



university of
 groningen

Faculty of Arts

Teaching and Examination Regulations (OER)

Part B: Master's degree programme in

International Relations

Croho 60819

Master's track

- International Humanitarian Action (NOHA) 120 ects

for academic year 2020-2021

Content:

- 1. General provisions**
- 2. Admission**
- 3. Content and structure of the degree programme**
- 4. Tests and examinations of the degree programme**
- 5. Final assessment of the degree programme**
- 6. Transitional and final provisions**

Section 1 General provisions

Article 1.1 – Applicability

These regulations comprise three parts – Part A, Part B and an additional Part C.

- **Part A** contains general provisions which apply to the teaching, examinations and final assessments of the Master's degree programmes provided by the Faculty of Arts of the University of Groningen, hereinafter referred to as **the Faculty**.
- **Part B** contains degree programme-specific provisions which apply to the Joint Master's degree programme in International Relations, Master's track International Humanitarian Action, CROHO 60819, hereinafter referred to as **the degree programme**, as provided by the Faculty of Arts of the University of Groningen.
- **Part C** contains the **Study and Examination Regulations (version 13 September 2020)** of the Joint Master's Programme in International Humanitarian Action as jointly established under the framework of the "Consortium Agreement for the Establishment of a Joint Master's Degree Programme in International Humanitarian Action" **signed in 2020**, hereinafter referred to as the **Consortium Agreement 120 ects**, to which the University of Groningen is signatory, and which applies to the aforementioned degree programme of the Faculty of Arts of the University of Groningen in its 120 ects realisation. Additional agreements and amendments concluded under the framework of the Consortium Agreement, including related bilateral agreements, are considered part and parcel of the Consortium Agreement in these regulations.

Due to the specific joint nature of this degree programme, the following order of precedence applies for students registered for the degree programme at the University of Groningen, insofar stipulations may contradict each other:

- The Dutch Higher Education Research Act (WHW) takes precedence over
- The Consortium Agreement, which takes precedence over
- Part C of these regulations, which takes precedence over
- Part B of these regulations, which takes precedence over
- Part A of these regulations.

Article 1.2 – Definitions

Due to the specific joint nature of the degree programme, the following definitions in article 1.2 of Part A of these regulations shall be read and understood as follows:

- b. **Student**: a person registered at the University of Groningen for the purpose of taking course units and/or examinations leading to the conferral of a university degree. Students from partner universities who study at the University of Groningen as part of the Consortium Agreement shall have the same rights as students in the preceding definition.
- f. **ECTS credit point**: a credit point within the meaning of the Dutch Higher Education and Research Act. The student workload of each course unit is expressed in ECTS credit points, whereby 1 ECTS is equivalent to a student workload of 28 hours for courses taught at the University of Groningen in accordance with article 7.4 of the Act. ECTS credit points awarded by other partner universities under the Consortium Agreement shall represent a student workload equivalent to what the respective national legislation stipulates.
- l. **Semester**: part of the academic year, either starting on 1 September and ending on a date to be determined by the NOHA Master's Board of Directors as mandated through the Consortium Agreement by the Board of the University, or starting on a date determined by the NOHA Master's Board of Directors as mandated through the Consortium Agreement by the Board of the University and ending on 31 August.
- n. **Board of Examiners**: an independent body with the duties and powers as stated in articles 7.11, 7.12, 7.12b, 7.12c of the Dutch Higher Education and Research Act, including assessing whether the requirements of the final assessment have been met. The Board of Examiners at the University of Groningen has delegated authority from the NOHA Master's Board of Directors, which functions as the joint Board of Examiners on Consortium level, to make decisions in relation to the implementation of assessment standards, the Teaching and Examination Regulations in place at the University of Groningen, and other related issues under the Dutch Higher Education and Research Act, insofar as they regard situations within the sphere of the University of Groningen and do not have direct bearing upon the wider cooperation within the consortium. Concerning matters that have wider implications for the consortium, the NOHA Board of Examiners at the University of Groningen is required to at least consult or otherwise pass the matter on to the NOHA Master's Board of Directors at Consortium level.

