



Internal Quality Report EcoBRU

Date: September 29th, 2015

1. Comparison of Target State and Current State of the Project in September 2015

Target State According to the Original Work Plan	Current State September 2015 by Work Package
<p>Work Package 1 Project Implementation and Project Management:</p> <p>1.1 Ongoing Project Control:</p> <ul style="list-style-type: none"> – formal project registration at national authorities in BY, RU and UA until 05/2014, – kick-off meeting in Bremen 01/2014, – bilateral agreements with ITB/University of Bremen until 05/2014, – purchase of IT equipment for project communication until 05/2015 – coordination meeting 05/2014 in St. Petersburg, 10/2014 in Kiev, 03/2015 in Minsk and 09/2015 in Novosibirsk, – clearance and elaboration of interim report until 05/2015, – ongoing project coordination <p>1.2 Project Administration:</p> <ul style="list-style-type: none"> – ongoing project administration, – administrative preparation and post processing of project activities, – ongoing budget control 	<p>Work Package 1 Project Implementation and Project Management:</p> <p>1.1 Ongoing Project Control:</p> <ul style="list-style-type: none"> – formal project registration at national authorities is completed in BY, in progress in UA and not necessary in RU, – kick-off meeting was accomplished 02/2014 in Bremen, – bilateral agreements with all initial project partners are completed (open question: agreement with VSPNU), – purchase of IT equipment still is in progress, – coordination meetings have been accomplished 02/2014 in Bremen, 07/2014 in St. Petersburg, 11/2014 in Bremen and 04/2015 in Zilina – interim report has been submitted 07/2015, – ongoing project coordination is in progress <p>1.2 Project Administration:</p> <ul style="list-style-type: none"> – project administration is in progress but purchase of equipment and reimbursement of staff costs provide a lot of problems, – caused by the delay of the purchase of equipment a request for the payment of the second tranche of the project funds could not be submitted
<p>Work Package 2 Detailed Analysis and Specification of Qualification Needs:</p> <ul style="list-style-type: none"> – workshop on the conception of detailed analyses until 01/2014, – consultations with representatives of target groups until 05/2014, 	<p>Work Package 2 Detailed Analysis and Specification of Qualification Needs:</p> <ul style="list-style-type: none"> – a workshop on the conception of the detailed analyses was accomplished 02/2014 in Bremen, – consultations with representatives of target groups have been organized at all

<ul style="list-style-type: none"> – Development of standardized questionnaires for target groups “general schools” and “vocational schools” until 03/2014, – data collection and analysis until 05/2014, – documentation of analysis’ results until 10/2014 	<p>partner universities in BY, RU, UA in the period from 04 – 11/2014,</p> <ul style="list-style-type: none"> – Standardized questionnaires for the target groups “general schools” and “vocational schools” had been developed until 04/2014. Addressees of the questionnaires were university teachers, students of diverse subjects and students who are going to be teachers (general and vocational) – first results of data analysis have been presented 07/2014 in St. Petersburg, the final results 11/2014 in Bremen, – the documentation of the analysis’ results has been completed 12/2014 in German language and 01/2015 in Russian language
<p>Work Package 3 Upgrading Education of University Teachers:</p> <p>3.1 Language Training and e-Learning:</p> <ul style="list-style-type: none"> – language trainings until 05/2015, – seminars on technics of e-learning in St. Petersburg and Kiev until 10/2014, – seminars/workshops on didactics of e-learning until 10/2014, – purchase of professional literature on e-learning until 10/2014, <p>3.2 Didactics of environmental Education:</p> <ul style="list-style-type: none"> – seminars on didactics of environmental education in Bremen, St. Petersburg, Kiev until 10/2014, – study visits at EU partner universities in Bremen, Paderborn, Riga, Zilina until 06/2015, – purchase of professional literature on didactics of environmental education until 06/2015, <p>3.3 Specific Subjects of Environmental Protection:</p> <ul style="list-style-type: none"> – seminars/workshops on specific subjects of environmental protection in Kiev, Minsk, Novosibirsk until 09/2015, – study visits at EU partner universities in Bremen, Brno, Paderborn, Riga, Zilina 	<p>Work Package 3 Upgrading Education of University Teachers:</p> <p>3.1 Language Training and e-Learning:</p> <ul style="list-style-type: none"> – no language trainings up to 09/2015, – seminars on technics of e-learning have been conducted in St. Petersburg and Kiev 09-10/2015, – one seminar on didactics of e-learning has been accomplished 11/2014 in Bremen, – no purchase of professional literature on e-learning up to now <p>3.2 Didactics of environmental Education:</p> <ul style="list-style-type: none"> – seminar on “Green Skills” 12/2014 in Bremen, – up to now only 1 study visit at Bremen 01/2015, – no purchase of professional literature on didactics of environmental education up to now <p>3.3 Specific Subjects of Environmental Protection:</p> <ul style="list-style-type: none"> – one seminar on environmental problems of public city transport 07/2014 in St. Petersburg, – no study visits up to now,



