week (1-3 March 2012).

As will be the standard procedure, ANQA and NVAO meet after every event (12COM02). At this occasion, also a meeting is scheduled before the event. Purpose:
− to evaluate the seminar and the training;
− to discuss the implementation plan;
− to further discuss the international visits (12SUB05);
− to discuss the project website (12SUB01);
− to prepare the next event (end March 2012: 12SUB03 & 12SUB04).

A separate meeting is scheduled with CfEP PIU as to discuss the necessary changes in the contract.

A report on the visit including the results (12REP02) will be available and published on the project website.

Execution process:
1   Submitting draft programme event & agenda for meeting including goals, expected outcomes and design of visit – beginning February 2012
2   Finalizing programme event & agenda for meeting – mid February 2012
3   Preparing training material for seminar and training – mid February 2012
4   Organizing 2-day seminar with stakeholders and ANQA on IQA (12SUB02) – 1 & 2 March 2012
5   Organizing day 1 of 3-day training with key persons of 6 HEI on IQA (12SUB03) – 3 March 2012
6   Meeting ANQA-NVAO and CfEP PIU (12COM02) – 29 February 2012
7   Report on seminar, training and visit (12REP02) – before end March 2012

Subproject 12SUB03
Training HEI on IQA, 22 March 2012 (day 2/3)
Subproject 12SUB04
Workshop HEI on Handbook IQA, 23 March 2012
Subproject 12SUB05
Workshop ANQA on Professionalization, 22 & 23 March 2012
Subproject 12SUB06
Workshop ANQA on Handbook QA, 23 March 2012
Meeting 12COM03
Visit 4 – NVAO, 22 - 24 March 2012
Report 12REP03
Report on visit, training and workshops, March 2012

LINE 1 – IQA / LINE 3 – ANQA

NVAO team:
− Michèle Wera, policy advisor and project manager
− Irma Franssen, policy advisor and team member responsible for line 1-IQA and training
− Rudy Derdelinckx, director and responsible for line 3-ANQA (as of 2012)

Experts QA (Hanzehogeschool Groningen[8], Netherlands)
− Hiltje Burgler-Feenstra, policy advisor and trainer IQA;
− Yvonne Eppink, policy advisor and trainer IQA.

End of March 2012, day 2 of the 3-day training session on all aspects of IQA (12SUB03) will take place. During this session, HEI will get feedback on their first assignment, and continue working on writing a SER. This training will also deal with the requirements regarding the actual content of the report, and include another session on the glossary. By the end of this day's training, HEI should be able to write a SER to be finished by 15 May 2012. Again ANQA staff members attend this training as observers to continue the further professionalising of ANQA.

The training will be followed by a workshop with HEI on the development of a handbook (12SUB04) to be used by HEI as a guide for setting up and monitoring IQA. The seminar on IQA (12SUB02) and both training sessions on writing a SER (12SUB03) should provide the basic material for working on the outlines for a handbook. ANQA staff members attend this training as observers.

The further development of the professionalising of ANQA is the main goal of the workshop with ANQA management and staff (12SUB05). To this purpose, different sessions are organised to identify the needs and concerns, and to define a shared approach for professionalization. By the end of the workshop, the outlines should be clear for the action plan on professionalization including the design of a handbook (12SUB06) and the development of training material for ANQA staff (12SUB07).

Possible topics for the workshop are:
− Desk research re. applications for accreditation;
− Initial accreditation procedures;
− Decision-making process re. accreditation;
− Effective troubleshooting tools;
− System-wide analysis.

In another meeting with CfEP PIU amendment 3 will be finalized.

Essential components of both the training and the workshop: evaluation (on line), glossary, and elements of quality culture made explicit. Also good practice from the other ongoing pilot projects will be included when relevant.

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[8] Hanze University of Applied Sciences, Groningen: http://www.hanze.nl/home/international

Meeting ANQA and NVAO (12COM03). Purpose:
− to evaluate the training and the seminar;
− to finalize the implementation plan;
− to take stock of needs regarding the ANQA information system (IT) and discuss further actions;
− to agree on steps to be taken for development handbooks;
− to discuss the project website (12SUB01);
− to prepare the next event (June/July 2012).

Execution process:
1 Submitting draft programme event & agenda for meeting including goals, expected outcomes and design of visit – beginning March 2012
2 Finalizing programme event & agenda for meeting – mid March 2012
3 Preparing training material – mid March 2012
4 Organizing day 2 of 3-day training with key persons of 6 HEI on IQA (12SUB03) – 22 March 2012
5 Organizing workshop with key persons of 6 HEI on handbook QA (12SUB04) – 23 March 2012
6 Organizing workshop with ANQA on professionalization (12SUB05) and handbook QA (12SUB06) – 22 & 23 March 2012
7 Meeting ANQA-NVAO (12COM03) – 24 March 2012
8 Developing training material for ANQA staff (12SUB06) – ongoing
9 Report on visit, training and workshops (12REP03) – April 2012

Subproject 12SUB06
Handbooks & Training Material

LINE 3 – ANQA

NVAO team:
− Rudy Derdelinckx, director and responsible for line 3-ANQA
− Irma Franssen, policy advisor and team member responsible for line 1-IQA and training
− Mark Frederiks, policy advisor and team member responsible for line 2-EQA
− Frank Wamelink, policy advisor and team member involved in training

For both HEI and ANQA handbooks will be developed for both IQA and EQA. Both the institutions and the agency will be guided in the process of designing the handbook and actually writing it. Also the advantages of a digital handbook will be put forward. Components of the handbook are:

Section 1
  (a) Part 1 IQA
  (b) Part 2 EQA
  (c) Part 3 Writing SER
Section 2 – Training Material

At various stages in the process of the professionalising of ANQA, training material will be used and discussed aimed at providing the agency with tools to address the specific needs of HEI. The various training sessions and workshops in which ANQA and HEI participate, will provide the input for the further development of custom-made material. As this process of professionalising is spread over the length of the project, the complete set of training material will be finalized at the very end of the project.