- p. Admissions Board: the board that has decision-making powers in matters concerning admission to the degree programme on behalf of the Faculty Board. As the Consortium Agreement stipulates that admission to the degree programme is at the discretion of the Consortium, the Admissions Board at the University of Groningen, appointed by the Faculty Board, functions as the local Selection Committee, representing and answering to the Joint Admission Board in agreement with the Study and Examination Regulations in Part C of these regulations.

Section 2 Admission

Article 2.1 – Entry requirements

Due to the specific joint nature of the degree programme, article 2.1 of Part A of these regulations shall be read and understood in its entirety as follows:

1. The regular entry requirements for the degree programme are set out in article 3.2 and 3.3 of Part C of these regulations, concerning Admission Criteria and Language Qualification Requirements.
2. Students who have followed the Admission Procedure successfully as stipulated by article 3.5 and 3.6 in Part C of these regulations and who have the University of Groningen included in their Mobility Plan as described in article 5.3 of Part C of these regulations shall be admitted to the degree programme as provided by the University of Groningen in accordance with their Mobility Plan.
3. Admission entitles students to register for the course as defined by their Mobility Plan described in article 5.3 of Part C of these regulations.

Article 2.3 – Admissions Board

Due to the specific joint nature of the degree programme, the first clause of article 2.3 of Part A of these regulations shall be read and understood as follows:

1. The Joint Admission Board shall have the power to decide on behalf of the Faculty Board in matters concerning admission to the degree programme. The Admissions Board appointed by the Faculty Board shall function as the local Selection Committee as meant by article 1.2 of Part B of these regulations.

Article 2.5 – Entrance examination: times

Due to the specific joint nature of the degree programme, the first and fourth clause of article 2.5 of Part A of these regulations shall be read and understood respectively as follows:

1. The entrance examination for the degree programme shall be in accordance with article 3.5 of Part C of these regulations.
4. The Joint Admissions Board shall decide on the application. Admission shall be on condition that the candidate has satisfied the requirements set out in article 3.2 and 3.3 of Part C of these regulations, concerning knowledge and skills by the starting date of the degree programme at the latest, supported by certificates from the degree programmes followed. The written admission decision shall include information for the student about the possibility of an appeal to the Board of Appeal for Examinations.

Section 3 Content and structure of the degree programme

Article 3.1 – Student workload

1. For students who started in September 2017 and later, the degree programme has a student workload of 120 ECTS, whereby one credit is the equivalent of 28 hours of study for course units followed at the University of Groningen.
2. The student workload is expressed in whole ECTS credit points.

Article 3.2 – Programme Learning Outcomes of the degree programme

The following Programme Learning Outcomes apply.

		Dublin descriptors				
		Knowledge & understanding	Applying knowl. & understanding	Making Judgements	Communication	Learning skills
EQF-LLL	Academic research					
<i>Knowledge</i>	Has specialised knowledge and a critical methodological understanding of appropriate research methods and research design for the humanitarian field and for original research in humanitarian studies.	✓				
<i>Skills</i>	Has justified and applied methodology and scientific methods correctly in an original piece of humanitarian research.		✓			
<i>Responsibility & autonomy</i>	Has studied a research topic in depth, and conducted and completed a medium-length research project largely self-directed.					✓
HAQF – Humanitarian commitment						
<i>Knowledge</i>	Has a critical understanding of the humanitarian principles and standards and the problematic nature of the dilemmas involved.	✓				
<i>Skills</i>	Has demonstrated the ability to formulate adequate and ethically sound recommendations for humanitarian action grounded in the humanitarian principles and values, translating these in innovative, practical terms to policies, strategies and programme management.		✓			
<i>Responsibility & autonomy</i>	Takes responsibility for specifying clear ethical standards informed by the humanitarian principles, values and professional codes of conduct. Applies innovatively and strategically correct the humanitarian principles and standards to dilemmas in complex and insecure contexts.			✓		
HAQF – Context analysis & reflection						
<i>Knowledge</i>	Has highly specialised knowledge and a critical understanding of humanitarian concepts and theories. Has innovative expertise on a particular current theme in humanitarian action with an interdisciplinary understanding in terms of its political, legal, anthropological, public health and management aspects.	✓				
<i>Skills</i>	Has specialised skills to conceptualise, interpret and critically analyse complex humanitarian crises and interventions on the basis of a variety of sources, generating new interdisciplinary expertise to help solve complex humanitarian problems.		✓			
<i>Responsibility & autonomy</i>	Has demonstrated the ability to position one's own research findings in the broader context of humanitarian action. Has developed an open attitude towards acquiring new knowledge and understanding about professional and academic developments in humanitarian action.					✓
HAQF – Coping & safety						
<i>Knowledge</i>	Has a thorough understanding of personal security risks in humanitarian fieldwork and possible techniques and strategies to reduce the impact of external stressors.	✓				
<i>Skills</i>	Has specialised problem-solving skills to promote the best and safest response in humanitarian emergency contexts in terms of personal and social implications and foreseeable harm by humanitarian interventions.		✓			

