



Leonardo da Vinci Project

Leonardo da Vinci  
Education and Culture

**A European qualification framework for  
practice and training in Animal Mediated Assistance and Therapy (AMAT)**

**Project code:** 2010-1-FR1-LEO04-14357-2

**Publication of the Dutch team, of the LDV partner organization SHP-E(NI)**

## **“A European qualification framework for practice and training in Animal Mediated Assistance and Therapy (AMAT)”**

Participation of a student in the LDV Partnership project



Education and Culture

# Leonardo da Vinci



Internship report for Animal Health and Husbandry, HAS Den Bosch University of Applied Sciences

<http://www.hasdenbosch.nl/nl>

Client: HippoCampus <http://hippocampus-nl.com/>  
SHP-E(NL) <http://www.equitherapie.org/page/Intro>

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# 1. Introduction

The client, Ulrike Thiel of 'HippoCampus' and the 'Dutch Foundation Helping With Horses-Equitherapy (SHP-E (NL))', approached HAS Den Bosch University of Applied Sciences with a number of internship options including help in implementing the European Partnership project of Leonardo da Vinci part of the Lifelong Learning Program (LLP).

## 1.1 Lifelong Learning Program

The Lifelong Learning Program (LLP) allows organizations, employees and students to collaborate, share knowledge and experience about language and culture with other European participants. This program works in the form of projects. These projects are funded by LLP making journeys to colleagues abroad possible. The program provides development and inventions in the field of education and training. The LLP is funded by the European Commission and supports a wide range of education and training throughout Europe. It offers opportunities for all phases of "lifelong learning". The LLP is made up of several programs, each targeting a specific audience.

## 1.2 Leonardo da Vinci Projects

The specific program followed in the LLP aims at developing a European Qualification Framework is the "Leonardo da Vinci partnership project" (LDV project). With this program it is possible for small European interested groups to exchange knowledge and ideas about the topic for their importance. Through sharing information, conducting research and developing tools of knowledge a project is created. In a project working groups are made for distributing the tasks. In the project, each country is represented by an organization. These are named partner organizations in the project. In each working group a member of the partner organizations is present and active. An important feature of a project of this size is to develop and expand the network of the partner organization. This can greatly benefit an organization to behave this way to further develop and acquire knowledge. The final goal of these projects of this field in which the organization operates is to improve or profile by working towards a final product. In this case, designing a framework for quality and qualification for practice and training for Animal Mediated Assistance and Therapy (AMAT).

## 1.3 Project description

The development of a "Code of Good Practice" will be the main goal of the project. This means making a framework for quality and qualification in practice and training in Animal Mediated Assistance and Therapy (AMAT) and Animal Assisted Activities (AAA). With this study the only form of animal assistance is the equine assistance so the work field will be more specific. In this framework there will be a clear overview of the differences in methods and quality standards of AMAT and AAA between the different partner countries and organizations. In the partner countries there are different names for different methods and quality standards of AMAT and AAA. What is known as 'coaching' in the Netherlands could be known as 'healing' in Poland. To give a clear overview it is important that all representatives collect the information from their country through taking surveys and doing other comparing research. The surveys will go to companies or organizations and practitioners working in the field of AMAT and AAA. When the surveys are collected the results can be processed with the help of SPSS (a statistical computer program to process surveys for example). In every country one project member is chosen who will represent the country in a working group. In this project there are three working groups. The working group 'Data Collection' will be gathering the results and processing the results of the surveys and the comparing research. The working group 'Definitions' gathers the different definitions between the partner countries and searches for the minimum conformity between the partner countries. These working groups together build the final framework of methods of AMAT and AAA. When the framework is finished the working group

'Emotional PR and Communication' will make sure the framework is known to the outside world. Through a brochure and enabling politicians in the different partner countries the knowledge of the project will be enhanced.

#### **1.4 Goals and targets**

The goals of the Leonardo da Vinci project has the following goals to its name:

- Collecting and processing information about practice and training in Animal Mediated Assistance and Therapy and Animal Assisted Activities from all participating countries through taking surveys and doing comparing research.
- Developing a clear qualification framework for practice and training in Animal Mediated Assistance and Therapy and Animal Assisted Activities, where it is clear which organization from the partner countries gives which definitions for a method.
- Dissemination of the gained knowledge about practice and training in Animal Mediated Assistance and Therapy and Animal Assisted Activities by means of a yet to be developed framework.