<p>until 06/2015,</p> <ul style="list-style-type: none"> – purchase of professional literature on specific subjects of environmental protection until 06/2015, 	<ul style="list-style-type: none"> – no purchase of professional literature on specific subjects of environmental protection up to now
<p>Work Package 4 Development of Concepts of Further Education:</p> <p>4.1 For Teachers in the Field of Vocational Education:</p> <ul style="list-style-type: none"> – specification of target group specific learning targets and corresponding structures of training courses until 11/2014, – clearance of learning targets, training course structures and teaching methodologies with representatives of target groups until 11/2014, – clearance of learning targets, training course structures and teaching methodologies with EU partners until 11/2014 – elaboration and documentation of training course concepts until 03/2015 <p>4.2 For Teachers in the Field of General Education:</p> <ul style="list-style-type: none"> – specification of target group specific learning targets and corresponding structures of training courses until 11/2014, – clearance of learning targets, training course structures and teaching methodologies with representatives of target groups until 11/2014, – clearance of learning targets, training course structures and teaching methodologies with EU partners until 11/2014 – elaboration and documentation of training course concepts until 03/2015 	<p>Work Package 4 Development of Concepts of Further Education:</p> <p>4.1 For Teachers in the Field of Vocational Education:</p> <ul style="list-style-type: none"> – specification of target group specific learning targets and corresponding structures of training courses have been completed until 06/2015, – clearance of learning targets, training course structures and teaching methodologies with representatives of target groups have been completed until 03/2015, – clearance of learning targets, training course structures and teaching methodologies with EU partners still is in progress, – elaboration and documentation of training course concepts have been completed until 08/2015 <p>4.2 For Teachers in the Field of General Education:</p> <ul style="list-style-type: none"> – specification of target group specific learning targets and corresponding structures of training courses have been completed until 06/2015, – clearance of learning targets, training course structures and teaching methodologies with representatives of target groups have been completed until 03/2015, – clearance of learning targets, training course structures and teaching methodologies with EU partners still is in progress, – elaboration and documentation of training course concepts have been completed until 08/2015
<p>Work Package 5 Development, Testing, Implementation of /e-learning) Training Courses on Environmental Education:</p>	<p>Work Package 5 Development, Testing, Implementation of /e-learning) Training Courses on Environmental Education:</p>