Material will also be developed on expert selection and train the trainer. Obvious links are the training sessions of ANQA staff and the outcomes of E-train, an ECA-project focusing on the training of quality assurance experts and train the trainer.

Execution process:
1   Developing plan and identifying activities – April-July 2012
2   Composing training material – ongoing
3   Discussing drafts – ongoing
4   Various training sessions including E-train (12SUB12) – ongoing
5   Finalizing handbooks and training material – July 2013

Subproject 12SUB07
International visits, June 2012
Subproject 12SUB08
International visits, October 2012
Report 12REP08
Report on visits, December 2012

LINE 4 – Quality Culture

NVAO team:
−   Esther van den Heuvel, policy advisor and team member responsible for line 4-Quality Culture
−   Mark Frederiks, policy advisor and team member responsible for line 2-EQA
−   Axel Aerden, policy advisor and former project manager

Elements of quality culture are made explicit in all activities related to the project. In addition, two international visits of a limited number (10 to 12 in total) of stakeholders are organised. The aims and objectives of these visits are described in the contract.

General outlines for the visits as discussed with ANQA (12COM01) are to be found in annex, and basically cover:
−   dates;
−   participants;
−   basic principles;
−   outline programmes.

Execution process:
1   Discussing outlines visits – February-March 2012
2   Submitting draft programme for June visit (12SUB07) – end March 2012
3   Finalizing programme for June visit including assignment – end April 2012
4   Organizing June visit – June 2012
5   Evaluation June visit – mid June 2012
6   Submitting draft programme for October visit (12SUB08) – end June 2012
7   Finalizing programme for October visit including assignment – end July 2012
8   Organizing October visit – October 2012
9   Evaluation October visit – end October 2012
10   Report on both visits including further actions to develop quality culture (12REP07) – December 2012

Subproject 12SUB03
Training HEI on IQA, June/July 2012 (day 3/3)
Subproject 12SUB05
Training ANQA staff, June/July 2012 (2 days)
Meeting 12COM04
Visit 5 – NVAO, June/July 2012
Report 12REP04
Report on visit and training, July 2012

LINE 1 – IQA / LINE 3 – ANQA

NVAO team:
− Irma Franssen, policy advisor and team member responsible for line 1-IQA and training
− Frank Wamelink, policy advisor and team member involved in training

Expert QA (Universiteit Leiden[9], Netherlands)
− Klaas van Veen, associate professor and trainer QA

End of June, beginning of July 2012, day 3 of the 3-day training session on all aspects of IQA (12SUB03) will take place. This training will have the form of a roundtable conference. By then, the SER will have been analyzed by an expert panel (desk research). Two of the four panel members – NVAO and HEI – will conduct this final training presenting good and perhaps not-so-good practices, and tools for writing a SER. During this last session, HEI will reflect on the SER written by their colleagues, and HEI of course also get feedback on their own SER. This training will therefore focus primarily on lessons learned, and provide additional tips and tricks. Again ANQA staff members attend this training as observers to continue the process of professionalization.

Part of this final training day on IQA will also be devoted to identifying the concerns regarding EQA as the next step in the process of quality assurance. As most likely the same HEI involved in the pilots IQO will also participate in the pilot EQA, these HEI will also take part in the training on EQA scheduled for October 2012 (12SUB11). Their input for these training sessions is essential in order to fully meet their needs.

Professionalization of ANQA staff is continued in a 2-day training session (12SUB05). The training will present tools for ANQA coordinators c.q. secretaries to write assessment reports with reference to the Armenian procedures as outlined in the ANQA Accreditation Manual.

During the second day, part of the Handbook QA (12SUB06) will be 'written' with reference to the topics dealt with the previous day. ANQA staff will be invited to actually write parts of the handbook in a kind of class room situation. By the end of the day, the handbook should contain at least complete chapters on two, preferably three topics.

Essential components of the training: evaluation (on line), glossary, and elements of quality culture made explicit. Also good practice from the other ongoing pilot projects will be included when relevant.

Meeting ANQA and NVAO after the training sessions (12COM04). Purpose:
− to evaluate the final training HEI (12SUB03) and the 2-day training ANQA (12SUB05);
− to discuss the project website (12SUB01);
− to prepare the next event: the national stakeholders' conference in October (12SUB09) and the various training sessions (12SUB10, 12SUB11, 12SUB12).

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[9] Leiden University, www.leiden.edu

Execution process:
1   Submitting draft programme event & agenda for meeting – mid May 2012
2   Finalizing programme event & agenda for meeting – end May 2012
3   Preparing training material – beginning June 2012
4   Preparing material re. stakeholders' evaluation in general (12SUB09) – beginning June 2012
5   Organizing day 3 of 3-day training with key persons of 6 HEI on IQA (12SUB03) – June/July 2012
6   Organizing 2-day training with ANQA staff (12SUB05) – June/July 2012
7   Meeting ANQA-NVAO (12COM04) – June/July 2012
8   Developing training material for ANQA staff on expert selection and training (12SUB06) – ongoing
9   Report on training and visit (12REP04) – before end July 2012

Report 12AME05
Interim Report, July 2012

NVAO team:
- Lucien Bollaert, board member and responsible for project
- Michèle Wera, policy advisor and project manager

First interim report after completing stage 1 as stipulated in the contract.

Execution process:
1   Submitting report – July 2012
2   Finalizing report – July 2012
3   Approving report – August 2012

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STAGE 2

July 2012 until Spring 2013

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Subproject 12SUB09
National Stakeholders' Conference, 8-13 October 2012
Subproject 12SUB10
Training HEI in IQA Implementation, 8-13 October 2012
Subproject 12SUB11
Training HEI and ANQA on EQA, 8-13 October 2012
Subproject 12SUB12
Train the Trainer (E-train project), 8-13 October 2012 (2 days)
Meeting 12COM05
Visit 6 – NVAO, 8-13 October 2012
Report 12REP06
Report on visit and conference, October/November 2012

ALL LINES

NVAO team:
– Karl Dittrich, chair board and/or Lucien Bollaert, member board and responsible for project
– Michèle Wera, policy advisor and project manager
– Irma Franssen, policy advisor and team member responsible for line 1-IQA and training
– Mark Frederiks, policy advisor and team member responsible for line 2-EQA
– Frank Wamelink, policy advisor and team member involved in training

Experts QA
– NN, international expert involved in E-train project (possibly from Germany)
– NN, international expert involved in E-train project (possibly from UK)

In October 2012, a 4-day event on QA in higher education is planned. For efficiency reasons a number of activities are taken together connecting in fact all five lines of the project, making clear the essence of a coherent quality assurance system. And so in a week's time four events are organised:
    (a) the national stakeholders' conference on IQA and EQA (12SUB09);
    (b) a training for key persons of HEI in IQA implementation (12SUB10);
    (c) a training for key persons of HEI and ANQA in EQA (12SUB11);
    (d) train the trainer (E-train project) (12SUB12).