## 2. My position

The position of the student in the project was to cooperate with the “stakeholder” within the Dutch team. This means that the student helped with the work which the company supervisor has taken upon herself. The company supervisor is coordinator of the working group “Data Collection”.

Before the start of the internship of the student, the company supervisor has developed the survey together with a different student. This survey was taken in the Netherlands and had a good outcome, but not thanks to the program ‘Parantion’ which was used at the time and was not able to cope with the processing of the data. In the partner countries of Europe the survey did not succeed at first. The results were insufficient and not representative. It is because of this that there was a second phase of the survey for which the Netherlands will adjust their survey and translate it. There was also another program contrived to develop surveys and collect results, named ‘Google Docs’. The Netherlands made the survey in English in ‘Google Docs’. When the survey was almost done, the site crashed and the survey was lost unfortunately. This is why the survey was developed further in Word, which was safer and easier to use. The English survey was send to the partners and they could translate it into their language and put it in Google Docs. The survey was also be translated to Dutch so it can be filled out again.

In the second phase of the survey there are more multiple choice questions. Making multiple choice questions was an opportunity given by the answers of the Dutch collected survey. Multiple choice questions make processing the results easier.

After this the results will be processed through the new Dutch questionnaire. When the survey is as good as finished, a document will be made with labels which can be set in SPSS. The Netherlands is working intensively together with their Slovakian colleagues for ‘Data Collection’ who have a relevant scientific background and are easy to cooperate with.

Besides the work for ‘Data Collection’ an overview will be developed of which mobility’s and meetings the Netherlands hosted and visited. This overview is made for the project organization of the Dutch National Agency for LDV projects. In this overview it is clear what the Netherlands have done for this project.

There will also be a lot of forms developed for register for meetings, submitting literature, sending definitions and submitting organizations.

### 3. Analysis of working in a LDV project

During the period prior to the internship the student was added as 'student' in the database of the Leonardo da Vinci project. This means that the student receives all the mails sent by the project members. This also means that when a meeting is taking place the student will participate as a secondary part of the Dutch team. This way the student takes care that the notes of the meeting are correct and stays on the background during the meeting. The student has received all mails sent by the project members the past few months. Through the eyes of the student it was noticeable that collaboration with people from different countries and different positions was a difficult job. A lot of sorts of character and nationality are present in the project. Because of the difference in age, culture and descent conflicts are inevitable. It has happened on more occasions that a project member believed in his opinion more than the other project members and in which he or she defended his / her opinion too strongly. This was not accepted by the other members and so there was an argument. The student has learned that not all collaborations can go smoothly, but one must find a good balance in such a situation. It is the intention to find a good solution through settling between the partners. It is also a good solution to have as much face to face contact as possible. So the chance on misconceptions is smaller and everybody understands each other better. Regular meetings and Skype meetings can solve more problems in a short time than e-mailing. During the 4<sup>th</sup> partner meeting in Holland a moderator attended the meeting. This moderator listens to everybody and intervenes whenever something threatens to go wrong.



## **3.1 Communication lines and their use**

### **3.1.1 The communication lines**

In a project communication is the key to success. If project members can communicate on an equal level and are open about what they are doing and what they want, they can make agreements to divide the work in a fair way. The importance of good communication cannot be expressed enough, because when a project is failing in its goals and targets, communication is usually the cause of that. In this project different forms of communication were used, all with different outcomes in success.

#### **LDV-list**

The LDV-list is composed out of the e-mail addresses of the LDV partners. The LDV-list consists of e-mails meant for all partners. If all partners get the same e-mails there will not be any distrust or confusion. Sometimes partners use the LDV-list for things that do not matter. They address others in an informal way and use language that is not understandable for others. This is an international project and because of that the project members agreed to have English as their speaking language. However a few partners do not always keep to this and address others in their own language. If you send a personal mail there is nothing wrong with that, but to keep the professional status of the LDV mailing list English should be the spoken language. Because of the language barrier it is possible that a partner is not good in English, but there are enough people that can lend help with typing e-mails.