<p>5.1 Establishment/adaptation of e-learning systems:</p> <ul style="list-style-type: none"> – know how transfer by PSTU St. Petersburg, LSTU Lipetsk, NTU Kiev until 03/2015, – purchase of IT equipment in order to establish/adapt the mandatory capacities until 02/2015, – technical implementation/adaptation of e-learning systems until 03/2015 <p>5.2 For Teachers in the Field of Vocational Education:</p> <ul style="list-style-type: none"> – development and documentation of teaching materials until 09/2015, – integration of teaching materials into e-learning systems until 09/2015, – testing of courses by regular students, starting 05/2015, completed 11/2015, – official implementation of training courses starting 12/2015, – continuous improvement of training courses starting 06/2015 <p>5.3 For Teachers in the Field of General Education:</p> <ul style="list-style-type: none"> – development and documentation of teaching materials until 09/2015, – integration of teaching materials into e-learning systems until 09/2015, – testing of courses by regular students, starting 05/2015, completed 11/2015, – official implementation of training courses starting 12/2015, – continuous improvement of training courses starting 06/2015 	<p>5.1 Establishment/adaptation of e-learning systems:</p> <ul style="list-style-type: none"> – know how transfer on the establishment of e-learning systems has been/is organized 09-10/2015 in St. Petersburg and Kiev, – no purchase of IT equipment up to now, – due to the delay of the purchase of IT equipment the implementation/adaptation of e-learning systems has not yet started <p>5.2 For Teachers in the Field of Vocational Education:</p> <ul style="list-style-type: none"> – development and documentation of teaching materials still is in progress, – integration of teaching materials into e-learning systems depends on the establishment/adaptation of e-learning systems as well as on the completion of the development of teaching materials and thus has not started up now, – not yet started, – starting date in future, – quality control of training course concepts as a precondition of continuous improvement still is in progress <p>5.3 For Teachers in the Field of General Education:</p> <ul style="list-style-type: none"> – development and documentation of teaching materials still is in progress, – integration of teaching materials into e-learning systems depends on the establishment/adaptation of e-learning systems as well as on the completion of the development of teaching materials and thus has not started up now, – not yet started, – starting date in future, – quality control of training course concepts as a precondition of continuous
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	improvement still is in progress
<p>Work Package 6 Adaptation and Modernization of Existing Study Programmes:</p> <ul style="list-style-type: none"> – analysis of existing study programmes from 09/2015 to 06/2016, – revision/completion of learning targets from 09/2015 to 06/2016, – adoption and adaptation of teaching materials from 09/2015 to 06/2016, – Integration of new teaching materials into existing study programmes from 10/2015 to 06/2016, – launch/accomplishment of revised study programmes 09/2016 	<p>Work Package 6 Adaptation and Modernization of Existing Study Programmes:</p> <ul style="list-style-type: none"> – analysis of existing study programmes is in progress, – revision/completion of learning targets is in progress, – adoption and adaptation of teaching materials depend on the completion of teaching materials for training courses – thus these activities will start with delay, – starting date in future, – starting date in future
<p>Work Package 7 Dissemination:</p> <ul style="list-style-type: none"> – information and dissemination events in BY, RU, UA from 06/2014 to 09/2016, – publication of detailed analysis until 10/2014, – publication of training course concepts until 03/2015, – target group specific expert conferences from 10/2014 to 10/2015, – press releases and conferences from 05/2014 to 09/2016, – project homepages from 05/2014 to 11/2016, 	<p>Work Package 7 Dissemination:</p> <ul style="list-style-type: none"> – university internal information and dissemination events have been accomplished 07/2014 in St. Petersburg, 12/2014 in Bremen and 04/2015 in Zilina. Furthermore dissemination events with representatives of the target groups have been organized at all partner universities in BY, RU, UA, – the detailed analysis is published in the internet (http://www.itb.uni-bremen.de/ccm/) in German and Russian language since 07/2015, the production of a paper version still is in progress, – the publication of training course concepts still is in progress, – target group specific expert conferences have been organized in Vitebsk (06/2015), Gomel (04/2015), Pinsk, Minsk, Novosibirsk and Chernivtci (03/2014), – press conferences have been accomplished 07/2014 in St. Petersburg and 04/2015 in Zilina, press releases have been launched by all partner universities in the framework of activities 7.1, – national project homepages are online at IESU Minsk (http://ecobru.iseu.by), NTU

<ul style="list-style-type: none"> - professional publications on environmental education from 03/2016 to 08/2016, - final conference on environmental education 09/2016 	<p>Kiev (http://ecobru.ntu.edu.ua) and PSTU St. Petersburg (www.pgups-tempus.ru),</p> <ul style="list-style-type: none"> - professional articles on environmental education have been published by P7 VSTU, P8 GSU, P9 PolesSU, P12 PSTU, P17 NCTC, P18 SSGA and P22 CHNU, - starting date in future
<p>Work Package 8 Sustainability:</p> <ul style="list-style-type: none"> - integration of target groups into the development of training courses from 05/2014 to 10/2015, - mobilization of university internal synergy effects from 10/2014 to 11/2016, - official documents of recommendation and recognition of training courses from 09/2015 to 11/2015, - long lasting agreements on further education with vocational and general schools from 10/2015 to 11/2016 	<p>Work Package 8 Sustainability:</p> <ul style="list-style-type: none"> - in the framework of activities 2.2, 4.1.2 and 4.2.2 representatives of the target groups “teachers of vocational education” and “teachers of general education” have been involved in the development of training courses, - Up to now existing study programmes have been examined regarding the mobilization of synergy effects at VSTU (P7), GSU (P8), PolesSU (P9), PSTU (P12), RSUCE (P15), NCTC (P17), NTU (P20) and PHDPU (P23). The further development of these activities still is in progress. - official documents of recommendation and recognition of training courses only can be achieved after the development of the courses will have been completed, starting these activities will be delayed, - based on training course concepts CHNU has concluded agreements on further education of teachers with 34 general schools, starting these activities at all further partner universities in BY, RU and UA will be delayed
<p>Work Package 9 Quality and Project Control:</p> <p>9.1 Quality Control Regarding Contents:</p> <ul style="list-style-type: none"> - quality assurance and revision of ecological oriented training programmes for teachers at vocational schools by EU partners from 10/2014 to 09/2015, - quality assurance and revision of ecological oriented training programmes for teachers at general schools by EU partners from 10/2014 to 09/2015, 	<p>Work Package 9 Quality and Project Control:</p> <p>9.1 Quality Control Regarding Contents:</p> <ul style="list-style-type: none"> - quality assurance and revision of ecological oriented training programmes for teachers at vocational schools by EU partners still is in progress, - quality assurance and revision of ecological oriented training programmes for teachers at general schools by EU partners still is in progress,