<i>Responsibility & autonomy</i>	Acts firmly and appropriately in insecure situations according to the security rules, taking into account advice from security sources and other stakeholders.			✓	
HAQF – Leadership					
<i>Knowledge</i>	Has a critical understanding of opportunities and threats of current trends in the humanitarian sector.	✓			
<i>Skills</i>	Has demonstrated a range of coaching and management skills to carefully assess the relevant factors for decision making in terms of operative context, possible effects and risks and the best way for successful implementation of strategic decisions.			✓	
<i>Responsibility & autonomy</i>	Has demonstrated the ability to act on decisions made. Has adopted a reflective practice analysing personal learning goals and ways to achieve them. Stimulates the involvement and development of team members and partners to achieve a successful humanitarian project.				✓
HAQF – Collaborative relationships					
<i>Knowledge</i>	Has highly specialised knowledge of the diversity of actors and stakeholders, their interaction and competition, and a thorough understanding of the importance of coordination between different levels in the humanitarian system.	✓			
<i>Skills</i>	Has demonstrated the ability to listen to beneficiaries and stakeholders and taking into account their considerations, to communicate humanitarian expertise and research findings in a structured, intelligible way to specialists and non-specialists in a multi-cultural humanitarian setting. Has the ability to cultivate relations of sensitive respect in terms of cultural and gender diversity and to cooperate in a quest for mutual benefit or compromise.				✓
<i>Responsibility & autonomy</i>	Involves partners and team members in different levels of decision-making and acts responsible and accountable concerning own decisions. Actively contributes to team building, a balanced distribution of work, and fostering a good atmosphere and cohesion in group projects in an effort to achieve the common goal.				✓
HAQF – Service to crisis-affected people					
<i>Knowledge</i>	Has highly specialised knowledge and critical understanding of the impact of various humanitarian action interventions on the needs and rights of crisis-affected people and their interaction with interests of relevant actors in a certain professional regional context.	✓			
<i>Skills</i>	Specialised problem-solving skills combining interdisciplinary knowledge and understanding of the range of needs and capabilities of crisis-affected people in a certain regional context toward relevant, evidence-based solutions for effective response.			✓	
<i>Responsibility & autonomy</i>	Learns from past experiences, identifies opportunities to overcome humanitarian dilemmas and proposes new work methods for increased efficiency, effectiveness and stakeholder accountability in complex and unpredictable humanitarian environments.				✓

See appendix 1 for the *Matrix of realized learning outcomes / course units* in the degree programme.

Article 3.3 Language of instruction

1. In principle, the language of instruction and assessment for the components of the degree programme taught at the University of Groningen shall be English.
2. The thesis/final assignment shall be written in English unless the supervisors and the student jointly agree to use a different language that all involved understand and are proficient in.