#### **Forum on Fitram homepage**

A forum is a way to share information in a structured way. There are different folders where information can be shared. It should be easy to send the documents around to all partners. However this turned out to be an inconvenient way of communicating. The makers of the forum did not put all the documents on the forum right after receiving them and lost the documents. Also there was a problem with logging in, it was very unclear who had access and therefore who could look into the documents. The recently printed book about Equitherapy from dr. Ulrike Thiel which contains publication rights was put on the forum with a wrongly named co-author and could be viewed by anyone.

#### **Personal mailings**

When a partner must reach another partner with information that does not concern anybody else of is unnecessary to the rest of the partners, this partner can send a personal mail to the other partner. It is easier to communicate on a personal level then addressing everybody in the mailing list. When everybody would send everything around in the mailing list there would be twice as much mails per day. On one side it is convenient, but the partner must watch out not to share a very personal opinion to the other partner. It is not the intension to get an argument about personal feelings towards each other.

#### **Skype conferences**

Because meetings in real life are time consuming and expensive, Skype offers a good solution of something needs to be talked over. It is a free program where you can be reached from abroad. It is possible to connect with more people at once. Also the advantage of a meeting is that you can see each other and understand body language. So you cannot be together in real life, but you can talk with more people at once and understand each other body language.

#### **Personal meetings smaller groups**

Every now and then a thematic group or a few members of the thematic group need to talk something over or work on something which is not possible to do over the phone or per Skype. This

way the partners make an appointment with each other and have a meeting. The notes of this meeting will be published so other partners can look into them.

#### **Contact by phone**

The easiest way to get a fast answer is by picking up the phone and asking it yourself. The advantages of phone are the privacy and the speed. If there is nobody in the room with you a phone conversation is completely private.

#### **Personal contacts by Skype**

Calling only one person per Skype is almost like calling someone per phone, because you get to talk fast and private. The only difference is that you cannot move with Skype, so you have to stay in the room. On the other hand Skype is a free program.

#### **Personal contact with partner**

A partner in another country can be visited when there is work that needs to be done or something needs to be talked over.

#### **Workshop or other activity organized by partner**

A partner can host a workshop in their country and if possible at their own company. This way the partner can show how they work. The workshops are a great way to talk with other partners in a not so formal way.

### **3.1.2 The internal survey and the results of the LDV-list**

To test out the use of 'Google Docs' there was a survey developed for the partners of the LDV project. The survey asked for the opinion of the partners on the communication lines, role and function of the coordinator and the expectations of the partners for the coming meeting. The partners filled in the survey before the 4<sup>th</sup> meeting.

This was a good way to find out how every partner was feeling about how the project was going and where they thought they were going.

Google showed to be very easy to use. The processing of data is quick and easy. With the same window you can change the questions, view the results and form a graph or chart out of it.

The results were shown in the 4<sup>th</sup> meeting in Soerendonk, the Netherlands and gave everybody a very good idea of how the project was going.

### Expectation for the coming 4th meeting

Here we want to know what are the most hot topics for the participants in order to make a relevant agenda and to reserve enough time for the hot items.