<ul style="list-style-type: none"> – public presentation of training courses and clearance with representatives of target groups from 10/2014 to 09/2015, – revision workshop on training course concepts 03/2015 in Minsk, – revision workshop on specified training courses and teaching materials 09/2015 in Novosibirsk, – analysis of questionnaires of participants from 05/2015 (students, testing) to 11/2016, – revision workshop on experiences from the accomplishment of training courses 03/2016 in Gomel, – feedback sessions with participants of training courses and professional experts from 03/2016 to 09/2016 <p>9.2 Project Monitoring:</p> <ul style="list-style-type: none"> – ongoing internal project monitoring, – annual workshops on self-evaluation of the project’s progress 	<ul style="list-style-type: none"> – public presentations of training course concepts and clearances with representatives of target groups have been accomplished at all partner universities in BY, RU and UA , – a revision workshop on training course concepts has been accomplished 04/2015 in Zilina, – a revision workshop on specified training courses and teaching materials has to be postponed to 2016, – questionnaires of participants only can be organized after the course development will be completed, questionnaires of students (testing) are significantly delayed, – starting date of revision workshop on experiences from the accomplishment of training courses in future, – starting date of feedback sessions with participants of training courses and professional experts in future <p>9.2 Project Monitoring:</p> <ul style="list-style-type: none"> – ongoing internal project monitoring in the framework of coordination meetings 07/2014 in St. Petersburg, 12/2014 in Bremen and 04/2015 in Zilina, – a workshop on self-evaluation has been accomplished 12/2014 in Bremen
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2. Deviations According to the Original Work Plan

The above comparison of the target state and the current state of the project indicates some significant lacks/delays in the project’s progress. Furthermore there have been changes regarding the project consortium.

In addition to the initial project consortium P26 BSA Gorki (BY) has been included in the project. Due to the Russian annexation of Crimea P21 TNU Simferopol had to be excluded from the consortium. TNU Simferopol has been replaced by P27 VSPNU Ivano Frankivsk. The rearrangement of tasks and duties as well as of the allocation of the project’s budget took some time and capacity. Even more time and capacity had (and has) to be spent on the project’s administration. In particular this is regarding the requirements on supporting documents for the reimbursement of staff costs as well as the requirement on certificates of origin for (IT) equipment to be purchased.

The lacks/delays of several project activities are compromising the logical order of the project’s development activities. The logical order of the project’s development activities is:



1. Detailed analysis and specification of qualification needs in the field of ecological/environmental education (of target groups: teachers of vocational and general education).
2. Development of training course concepts on ecological education of teachers of vocational and general education with respect to the analysis' results.
3. Upgrade of qualifications of university teachers of partner universities regarding the training courses to be developed.
4. Development of teaching/learning materials for the training courses based on the upgrade of qualifications of university teachers of partner universities.
5. Testing of course concepts and teaching/learning materials with regular students in the framework of regular study programmes.
6. Formal introduction and accomplishment of training courses.
7. Modernization/upgrade of existing study programmes according to environmental/ecological subjects.