It goes without saying that the organization of such an QA-week demands a huge effort from the part of ANQA staff. It has been decided, therefore, to combine the QA-conference and the national ANQA-conference usually held in December. This practical approach is preferred over spreading efforts over two events involving more or less the same participants.

By now the organization of the first national QA-conference has been discussed in at least two preparatory meetings (12COM03 & 12COM04).

Ad a
The national conference (12SUB09) will focus on a variety of aspects of IQA put into practice at both intuitional and programme level. HEI having participated in the pilot project on IQA will contribute by sharing their views and experiences with the other stakeholders, and by presenting lessons learned. Also the outcomes of other pilot project might be presented if relevant. Stakeholders' opinions on the IQA-model might be touched upon although it will not be the main focus due to recent developments. For the justification of this change of programme please refer to chapter 3.

Another subject for discussion will be the stakeholder's opinions on the existing EQA procedures. These might be covered in a survey. The purpose is to exchange views on the Armenian EQA-concept and policies, and to get input for the 3-day training in EQA for HEI.

Ad b
Line 1 on IQA will come to a close with a two-day training for key persons of HEI in IQA implementation (12SUB10). All aspects of IQA worked on in the previous training sessions will be presented in relation to each other. Participating HEI are offered one more chance to bring in concerns to be addressed. Plans for further training can be considered. By the end of the training, HEI should have a comprehensive idea about a good functioning system of IQA. The handbook IQA for HEI will be finalized conveniently bringing together tools to further develop IQA within HEI. Again ANQA staff members attend this training as observers to continue the process of professionalization.

Ad c
In a training (12SUB11) both HEI and ANQA staff will develop competencies for carrying out (HEI) and coordinate (ANQA) pilots on EQA. The training will cover the understanding of the framework, starting the process of writing the self-evaluation report and actually writing it, organising the actual audit, and developing a handbook for EQA. The training will be continued in November 2012.

Ad d
During a 2-day session trainers will be trained making use of the outcomes of the E-train project (12SUB12). As mentioned before, this ECA-project focuses on the training of quality assurance experts and of trainers. International experts involved in the ECA-project will be available for the training. It is essential though that the Armenian trainers to be trained have a basic knowledge of English as all ECA-material is in English. ANQA manage might want to attend this training as observers.

Essential components of the conference and training: evaluation (on line), glossary, and elements of quality culture made explicit. Also good practice from the other ongoing pilot projects will be included when relevant.

One might want to consider to organise a short introduction tour for the NVAO chair if he attends the conference. The day before the event he might have a meeting with ministerial officials, and visit one or two HEI.

Meeting ANQA and NVAO (12COM05). Purpose:
− to evaluate conference (12SUB09);
− to evaluate training HEI on IQA (12SUB10);
− to evaluate training HEI and ANQA on EQA (12SUB11);
− to evaluate train the trainer – E-train (12SUB12);
− to provide input for training ANQA on SER (12SUB13);
− to provide input for part II of the implementation plan (13SUB01);
− to discuss the project website (12SUB01);
− to prepare the next event (Nov/Dec 2012).

Execution process:
1. Submitting draft programme event & agenda for meeting including goals, expected outcomes and design of visit – Aug 2012
2. Finalizing programme event & agenda for meeting – September 2012
3. Preparing training material – September 2012
4. Organizing national conference (12SUB09) – 8-13 October 2012
5. Organizing training HEI in IQA Implementation (12SUB10) – 8-13 October 2012
6. Organizing training HEI and ANQA on EQA (12SUB11) – 8-13 October 2012
7. Organizing train the trainer (E-train project)(12SUB12) – 8-13 October 2012 (2 days)
8. Meeting ANQA-NVAO (12COM05) – 8-13 October 2012
9. Report on visit, conference and various training sessions (12REP06) – October/November 2012

NVAO team:
- Esther van den Heuvel, policy advisor and team member responsible for line 4-Quality Culture
- Mark Frederiks, policy advisor and team member responsible for line 2-EQA
- Axel Aerden, policy advisor and former project manager

This October visit will be organized taking into account the experiences gained in the June visit. More details on aims and objectives are to be found in the contract. For the outlines of the programme please refer to annex.

NVAO team:
- Rudy Derdelinckx, director and responsible for line 3-ANQA
- Irma Franssen, policy advisor and team member responsible for line 1-IQA and training
- Frank Wamelink, policy advisor and team member responsible for training

The training (12SUB11) of both HEI and ANQA staff on EQA in general and writing a self-evaluation report in particular will be continued. During this session, HEI will get feedback on their assignment, and continue working on writing a SER. This training will also deal with the requirements regarding the actual content of the report. By the end of this final day's training, HEI should be able to write a SER to be finished by 15 January 2013.

By the end of 2012, ANQA will start preparing for the external review of the agency (12SUBxx). A workshop will cover all elements: design and organisation of the review, data analysis and documentation, writing the self-evaluation report, formal regulations and actual application, follow-up procedures. ANQA will also be guided to develop that section of the handbook on the subject of the external review including training material for staff (12SUB07). The workshop will be continued early 2013.

Essential components of the training and workshop: evaluation (on line), glossary, and elements of quality culture made explicit. Also good practice from the other ongoing pilot projects will be included when relevant.