Article 3.4 – Master’s tracks

The degree programme has the following Master’s tracks:

No.	Master’s tracks
1	International Humanitarian Action

Article 3.5 – Content of the curriculum

1. At the University of Groningen, the following course units, with their student workloads, are taught for the degree programme:

International Humanitarian Action:

No.	Semester 1 – Foundation Period	Student workload
1	Intensive Programme NOHA ¹	5 ECTS
2	World Politics and Humanitarian Action ¹	5 ECTS
3	Legal Dimensions of Humanitarian Action ¹	5 ECTS
4	Management in Humanitarian Action ¹	5 ECTS
5 & 6	Social and Medical Sciences in Humanitarian Action ^{1 & 2}	10 ECTS
	Semester 2 – Specialisation Period	
7	Advanced Management in Humanitarian Action ¹	5 ECTS
8	Methodology and Research Methods in Humanitarian Studies ¹	5 ECTS
9	Specialisation period (study period at one of the other universities in the network) ³ or Humanitarian Analysis and Intervention Design (H-AID) ⁴	20 ECTS
	Semester 3 Contextualisation Period – Regional Training⁵	
10	Regional training programme at one of the third semester universities	20 ECTS
11	Experiential training / internship ⁶	10 ECTS
	Semester 3 Contextualisation Period – Work Placement⁵	
12	Career Development Training ⁷	10 ECTS
13	Placement	20 ECTS
	Semester 4 – Research Period	
14	Master thesis	30 ECTS

¹ Or their equivalent(s) provided by one of the other universities in the network.

² This course unit comprises the joint modules Public Health in the Humanitarian Action Context and Anthropology and Intercultural Aspects of Humanitarian Action, with specific attention to Psychology in Humanitarian Action.

³ Students studying in the first semester at the University of Groningen shall follow this course unit.

⁴ Students studying in the second semester at the University of Groningen shall follow this course unit.

⁵ Students either complete the Regional Training (30 ECTS) or the Work Placement (30 ECTS) in the third semester.

⁶ Depending on the agreement with the third semester university, this module can also form an integrated part of the aforementioned regional training programme amounting to 30 ECTS in total.

⁷ Depending on the agreement with the associate humanitarian agency partner, this module can also form an integrated part of the Placement amounting to 30 ECTS in total.

Courses 1, 2, 3, 4, 5, 6, 7, 8 and 9 of the 120 erts curriculum are provided as of academic year 2016-2017; courses 10, 11, 12, 13 and 14 are provided as of academic year 2017-2018.

2. All course units are listed in the online course catalogue OCASYS.

3. The modes of instruction and assessment for the course units listed above are set out in the syllabus of each individual course unit and the assessment plan of the degree programme.

Article 3.6 – Course units completed elsewhere

Due to the specific joint nature of the degree programme and in conformity with the Consortium Agreement and the Dutch Higher Education and Research Act, article 3.4 of Part A of these regulations shall be read and understood in its entirety as follows:

1. A Joint Master’s degree can only be awarded by the University of Groningen if at least a substantial part of the course units of the degree programme has been followed at the University of Groningen.

2. A substantial part of the course units as meant in the previous clause is considered:

- 30 ECTS of the degree programme followed at the University of Groningen and
- the thesis jointly supervised with the University of Groningen.

Article 3.7 – Extraordinary provisions for 2020-2021

Due to the restrictions in mobility and access to work placements due to the Sars-CoV-2 pandemic, the order of the semesters described in article 3.5 may be exceptionally altered in 2020-2021. Students will be exceptionally allowed, after a formal request to the Programme coordinator, to realise their research period in the 3rd semester and engage in the contextualisation period in the 4th semester.

Section 4 Tests and examinations of the degree programme

Article 4.1 – General

The results of tests and examinations achieved at the partner universities under the Consortium Agreement shall be converted, and vice versa, in accordance with the conversion table in article 7.4 of Part C of these regulations.