All these activities/activity bundles have to be complemented by measures of quality assurance and control. Up-to-date the quality assurance of the training course concepts not yet is completed. This means that the activity bundles no. 3 to no. 7 have to be completed within the remaining 14 months of the project's duration. In consequence the intensity of project work has to be increased and to be speeded up and activities should be realized in parallel as far as possible, but without giving up the logical order.

Deviations in detail:

Work package 1 Project Implementation and Project Management is in progress but the formal registration of the project at Ukrainian authorities is in significant delay as well as the reimbursement of staff costs of project partners and the purchase of IT equipment supporting project communication. It is an open question whether a bilateral agreement between UB and VSPNU already has been concluded.

Work package 2 Detailed Analysis and Specification of Qualification Needs has been completed with several months delay.

According to work Package 3 Upgrading Education of University Teachers up to now no language trainings have been realized and only few seminars on the didactics of environmental education as well as on specific subjects of environmental protection have been organized. Furthermore no study visits of university teachers from partner countries at EU universities have been conducted. Those study visits should be realized by the developers of training courses and they should depend on the subjects of the training courses. Because there is no final commitment on the training courses the study visits were realized not yet. Some professional literature on environmental education has been provided by P4 UL in electronic form but none of the universities in the partner countries has selected and purchased professional literature up to now.

Work package 4 Development of Concepts of Further Education has been completed with significant delay, but the quality assurance of the training course concepts as well as the final commitment on the course concepts are still not completed.



Work package 5 Development, Testing, Implementation of e-learning) Training Courses on Environmental Education is far behind the original schedule. Only the know how transfer on the establishment of e-learning systems has been/is completed up to now, but with a delay of 6 to 7 months. One reason for this delay is the fact that the purchase of IT equipment could no be realized according to schedule (because of problems providing the necessary certificates of origin).

Some activities of **work package 6** Adaptation and Modernization of Existing Study Programmes have started ahead the schedule but most of the activities are planned for the future and thus can be started in time.

Most activities of **work package 7** Dissemination are in line with the original work plan but the publication of the training course concepts is significantly in delay and the quality of the national project homepages should be increased.

Work package 8 Sustainability is in line with the general project progress. But because of the delay of the testing and completion of the training courses important activities of this work package only can start with delay as well.

Work Package 9 Quality and Project Control is in line with the general project progress, too. Only those activities that depend on other already delayed activities have started or will start with delay as well.

3. Conclusion

The significant delay of important project activities and the achievement of important sub-ordinate targets are compromising the completion of the entire project in line the original work plan. In order to achieve the specific targets of the project there are only two opportunities:

1. a significant increase of the speed and intensity of the project work or
2. a prolongation of the project's duration.

A decision between these opportunities has to be taken at the next coordination meeting in Kiev 10/2015. In doing so the prolongation of the project's duration should be avoided as far as possible.

In order to increase the intensity and speed up the project work it should be considered to intensify marketing and dissemination measures in parallel. Only by increasing the interest of potential participants of the training courses to be developed the motivation of the project partners to complete the project in time can be increased. The earlier the training courses will be realized the earlier the partner universities will be enabled to earn money with these courses.

4. Quality Assurance with Regards to Content

The above chapters deal with the project's quality in terms of the project's progress in comparison to the original work plan. It does not indicate any aspects of the inherent quality of the project's results themselves. The most relevant project's results are/will be sustainable provision of the training courses on environmental/ecological education for teachers in the fields of vocational and general education and the upgrade and modernization of existing study programmes with environmental/ecological subjects.

The inherent quality of training courses finally has to be evaluated by the participants and their employers. A first and very crucial indicator of quality will be the extent to which the training offers will be booked. In order to observe the numbers of bookings all training courses have to be realized within the project's duration. This indicator will provide evidence whether the training subjects provided are really relevant. In order to provide training courses of high quality these courses have to be conceptualized and prepared properly and the trainers/lecturers have to be well educated according to their subjects. For proper development and preparation of the training courses the course concepts as well as the teaching materials should be evaluated thoroughly by experts of the EU partner universities. These quality assurance measures should take special care about the following aspects/questions:

- Does the training course subject correspond to the results of the needs analysis, in particular to the needs of the target group?
- Are structure, length and volume of the training course corresponding to the needs of the target group?
- Do the learning targets of the training course correspond to its subject and are they articulated clearly?
- Are the subjects of training courses and teaching materials state of the art?
- Do subjects of training courses and teaching materials correspond to the real environment of the target groups?
- Do teaching materials and methods correspond to the learning targets?
- etc.