Meeting ANQA and NVAO (12COM07). Purpose:
- to evaluate training HEI and ANQA staff on EQA (12SUB11);
- to evaluate workshop ANQA on external review (12SUB13);
- to evaluate international visits (12SUB07 & 12SUB08);

- to discuss and revise part II of the implementation plan (13SUB01);
- to discuss the project website (12SUB01);
- to prepare the next event (Feb/March 2013).

Execution process:
1. Submitting draft programme event & agenda for meeting including goals, expected outcomes and design of visit – end October 2012
2. Finalizing programme event & agenda for meeting – mid November 2012
3. Preparing training material – Oct/Nov 2012
4. Organizing training HEI and ANQA staff on EQA (12SUB11) – Nov/Dec 2012
5. Organizing workshop ANQA on external review (12SUB13) – Nov/Dec 2012
6. Meeting ANQA-NVAO (12COM06) – Nov/Dec 2012
7. Report on training and visit (12REP08) – December 2012

2 Future Activities

Major activities planned but not yet finalized are the following:

2.1 Mid February 2013 – Site visits HEI pilots (visit 8)

NVAO team:
− Michèle Wera, policy advisor and project manager
− Frank Wamelink, policy advisor and team member responsible for training (process coordinator pilots)

Experts QA:
− Helmut Konrad, team member and chair panel
− Elisabeth Fiorioli, team member and panel member

1. Site visits 2 institutional and 2 programme accreditation procedures – 4 days
2. Workshop ANQA on external review (12SUB13)
3. Meeting ANQA-NVAO

2.2 April/May 2013 – Roundtable and Professionalization ANQA (continued) (visit 9)

NVAO team:
− Michèle Wera, policy advisor and project manager
− Irma Franssen, policy advisor and team member responsible for line 1-IQA and training
− Rudy Derdelinckx, director and responsible for line 3-ANQA or Lucien Bollaert, board member and responsible for project

Experts QA:
− Helmut Konrad, team member and chair panel

1. Roundtable – 1 day
2. Final preparation ANQA for external review > SER before 1 July 2013
3. Review Information System (possibly)
4. Meeting ANQA-NVAO

< Interim Report 2 >

2.3 September 2013 – ANQA Proof Audit (visit 10)

NVAO team:
− Michèle Wera, policy advisor and project manager (process coordinator review)
− Esther van den Heuvel, policy advisor and team member responsible for line 4-Quality Culture (secretary review)

Experts QA:
− Helmut Konrad, team member and chair review committee
− Elisabeth Fiorioli, team member and member review committee

1. ANQA external review (proof audit) – 2 days
2. Preparation national conference
3. Meeting ANQA-NVAO

2.4 December 2013 – National conference (visit 11)

< Final Report >

3 Justification

As discussed with the director of CfEP PIU, a justification per item is required in order to amend the contract. Also prior approval by ANQA is needed for the suggested changes.

Most adjustments have been discussed with ANQA during the visit beginning February 2012 (12COM1). Additional changes will be talked about during the next visit end Feburary. The present list of amendments therefore has not yet the full consent of ANQA.

3.1 Justification related to progress made (October 2010 – February 2012)

Due to the delay in the execution of the project and ongoing developments, some activities put into the contract are no longer relevant as the goals set up in the proposal (October 2010) have since been reached. Indeed, Armenia has taken a considerable step forward on QA. Some activities are therefore no longer required except in some instances where ANQA indicated that evaluation and further development might be needed.

This is the case for the following steps:

Line 1 - IQA
− Further development of an Armenian IQA-concept including a 2-day seminar with stakeholders on IQA models resulting in a shared vision on concept for IQA
  ➢ As the IQA-system is already in place, this activity has become superfluous.
− Stakeholders' opinions on IQA-model including a national stakeholders' conference and written comments by stakeholders on proposed concept resulting in a report on stakeholders' reactions on IQA-concept and proposals for further development.
  ➢ As the IQA-system is already in place, the conference with the stakeholders will focus focus on a variety of aspects of IQA put into practice at both intuitional and programme level.

Line 2 - EQA
− Further development of Armenian EQA-concept, policies, standards and criteria for accreditation and audits in a 2-day workshop with stakeholders and ANQA staff defining the Armenian EQA-concept, policies, standards and criteria for accreditation and audits, and a plan for validating model (pilots, consultation, decision-making)
  ➢ As the EQA-system is already in place, this activity has become superfluous.
− Stakeholders' opinions on EQA-model including a national stakeholders' conference and written comments by stakeholders on proposed EQA-concept resulting in a report on stakeholders' reactions on EQA-model and proposals for adjustment
  ➢ As the EQA-system is already in place, the conference with the stakeholders will focus on the outcomes of the two institutional and two accreditation procedures. As the site visits will only take place in February 2013, the conference will have to be postponed.
− Decision making on Armenian EQA-model through formal procedure within ANQA and government resulting in a decision on validated concept, policies, procedures, standards for accreditation and audits.
  ➢ As the decision on the EQA-system has already been taken, this activity has become superfluous.

Line 3 - ANQA
− Development of information system TEMIS including two workshops.
  ➢ As the information system is already in place, this activity has become superfluous. Technical assistance might be provided in evaluation, further guidance and advice.

3.2 Justification regarding the planning of activities

Some activities need to be rescheduled for a mix of reasons:
(a) Team members both in Yerevan and The Hague are not available at the given time due to prior engagements;
(b) HEI are not available at the given time due to circumstances (exams, holidays etc.);
(c) Activities (e.g. conference, workshop) have been adjusted making rescheduling sometimes necessary;
(d) One activity rescheduled causes rescheduling the next activity as most activities are interrelated;
(e) Spreading a 2- or 3-day training over more length in time is considered more instructive;
(f) Combining activities involving the same participants is considered more efficient.