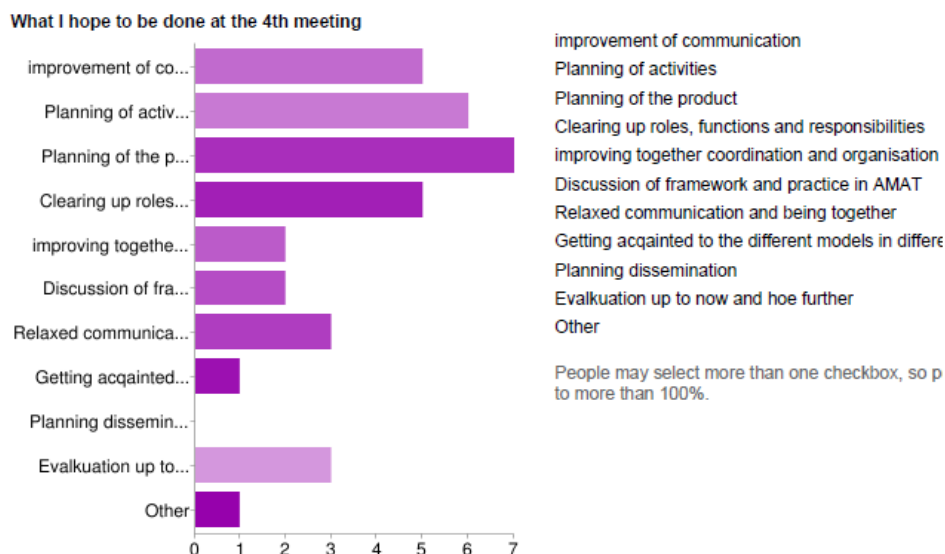


Figure 1: example result from the internal survey

### 3.1.3 Examples of discussions and communication on the LDV-list

#### E-mail exchange regarding the brochure

During the project the thematic working group Emotional PR developed a brochure to show the true meaning of AMAT by informing people on what sort of methods the different countries used. The brochure shows the methods by pictures chosen by the organizations themselves and add a short description like a short story or explanation.

However the brochure was not made according to the agreements all partners gave in to which were made earlier. It took a long time for the thematic working group to finish the brochure. When it has finally reached the point where it was ready to go to the printer a lot of time had passed. After the arrival of the brochure it turned out to be of less quality than expected. The graphic quality of the pictures was not very good, the brochure did not have a lot of text to give information about AMAT and there were a lot of unsafe scenes on the pictures.

To make sure SHP was not being subjective, some students of SHP were given the opportunity to give their opinion about the brochure without any influence of the opinion of others. The results of this assignment were corresponding with the opinion of SHP. In annex 6.1.1 a few examples are given regarding the e-mail exchange regarding the brochure.

#### Request decision conference Lorenzo

When the student had just joined the project there was a topic going on about the position of one of the people in the project. Lorenzo Lucarelli was joined in the project because the coordinator did not pay attention when adding him to the project but he had nothing to do with the project or its goals and target. Because of his attitude he comes across as a very nice person but Lorenzo has tried to get into projects and studies in a rude way. He starts of as a nice person but then he starts criticizing and being aggressive. He was telling to other organization about his participation in the project in the hopes to get into the next project. After the 2<sup>nd</sup> meeting the official partners were looking if his input was of a useful and positive nature. The working group 'Data Collection' has made their judgement

after seeing what he had brought to the project and how his criticism has a negative influence on the project, without him even knowing what he was talking about.

Lorenzo had not paid for his costs at the 3<sup>rd</sup> meeting but had his subsistence paid for by one of the heads of the Slovakian organization because he had him on a private trip to Spain. The Slovakian colleagues and the Dutch partners were very angry about this and wanted to prevent it of happening again. Therefore the decision of the request of the decision of the position of Lorenzo arose.

In the 4<sup>th</sup> partner meeting a decision was taken about the position of Lorenzo Lucarelli. Lorenzo and his organization will be called external parties from then on. The organization of his country does not participate in the project, which means he does not have the authority to join in meetings and be mentioned in publications. So called 'external parties' have the right to be in the project when they are a source of knowledge and help. Because the external party is not a part of the project he cannot travel with mobilities. Whenever there is a need of the expertise of the external party the stakeholder of the partner-organization involving external parties as experts for special tasks. This responsibility contains the appointments made about opening to and use of project-internal material and results before official publication for these external parties.

A lot of the partners noticed that cooperating with Lorenzo was not easy. However other partners appreciated his work and wanted him to stay in the project. By making Lorenzo an external party each official member is responsible for giving access to information of the project.

All three working groups decided they did not want Lorenzo in the working group. From now on if individual partners want to contact him for specific information it is their responsibility just as defined in the practice with external parties. The coordinator of the project informed Lorenzo about the decision of his position and the consequences. He was from then on excluded from all partner meetings and official communication and information lines. Partners may still contact Lorenzo if they have the need for his expertise on a topic.