The positive answering of all these questions indicates the chance of high relevance and high quality of a training course. The final quality should be verified based on participant questionnaires.

Regarding a proper education of trainers/lecturers according to their subjects customized study visits at EU partner universities should be prepared – as far as possible. This means in particular that EU partners clearly define which subjects they are able to provide and that there will be a proper allocation of trainers/lecturers from partner countries to study visits at EU partners. This should be done at the next coordination meeting in Kiev 10/2015.

High relevance and high quality of the training courses is an important precondition for high quality of the adaptation and modernization of existing study programmes because the contents and teaching materials of the training courses should be integrated into the study programmes that will be adapted/modernized. Nevertheless the revised study programmes should become subject of quality assurance measures by EU partners as well. The final quality of the revised programmes should be controlled based on questionnaires of participants/students.

The implementation of quality assurance measures should be discussed and fixed in an action plan at the next coordination meeting in Kiev 10/2015.

5. Summary and Future Actions

Summarized some important intermediate results have been achieved in the EcoBRU project but in general the project's progress is significantly behind the schedule. Due to the fact that all newly to be developed training courses have to be realized at least once within the project duration the



accomplishment of training courses has to start 04/2016 latest. Deriving from this date the following time schedule has to be implemented:

EcoBRU - Time Schedule	2015			2016										
	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
WP3 Upgrading Education of University Teachers														
3.1 Language Training and e-Learning:														
language trainings														
seminar/workshop on didactics of e-learning														
purchase of professional literature on e-learning														
3.2 Didactics of environmental Education:														
seminars on didactics of environmental education														
study visits at EU partner universities in Bremen, Paderborn, Riga, Zilina														
purchase of professional literature on didactics of environmental education														
3.3 Specific Subjects of Environmental Protection														
seminars/workshops on specific subjects of environmental protection														
study visits at EU partner universities in Bremen, Brno, Paderborn, Riga, Zilina														
purchase of professional literature on specific subjects of environmental protection														
WP4 Development of Concepts of Further Education														
4.1 For Teachers in the Field of Vocational Education, 4.2 For Teachers in the Field of General Education														
clearance of learning targets, training course structures and teaching methodologies with EU partners														
elaboratio/revision and documentation of training course concepts														
WP5 Development, Testing, Implementation of /e-learning)														
Training Courses on Environmental Education														
5.1 Establishment/adaptation of e-learning systems														
purchase of IT equipment in order to establish/adapt the mandatory capacities														
technical implementation/adaptation of e-learning systems														
5.2 For Teachers in the Field of Vocational Education, 5.3 For Teachers in the Field of General Education														
development and documentation of teaching materials														
integration of teaching materials into e-learning systems														
testing of courses by regular students														
official implementation of training courses														
continuous improvement of training courses														
WP6 Adaptation and Modernization of Existing Study Programmes														
analysis of existing study programmes														
revision/completion of learning targets														
adoption and adaptation of teaching materials														
Integration of new teaching materials into existing study programmes														
launch/accomplishment of revised study programmes														
WP7 Dissemination														
publication of detailed analysis on national home pages														
publication of training course concepts on national home pages														
final conference on environmental education														
Promotion of training courses														
WP8 Sustainability														
official documents of recommendation and recognition of training courses														
long lasting agreements on further education with vocational and general schools														
WP9 Quality and Project Control														
9.1 Quality Control Regarding Contents														
quality assurance and revision of ecological oriented training programmes for teachers at vocational and general schools by EU partners														
revision workshop on training course concepts														
revision workshop on specified training courses and teaching material														
analysis of questionnaires of participants														
revision workshop on experiences from the accomplishment of training courses														
feedback sessions with participants of training courses and professional experts														



This time schedule shows many tasks that have to be executed in parallel. Nevertheless it seems to be realizable. The only fly in the ointment is that final quality assurance by EU partners will not be completed before the accomplishment of training courses will start. Thus the results of quality assurance measures will have to be taken into consideration at the continuous improvement of the courses.

Bad Segeberg, October 1st 2015

A handwritten signature in black ink, appearing to read "Guido Kaufmann".

Dr. Guido Kaufmann