This is the case for the following steps:

Line 1 - IQA
– 2-day seminar stakeholders on IQA planned for January-February 2012
  ➢ To take place beginning March 2012
– 3-day training HEI planned for January-February 2012
  ➢ Day 1/3 to take place beginning March 2012
  ➢ Day 2/3 to take place end March 2012
  ➢ Day 3/3 to take place June/July 2012
– 2-day training HEI in IQA Implementation planned for September 2012
  ➢ To take place in October 2012
– National conference planned for September 2012
  ➢ To take place in October 2012

Line 2 – EQA
– 3-day training HEI planned for September-October 2012
  ➢ Days 1-2/3 to take place in October 2012
  ➢ Day 2/3 to take place in November/December 2012
– Pilots in 4 HEI planned for December 2012-January 2013
  ➢ To take place in February 2012 (*after the holidays*)
– National conference on EQA planned for January-February 2013
  ➢ To take place in April/May 2012 (*after the pilots*)

Line 3 – ANQA
– ANQA training on expert selection and expert training planned for March-April 2012, July 2012 and March 2013
  ➢ To take place in October 2012
– ANQA training planned for January 2012 and June-July 2013
  ➢ To take place in March 2012, June/July 2012, October 2012, November/December 2012, mid February 2013 and April/May 2013

Line 4 – QA Culture
– International Visits planned for March-April and October 2012
  ➢ To take place in June and October 2012

3.3 Justification regarding the visits to Armenia

As mentioned previously, some activities have been combined into one visit increasing the efficiency considerably. And at least two visits related to IT-activities have been replaced by extra training sessions meeting the present concerns of ANQA and HEI. In the end,11 visits of NVAO to Armenia are still part of the project.

In general, the activities concerning policy matters on models for IQA and EQA have been replaced by more practical oriented sessions. Training for stakeholders in IQA and EQA is intensified, and so is the further professionalization of ANQA both as an agency and on the level of staff members.

The following scheme replaces the scheme in Amendment 2.

VISIT	ACTIVITY	DATE
1	Introduction	June 2011
2	Re-launch project	2-4 February 2012
3	Seminar on IQA Training HEI on IQA (day 1/3)	29 February – 3 March 2012
4	Workshop ANQA on Professionalization (days 1-2/3) Workshop ANQA on Handbook QA (day 1/2) Training HEI on IQA (day 2/3)	22 & 23 March 2012
5	Training ANQA staff Training HEI on IQA (day 3/3)	June/July 2012
6	**National Conference** on IQA Training HEI in IQA Implementation Training HEI and ANQA on EQA (day 1-2/3) Train the Trainer (E-train Project)	8 – 13 October 2012
7	Training HEI and ANQA on EQA (day 3/3) Workshop ANQA on external review (1-2/3)	November/December 2012
8	Pilots 4 HEI Workshop ANQA on external review (3/3)	mid February 2013
9	Roundtable Conference on EQA Final preparation ANQA for external review Review Information System	April/May 2013
10	ANQA Proof Audit	September 2013
11	**National Conference** on QA	December 2013

3.4 Justification regarding the composition of the NVAO team

Some members on the NVAO team need to be replaced as justified below:

Michèle Wera will be responsible for the overall management of the project including line 5 (Implementation), She will replace Axel Aerden whose involvement in the project will be limited to IT related activities and the organisation of the international visits. Michèle Wera is a senior policy advisor and an experienced project manager. She is co-organiser of various international activities including institutional audits in Croatia and (initial) accreditation procedures in the Caribbean. She is also secretary to NVAO's Executive Board.

Rudy Derdelinckx will be responsible for the professionalization of ANQA as part of line 3, and replace Lucien Bollaert who remains responsible for the project as a board member. As director of NVAO, Rudy Derdelinckx is well placed to take upon him the responsibility for the further professionalising process of ANQA staff. He also has been involved in a wide range of international activities.

Mark Frederiks has already been assigned various tasks in the project, and will now also be responsible for the external quality assurance in line 2 so as to replace Axel Aerden whose involvement in the project will be reduced as pointed out before. Mark Frederiks is coordinator of NVAO's international department.

Irma Franssen will be responsible for the training, and replace Adèle Meyer who has been on sick leave since beginning 2011. Irma Franssen is an expert in internal quality assurance, and co-responsible for the internal quality assurance of NVAO. In that capacity, she has already been appointed as being responsible for the internal quality assurance in line 1. She is a senior policy advisor with broad experience in training not only within the NVAO but also at the level of higher education institutions.

Frank Wamelink will work as a trainer alongside Irma Franssen, and replace Fred Mulder whose other responsibilities no longer allows him to participate in the project. As senior policy advisor, Frank Wamelink is co-responsible for the NVAO training of experts and secretaries, and project manager of SWIT, NVAO's electronic system for document management. As a former project leader at QANU (Quality Assurance Netherlands Universities), he also has excellent knowledge of assessment procedures.

3.5 Justification regarding international experts in quality assurance

Due to the refocus on training of stakeholders in IQA and EQA, the input of quality assurance experts in higher education institutions needs to be increased. Their hands-on experience is essential in order to develop tools and handbooks fit for purpose. To this effect, two senior policy advisors at the University of Applied Sciences in Groningen, The Netherlands, will join up. Both experts are 'among the other experts' to be involved in the project as stipulated in Appendix C of the contract.

Hiltje Burgler is responsible for the quality assurance system of the institution including the institutional audit that was recently carried out by NVAO. She develops guidelines and protocols for internal quality assurance. She is president of internal quality and risk audits, and coaches study programmes when they prepare for (initial) programme accreditation. She has also been panel secretary for external quality assessments by NQA (Netherlands Quality Agency).

Yvonne Eppink advices the executive board and faculties in all matters of quality assurance. She develops guidelines and protocols for internal quality assurance., and coaches study programmes when they prepare for (initial) programme accreditation. As project leader she was responsible for the institutional audit that was recently carried out by NVAO, and for the validation of the institute's research function, Special fields of interest are information and knowledge management, and planning and writing self-evaluation reports.

At a later stage, two international experts will be invited to join. They are presently involved in the E-train project, and will be involved in the 2-day session on train the trainer in October 2012.