Article 4.2 – Board of Examiners and examiners

Due to the specific joint nature of the degree programme, the first and second clause of article 4.2 of Part A of these regulations shall be read and understood as follows:

1. The Board of Examiners is the independent body that determines whether individual students have the knowledge, understanding and skills required to be awarded the degree. In the degree programme, the NOHA Master's Board of Directors functions as the joint Board of Examiners of the Consortium in accordance with article 4.1 of Part C of these regulations, and the Board of Examiners at the University of Groningen ('Examencommissie') functions as the local examination board as defined by article 4.2 of Part C of these regulations.
2. The composition and duties of the Board of Examiners are set out in the Faculty Regulations for the Faculty of Arts

In addition, the following clause shall be read and understood as the third clause of article 4.2 of Part A of these regulations due to the specific joint nature of the degree programme:

3. The Board of Examiners at the University of Groningen shall appoint examiners to set examinations and determine results concerning assessments taking place at the University of Groningen. The Board of Examiners at the University of Groningen shall automatically accept and recognise examiners of partner universities to set examinations and determine results as regards assessments at the partner universities and joint supervision of the Master thesis under the Consortium Agreement and in agreement with the procedures and rules in force at the partner universities concerning the appointment of examiners.

Article 4.11 – Assessment of placement or research assignment

Due to the specific joint nature of the degree programme, article 4.11 of Part A of these regulations shall be read and understood in its entirety as determined in article 8 of Part C of these regulations.

Article 4.12 – Thesis

Due to the specific joint nature of the degree programme, the first, third, seventh, eighth and ninth clause of article 4.12 of Part A of these regulations shall be read and understood as follows:

1. A thesis of the degree programme can only be used for the degree programme. A thesis based on one written within a different degree programme than the Joint Master's Degree Programme in International Humanitarian Action as established under the Consortium Agreement is not accepted.
3. The thesis shall be written in English unless the supervisors and the student jointly agree to use a different language that all involved understand and are proficient in.
7. The thesis shall be assessed in accordance with the first clause of article 9 of Part C of these regulations. In the event that the two supervisors are unable to come to a joint assessment, the Board of Examiners shall appoint a third assessor.
8. [not applicable in case of joint supervision]
9. More detailed regulations on the design, content, time frame and assessment of the thesis can be found in the Master Thesis Guide compiled by the Consortium and functioning as a Master's thesis protocol, which is included as an appendix to these Teaching and Examination Regulations. This Appendix forms an integral part of these regulations.

Article 4.12a – Ethics Clearance

1. Complementing the second clause of article 9 of Part C of these regulations, student research projects conducted for the degree programme are required to be in line with the Research Ethics Rules and Guidelines of the degree programme.

2. Master thesis research projects are subject to the ethics clearance procedure and approval by the Ethics Committee of the degree programme and shall be provided with a written declaration of having complied with the Research Ethics Rules and Guidelines upon completion.

Section 5 Final assessment of the degree programme

Article 5.1 – Degree certificate application

Due to the specific joint nature of the degree programme, the second clause of article 5.1 of Part A of these regulations shall be read and understood as follows:

2. Students who have passed all the examinations for the degree programme, or have satisfied the requirements for all parts of the programme approved by the Board of Examiners, in accordance with article 10.1 of Part C of these regulations, shall apply for the certificate no later than four weeks after doing so in those cases where the University of Groningen is the issuing university of the joint degree award on behalf of the partner university under the Consortium Agreement. The examination date entered on the certificate by the Board of Examiners is the date on which the student is deemed by the Board to have satisfied the final assessment requirements.

In addition, the following clause shall be read and understood as the fourth clause of article 5.1 of Part A of these regulations:

4. Students who have passed all the examinations for the degree programme, or have satisfied the requirements for all parts of the programme approved by the Board of Examiners, in accordance with article 10.1 of Part C of these regulations, shall follow the graduation procedure of the partner university that issues the joint degree award in those cases where the University of Groningen is not the issuing university of the joint degree award but the university on whose behalf the partner university shall issue the joint degree award under the Consortium Agreement. In case the latter situation applies, the student shall ensure, supported by the degree programme, that he or she shall be correctly registered at the University of Groningen for the purpose of taking course units and/or examinations leading to the conferral of a university degree, as required by the Dutch Higher Education and Research Act.