ANNEX 1 – Time and Activity Line

ANNEX 2 – Overview of Activities

Meeting 11COM01
Visit NVAO, June 2011

Meeting 12COM01
Visit NVAO, 1-5 February 2012
Meeting 12COM02
Visit NVAO, 29 February – 3 March 2012
Meeting 12COM03
Visit NVAO, 22 & 23 March 2012
Meeting 12COM04
Visit NVAO, June/July 2012
Meeting 12COM05
Visit NVAO, 8-13 October 2012
Meeting 12COM06
Visit NVAO, Nov/Dec 2012

Report 11REP01
Inception Report, 28 July 2011
Report 12REP01
Implementation Plan, March 2012 (draft)
Report 12REP02
Implementation Plan, March 2012
Report 12REP03
Report on visit, April 2012
Report 12REP04
Report on visit, July 2012
Report 12REP05
Interim Report, July 2012
Report 12REP06
Report on visit, October/November 2012
Report 12REP07
Report on international visits, December 2012
Report 12REP08
Report on visit, December 2012

Report 13REP01
Implementation Plan, January 2013 (Part II)

Amendment 12AME02
Amendment 2, 10 January 2012
Amendment 12AME03
Amendment 3, April 2012

Amendment 13AME01
Amendment 4, January 2013

Subproject 12SUB01
Website

Subproject 12SUB02
Seminar stakeholders and ANQA on IQA, 1 & 2 March 2012
Subproject 12SUB03
Training HEI on IQA, 3 March 2012 (day 1/3)
Subproject 12SUB03
Training HEI on IQA, 22 March 2012 (day 2/3)
Subproject 12SUB03
Training HEI on IQA, June/July 2012 (day 3/3)
Subproject 12SUB04
Workshop HEI on Handbook QA, 23 March 2012
Subproject 12SUB05
Training ANQA staff, 22 & 23 March 2012
Subproject 12SUB05
Training ANQA staff, June/July 2012
Subproject 12SUB05
Training ANQA staff, 8-13 October 2012

Subproject 12SUB06
Handbooks & Training Material

Subproject 12SUB07
International visit, June 2012
Subproject 12SUB08
International visit, October 2012

Subproject 12SUB09
National Stakeholders' Conference, 8-13 October 2012
Subproject 12SUB10
Training HEI in IQA Implementation, 8-13 October 2012
Subproject 12SUB11
Training HEI and ANQA on EQA, 8-13 October 2012
Subproject 12SUB11
Training HEI and ANQA on EQA, Nov/Dec 2012
Subproject 12SUB12
E-train: Train the Trainer, 8-13 October 2012 (2 days)

Subproject 12SUB13
Training ANQA staff on external review, Nov/Dec 2012

ANNEX 3 – Brief Reports on the meetings (12COM01)

After an unfortunate delay the project was re-launched in February 2012. To this effect, NVAO appointed a new project manager in good accordance with all parties concerned. Together with an NVAO colleague and expert in IQA she paid a three-day visit to Yerevan in February 2012.

NVAO had several meetings with the ANQA director and his staff. They also met with the Deputy Minister of Education, the director of the Centre for Education Projects Project Implementation Unit, and representatives of universities and colleges. All details of the project were discussed in depth, and this resulted in the outlines for an implementation plan (Part I) and a draft programme for the seminar and training in IQA scheduled for February-March 2012.

1   Meeting ANQA – NVAO
**   Yerevan, 2-4 February 2012**

The purpose of the extra visit in February 2012 was manifold as communicated with ANQA and CfEP PIU:
− to start afresh in an open and constructive way, and to make the re-launch of the project a success;
− to get a better understanding of ANQA's expectations towards NVAO's input in view of recent developments and other ongoing projects;
− to discuss in depth the aims and objectives of the various stages and activities as stipulated in the contract;
− to prepare the next activity i.c. the seminar and training in IQA in March 2012 in view of recent developments and possibly new insights;
− and finally, to agree on future ways of communication and cooperation at a more basic level.

During the visit, a roundup was made of what has already been done – the inception report dates from July 2011 – and of what is possibly covered by other projects ANQA is involved in so as to maximise the added value of the technical assistance offered.

The majority of the time was spent on going over all the aspects of the project at large, and the various activities in detail. It became clear that a reorientation of the project was needed, moving away from technical assistance in policy matters on models for IQA and EQA towards a more practical oriented approach. Hence training for stakeholders in IQA and EQA is intensified, and so is the further professionalization of ANQA both as an agency and on the level of staff members.

When discussing plans for the future, priority was given to activities planned in 2012 such as the project website, the first seminar and training in IQA, the international visits, the national conference, the pilots involving self-evaluation reports and site visits.

One important lesson learned is that at all times, special attention should be paid to the language issue as English is not yet widely used. It is believed that about 10% is fluent in English. It is necessary, therefore, that in all activities for stakeholders good use is made of translation facilities. The project provides in interpreters but to a lesser extent than now seems required.

Other developments and issues to take into account:
− HEI and ANQA already have some experience with the writing of self-evaluation reports and assessment procedures as (other) pilot projects are being carried out. In most cases, the outcome was 'conditionally accepted[10]'.
− The project involves institutions at levels 4 till 7 including both universities (22 public and ca. 40 private) and VET (12 main colleges). NVAO's jurisdiction is limited to levels 5 till 7. [At a later date, the minister decided to exclude levels 4 and 5 from the project]

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[10] conditionally accepted = meets the minimum requirements, however, needs further redevelopment and is feasible to be achieved in a two-year time span (ANQA Accreditation Manual, 2011, p. 31)

- The Armenian framework for accreditation – and not the NVAO framework – will be taken as reference for the pilots.
- The HEI for the pilot IQA will be selected after the first training. The Medical University will probably participate in the pilot given the complexity of the institute. Whether the same HEI also participate in the next pilot project (EQA) is still open for discussion. There are pros and cons: on the one hand HEI can build on the experience, on the other hand some HEI might feel left out.
- Initial accreditation has not given much attention yet, and might be an interesting topic to address in one of the workshops for HEI and ANQA.
- Students are important stakeholders and should be included in all activities, preferably also the international visits to Europe. They are not budgeted for though.
- The project website shall be given priority as it will be launched at the first seminar. It will be set up comparable to other project websites ANQA is already familiar with (www.picqa.org). Another useful project website might be www.heiq.net from Croatia. The website has been discussed in a separate meeting with the responsible ANQA staff members. [Later also reference is made to ECA project sites: www.ecaconsortium.net/main/projects]
- IT-related activities are no longer a priority since TEMIS is about to become operational. It might be useful though to review the system in 2013.
- Activities need to be practical in nature, and offer tools fit for purpose. Also the decision-making process should be addressed.
- A rescheduling of activities is necessary due to a variety of reasons.

2 Meeting Deputy Minister of Education – CfEP PIU – ANQA –NVAO
Yerevan, 3 February 2012

Topics discussed:
- Institutional accreditation versus institutional audits;
- The legal framework of the accreditation system in relation to ESG and ENQA requirements in view of the external review schedules for 2014;
- The independency of experts in panels;
- The organisation of the decision-making body re. accreditation.

In all instances, NVAO shared its experiences with the accreditation process underlining the importance of independent assessments and decisions. Later relevant NVAO documents were sent to the Deputy Minister's office.

At the meeting were also present: Head of Higher Education, the director of the Centre for Education Projects Project Implementation Unit and the ANQA management team.

3 Meeting HEI – ANQA – NVAO
Yerevan, 3 February 2012

The purpose of this meeting was to get input for both the seminar for stakeholders and the training for HEI participating in the pilot IQA.

Issues raised:
- Need to improve mechanism to involve stakeholders, to involve the 'right' people, also within HEI (management, students). A separate meeting with directors might be useful;
- Team work within each HEI should be stimulated in order to develop a quality culture;
- SER in pilots are descriptive rather than analytic. Also the planning and organisation of a SER need attention;
- Lack of knowledge concerning the assessment of core competencies, the matching of intended and achieved learning outcomes;
- Lack of knowledge on ESG and accreditation framework;
- Lack of legal knowledge re. accreditation procedures;

- Not all HEI will be able to write a SER at such short notice. Nor will all HEI be equally ready to undergo an institutional accreditation procedure;
- Examples of good practice to be presented at seminar might be international student exchange.

At the meeting were present two panel members (chair and student member) participating in other pilot projects, and some ten representatives of the following HEI:
- University of Medicine;
- Financial Banking College Foundation, VET;
- xx

4   Meeting CfEP PIU – ANQA – NVAO
   Yerevan, 4 February 2012

Outcomes:
- Amendments to the contract are acceptable when justified, and approved by ANQA. This applies to all items in the contract i.e. activities and members of the NVAO team;
- As the TEMIS programme has been installed in most HEI, there is no longer the need to develop an information system. The activities related to TEMIS can therefore be eliminated from the contract. At a later stage, NVAO might give feedback on the system.
- CfEP PIU will provide logistics including translations/interpreters for the upcoming seminar. A draft programme with all relevant information (number participants, group sessions, etc.) for the event will be available as soon as possible.
- On the project website and all project documents, publications etc. four logo's will be used: Ministry of Education, The World Bank, ANQA, and NVAO.
- The next meeting is scheduled for end February 2012 at the occasion of the seminar.
   Purpose: go over the details of Amendment 3.

ANNEX 4 – Draft Programme Seminar & Training IQA (<u>12SUB02 & 12SUB03</u>)

Seminar on Internal QA: Good Practices and Tools
A two-day seminar on internal quality assurance in higher education

Yerevan, 1 and 2 March 2012

Organisation   ANQA in cooperation with NVAO and funded by The World Bank
Participants   higher education institutions, students & alumni, labour market, ministries, experts, ANQA
                  (on invitation only)

Location   Yerevan, <name and address congress centre?>
Costs   <?>

Contact information
<?>

Thursday 1 March 2012 – Workshop IQA (day 1)
Chair: Ruben Topchyan (?)

- 11am   Presentation A(R)Q(U)ATA Project *(ANQA & NVAO)*
- 11.15 am   Launch project website *(ANQA)*
- 11.30 am   Good practice IQA related to Plan-Do-Check-Act Cycle *(NVAO)*
- 12.30 am   Good practice IQA as outcome of peer assessment *(panel member ANQA pilot)*
 [lunch 60']
- 2.00 pm   Workshop IQA in 3 concurrent sessions – part 1 on evaluation matrix *(NVAO)*
[afternoon break 30']
- 4.15 pm   Outcomes workshop and discussion *(ANQA & NVAO)*
- 5.30 pm   Glossary QA: standards, principles & criteria – part 1 *(ANQA & NVAO)*
- 6.00 pm   End of programme

Friday 1 March 2012 – Workshop IQA (day 2)
Chair: Susanna Karakhanyan (?)

- 9.00 am   Glossary QA: assessment & evaluation – part 2 *(ANQA & NVAO)*
- 9.30 am   Good practice IQA related to writing process Self-evaluation Report *(NVAO)*
[morning break 30']
- 11.30 am   Workshop IQA in 3 concurrent sessions – part 2 on programme level *(NVAO)*
[lunch 60']
- 2.00 pm   Workshop IQA in 3 concurrent sessions – part 3 on institutional level *(NVAO)*
[afternoon break 30']
- 4.00 pm   Outcomes workshops and discussion *(NVAO)*
- 4.30 pm   Glossary QA: stakeholders – part 3 *(ANQA & NVAO)*
- 5.00 pm   End of programme
- 5.15 pm   Evaluation on line *(ANQA)*

Training Self-Evaluation Report on Institutional Level
Day one[11] of a three-day training on internal quality assurance in higher education

Yerevan, 3 March 2012

Organisation   ANQA in cooperation with NVAO and funded by The World Bank
Participants   higher education institutions possibly involved in pilots IQA *(on invitation only)*
Observers   ANQA staff

Location   Yerevan, <name and address congress centre?>
Costs   <?>

Contact information
<?>

Chair: Irma Franssen

- 9.00 am   Presentation aims and objectives training SER Institutional Level
- 9.15 am   Entry-level test
- 9.30 am   Training SER Institutional Level – part 1 follow up on evaluation matrix (Seminar, day 2)
- 10.15 am   Glossary QA: policy, mission, strategy, procedures – part 4

[morning break 15']

- 10.45 am   Training SER Institutional Level – part 2 on principle 1

[lunch 45']

- 1.00 pm   Training SER Institutional Level in 2 concurrent sessions – part 3
        - session A on principle 2
        - session B on principle 3

[afternoon break 15']

- 2.45 pm   Good practice and tools

- 3.30 pm   Final test
- 3.45 pm   Presentation SER in 10 steps

- 4.30 pm   End of programme
- 4.45 pm   Evaluation on line (*website)*

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[11] Day 2 will follow in March; day 3 in June 2012.