Article 5.3 – Degree certificate

Due to the specific joint nature of the degree programme, the first and second clause of article 5.3 of Part A of these regulations shall be read and understood as follows:

1. In those cases where the University of Groningen is the university issuing the joint degree award, students shall receive a certificate issued by the Board of Examiners as proof that they have passed the final assessment.
2. In those cases where the University of Groningen is the university issuing the joint degree award, the Board of Examiners shall issue an International Diploma Supplement with each degree certificate.

Article 5.4 – Degree

Due to the specific joint nature of the degree programme, article 5.4 of Part A of these regulations shall be read and understood in its entirety as follows:

1. In those cases where students have satisfied all the requirements of the final assessment and where the University of Groningen is one of the universities awarding the joint degree under the Consortium Agreement, the degree of ‘Master of Arts’ shall be awarded and be registered on the degree certificate.

Article 5.5 – Honours predicate

1. In case the University of Groningen is responsible for issuing the joint degree award, the Board of Examiners shall determine whether or not the Master’s degree certificate shall be awarded an honours predicate in consultation with the partner university involved and in accordance with article 5.5 of Part A of these regulations.
2. In case a partner university is responsible for issuing the joint degree on behalf of the University of Groningen, the regulations at the partner university concerning the awarding of mention of honours shall apply. The aforementioned can be subject to additional stipulations in a bilateral agreement between the two universities involved.

Section 6 Transitional and final provisions

Article 6.1 – Amendments

1. Any amendments to part A of these Regulations will, following a recommendation by and/or upon the approval of the Programme Committee and the Faculty Council, be confirmed by the Faculty Board in a separate decree.
2. Any amendments to part B of these Regulations will, following a recommendation by and/or upon the approval of the Programme Committee and the Faculty Council, be confirmed by the Faculty Board in a separate decree.
3. Any amendments to these Regulations will not apply to the current academic year, unless it may reasonably be assumed that the amendment in question will not harm the interests of students.
4. In addition, an amendment may not influence any other decision concerning a student taken by the Board of Examiners under these Regulations to the disadvantage of students.

Article 6.2 – Publication

1. The Faculty Board shall duly publish these Regulations, any rules and guidelines formulated by the Board of Examiners, and any amendments to these documents.
2. Copies of the documents referred to in the previous clause are available from the Faculty Office. These documents can also be found on the Faculty website via the 'Student Portal' and NOHA Blackboard.

Article 6.3 – Date of commencement

These Regulations shall take effect on 1 September 2020.

These Regulations were decreed by the Board of the Faculty of Arts on 14 July 2020 and approved by the Faculty Council and the Programme Committee where required.

Appendices:

Appendix 2: Assessment Plan

Matrix realised Programme Learning Outcomes / course units MA International Relations – *International Humanitarian Action*

The Programme Learning Outcomes are realised through the course units in the following way:

NOHA 120 ECTS Programme Learning Outcomes		Intensive Programme	Legal Dimensions of HA	World Politics and HA	Social and medical sciences in HA	Management in HA	Methodology and Res. Meth.	Advanced Management in HA	Thematic specialisation	Elective track 1		Elective track 2		Master thesis	
										Regional Training	Internship/ Experiential training	Career Development Training	Placement		
Academic research															
competence	Has specialised knowledge and a critical methodological understanding of appropriate research methods and research design for the humanitarian field and for original research in humanitarian studies.				fx	fx	x								x
	Has justified and applied methodology and scientific methods correctly in an original piece of humanitarian research.			x	x		x		x						x
	Has studied a research topic in depth, and conducted and completed a medium-length research project largely self-directed.				x		x		x						x
Humanitarian commitment															
competence	Has a critical understanding of the humanitarian principles and standards and the problematic nature of the dilemmas involved.	fx	x		x	x			x	x			x		
	Has demonstrated the ability to formulate adequate and ethically sound recommendations for humanitarian action grounded in the humanitarian principles and values, translating these in innovative, practical terms to policies, strategies and programme management.					x		x	x	x	x	x	x	x	