PARTICIPANTS

Seminar 1 & 2 March 2012

Stakeholders   tertiary education institutions (24), students (8), labour market (6), ministries (4), experts (6), ANQA staff (15), alumni (5)

Number   ca. 60

Criteria TLI   public/private, big/small, Yerevan/regional, pilot/non pilot, project/ non project, stage in development QA system, availability staff, readiness management

Tertiary education institutions: pilots IQA
- Total: 24
- key persons of the 6 TLI possibly involved in pilots IQA (*selection of 3 TLI after training*)
- 4 people per HEI x 6 TLI:
    - 2 IQA staff members
    - 1 student
    - 1 lower/middle management

Students
- Total: 8 (including 6 students from HEI in pilot IQA)
- 1 student from focus group ANQA
- 1 student as panel member pilot ANQA

Alumni
- Total: 5

Labour market
- Total: 6

Ministries
- Total: 4

Experts
- Total: 6
- 3 experts involved in other pilots/projects
- 3 inexperienced experts

ANQA-staff
- Total: 15
- Staff members fully participate in the professionalising process, do *not* act as translator

Training 3 March 2012 (Day 1)

Pilot TLI   2 key persons of the 6 TLI possibly involved in pilots IQA, and same persons who also participated in seminar the two previous days (*selection of 3 TLI after training*)

Number   12

Criteria TLI   public/private, big/small, Yerevan/regional, pilot/non pilot, project/ non project, stage in development QA system, availability staff, readiness management

Observers   ca. 6 ANQA staff members

Translators will be needed for plenary and all concurrent sessions

MATERIAL

General material (ANQA & NVAO)
- Final programme seminar & training
- List of participants including HEI, function, email etc.
- Name tags for participants
- Short presentation A(R)Q(U)ATA project + PPT
- Cv's speakers & trainers

Training material (NVAO)

Day 1
- Evaluation matrix

Day 2
- Role of stakeholders
- Evaluation (*survey website*)

Day 3
- Intake test
- Final test

- Mission + Executive summary strategic plan of 6 HEI
  (max one page to be sent to all participating HEI in pilot, one week in advance)

- SER in 10 steps
- Evaluation (*survey website*)

Miscellaneous (ANQA)
- 3 blank posters
- Post its in 3 different colours
- 4 to 6 laptops (*survey website; 2 NVAO laptops available*)
- Beamer and screen for PowerPoint presentations (*not to be encouraged*)

ANNEX 5 – Outline Programme International Visits (12SUB08 & 12SUB09)

International Visits

June and October 2012

Dates
- Group 1: 4-8 June 2012;
- Group 2: 22-26 October 2012.

Dates might change depending on (a) availability of participants; (b) limited possibilities for shadowing IQA/EQA procedures as requested by ANQA.

Participants
Each group will consist of 5 possibly 6 people. One mind want to consider to include a student – extra participant and therefore extra funding is required – and to limit government participation to 2 per group, so 4 in total, in favour of an extra ANQA staff member. The delegation would then consist of representatives of:
1. Government / Ministry / CfEP
2. Government / Ministry / CfEP
3. ANQA staff
4. ANQA staff
5. HEI
6. Student

For further justification please refer to chapter 3 of the Report (12REP01).

Basic principles
- The idea is to mix the groups so that all participants benefit from working together as stakeholders. A group consisting of only representatives of two stakeholders would not have the same learning effect on enhancing quality culture.
- Visits should concentrate on the day-to-day work of European quality assurance agencies such as NVAO and OAQ (Switzerland), HEI, assessment agencies (excluding QANU as Armenian stakeholders are already familiar with its work via other projects), ministries, student bodies, etc. The most efficient way would be shadowing European colleagues but this is also the most difficult to organise. Most work in Europe is not done in English but in the native language. QA procedures in English are therefore limited. It will certainly be a challenge to include the possibility for shadowing in the programme.
- For practical reasons one group might travel to Netherlands/Flanders, the other group to Switzerland (or another European country).
- The visits also include a preparatory workshop (at NVAO office in The Hague), an individual assignment, evaluation and feedback (on line survey via project website).

Outline programme – group June 2012
(12SUB08)

1. Sunday: travel to Amsterdam-The Hague
2. Monday: NVAO office
    a. Workshop preparing participants for visits and for individual assignment
    b. Workshop on topics such as initial accreditation procedures, system wide analysis, conditionally accepted (as part of the decision-making), etc.
    c. Shodowing: NVAO and/or HEI
    d. Meeting / Dinner with stakeholders
3. Tuesday: Utrecht
    a. HEI – Utrecht University (institutional audit)
    b. Assessment Agency (NQA)
    c. Meeting / Dinner with stakeholders
4. Wednesday: Leiden
    a. HEI – Leiden University (with Klaas van Veen as international expert)
    b. Travel to Brussels
    c. Free afternoon in Brussels
    d. Meeting / Dinner with stakeholders
5. Thursday: Brussels
    a. HEI
    b. Assessment Agency
    c. Ministry
    d. Meeting / Dinner with stakeholders
    e. Travel to The Hague
6. Friday: The Hague
    a. HEI – private HEI?
    b. Ministry
    c. NVAO – Evaluation
    d. Farewell dinner with NVAO
7. Saturday: travel to Yerevan

Outline programme – group October 2012
(12SUB08)

For the group travelling to Switzerland (or another European country) a similar programme will be designed in close collaboration with the national quality assurance agency, possibly OAQ.