competence	Takes responsibility for specifying clear ethical standards informed by the humanitarian principles, values and professional codes of conduct. Applies innovatively and strategically correct the humanitarian principles and standards to dilemmas in complex and insecure contexts.						x				x			X	<u>x</u>
Context analysis & reflection															
knowledge	Has highly specialised knowledge and a critical understanding of humanitarian concepts and theories. Has innovative expertise on a particular current theme in humanitarian action with an interdisciplinary understanding in terms of its political, legal, anthropological, public health and management aspects.	fx	x	x	x	x				x	x	<u>x</u>	fx	<u>X</u>	
skills	Has specialised skills to conceptualise, interpret and critically analyse complex humanitarian crises and interventions on the basis of a variety of sources, generating new interdisciplinary expertise to help solve complex humanitarian problems.	fx	x	x	x	x				x	x			X	<u>x</u>
competence	Has demonstrated the ability to position one's own research findings in the broader context of humanitarian action. Has developed an open attitude towards acquiring new knowledge and understanding about professional and academic developments in humanitarian action.	fx	x	x	x	x				x	x			X	<u>x</u>
Coping & safety															
knowledge	Has a thorough understanding of personal security risks in humanitarian fieldwork and possible techniques and strategies to reduce the impact of external stressors.								x			<u>x</u>	<u>x</u>		
skills	Has specialised problem-solving skills to promote the best and safest response in humanitarian emergency contexts in terms of personal and social implications and foreseeable harm by humanitarian interventions.									x	<u>x</u>			<u>x</u>	
competence	Acts firmly and appropriately in insecure situations according to the security rules, taking into account advice from security sources and other stakeholders.								fx		fx	<u>x</u>	x	<u>x</u>	
Leadership															

knowledge	Has a critical understanding of opportunities and threats of current trends in the humanitarian sector.							x	<u>x</u>				
	Has demonstrated a range of coaching and management skills to carefully assess the relevant factors for decision making in terms of operative context, possible effects and risks and the best way for successful implementation of strategic decisions.							x	x	<u>x</u>			<u>x</u>
	Has demonstrated the ability to act on decisions made. Has adopted a reflective practice analysing personal learning goals and ways to achieve them. Stimulates the involvement and development of team members and partners to achieve a successful humanitarian project.								fx	<u>x</u>		x	<u>x</u>

Collaborative relationships

knowledge	Has highly specialised knowledge of the diversity of actors and stakeholders, their interaction and competition, and a thorough understanding of the importance of coordination between different levels in the humanitarian system.	fx	fx	fx	fx	x			x	<u>x</u>			<u>x</u>	
	Has demonstrated the ability to listen to beneficiaries and stakeholders and taking into account their considerations, communicate humanitarian expertise and research findings in a structured, intelligible way to specialists and non-specialists in a multi-cultural humanitarian setting. Has the ability to cultivate relations of sensitive respect in terms of cultural and gender diversity and to cooperate in a quest for mutual benefit or compromise.									x	<u>x</u>			<u>x</u>
	Involves partners and team members in different levels of decision-making and acts responsible and accountable concerning own decisions. Actively contributes to team building, a balanced distribution of work, and fostering a good atmosphere and cohesion in group projects in an effort to achieve the common goal.				fx	x			x		x	<u>x</u>	x	<u>x</u>

Service to crisis-affected people

knowledge	Has highly specialised knowledge and critical understanding of the impact of various humanitarian action interventions on the needs and rights of crisis-affected people and their interaction with interests of relevant actors in a certain professional regional context.				X	X			X	<u>X</u>			<u>X</u>	
	Specialised problem-solving skills combining interdisciplinary knowledge and understanding of the range of needs and capabilities of crisis-affected people in a certain regional context toward relevant, evidence-based solutions for effective response.								X	X	X		X	<u>X</u>
	Learns from past experiences, identifies opportunities to overcome humanitarian dilemmas and proposes new work methods for increased efficiency, effectiveness and stakeholder accountability in complex and unpredictable humanitarian environments.									X	X	<u>X</u>	<u>X</u>	X
competence														