### **Attitude and position between partners**

When the student joined the project she was informed about the state of the project by her supervisor. It was a new way of working for the student so she observed the way of working before giving her own opinion. The project partners used the LDV mailing list as a main way of communicating. It is a good way to share information because this way it is stated black on white what somebody said. This is very good whenever an argument rises that one partners says another partner did or did not say something. The concerning information can be looked up and this way it is easy to back up your argument and prove you are right. However mailing is also a way to misinterpret something a partner says. They can come across as aggressive yet meaning it polite, or the other way around. As the project continued, the manner of dealing with each other and reacting to mailings turned to a hot button. Partners got agitated really quickly whenever an opinion was shared. The partners clearly felt attacked because they did not have any means of backing themselves up. Whenever a partner did not know what they should do or whenever they knew they were wrong they seemed to react very aggressive, with short answers which were no answer to the send mail. In the annex a few examples are given for the behaviour of the partners.

In the LDV list a lot of partners wanted to share their personal problems with the rest. It was almost as if they were making excuses why they did not do their work. The partners sometimes made a drama as if they were on a stage. Other partners then reacted to this with sorrow and felt bad, but nobody focussed on the problem that an appointment was yet again not made.

Whenever two partners got in a discussion through the LDV list, other partners who had nothing to do with the discussion, reacted to the e-mails with messages about motivation and what they should

do. The best thing to do in a situation of a discussion in a public place is to suggest that the partners in discussion can fight it out through personal e-mails. There were no pragmatic answers to the discussion which came across as very unprofessional. Very often was said by one of the partners: *"don't spend your time on mails.."*. Reacting to an e-mail in this matter is totally unprofessional and not helpful at all. In annex 6.1.3 a few examples are given regarding the attitude and position between partners.

#### **Discussion of finances**

One of the discussions was about the finances. At the beginning everybody agreed to host one meeting and pay all the costs for this meeting themselves. However after one of the meetings it appeared that some of the partners wanted to do something else. They tried to let other partners pay for their costs with the other partners had to pay for themselves as well. Whenever somebody tried to discuss about the finances they were shut off. This was a typical reaction of a frightened person. SHP paid for everything during the 4<sup>th</sup> meeting. It was expected that SHP would get back what they invested. This was not the case and SHP was very surprised. The finances were eventually discussed on the Saturday of the 5<sup>th</sup> meeting in Belgium. In annex 6.1.4 a few examples are given regarding the discussion of finances.

#### **Request for help with report of student**

In the communication with the partners a few arguments occurred. To show what the student has learned there will be an example of the argument with an explanation of both parties. Because of the language barrier it has happened that e-mails were misinterpreted. Therefore the student has given the project members the chance to explain themselves on these cases. The ones who did give an explanation of the argument from their side are enrolled in the report. The answer and explanations of the project members who did not explain themselves will be guessed according to own judgment. The question for the partners to answer a few of the students' questions gave a lot of commotion itself. The student gave all the partners the opportunity to give their opinion on the arguments in an objective way. A few partners did not get why they would want to answer the questions of the student. Other partners reacted quite aggressive and did not want to say anything because they thought the student needed the rights to publish something the partners said. In own publications partners can say what they want and give their opinion about all events that took place. Furthermore the partners violated their own argument saying that the use of names in publications without permission is not allowed, because the working group 'Emotional PR' printed the brochure of the project where SHP is not content with where SHP's name and wrong logo is given. In the annex, the e-mail of the student is given with the answers of the partners. In annex 6.1.5 a few examples are given regarding the request for help with the report of the student.

#### **3.1.4 Forum**

##### **No clarity who had access.**

At first the student was given access to the forum as well as the other members of the Dutch team. This forum actually turned out to be impractical in its use and it was not clear who had access. The layout of the forum was not organized and sharing documents was not easy. The aim was to make an easy to use homepage for the project members to discuss and share the progress of the project. What was given was a forum in which was not clear how the documents could be reached and who had access. The student never had access to the forum, excluding her from viewing the documents giving information about the meetings and progress of the project. Other Dutch members only had temporarily access. The webmaster was repeatedly approximated with the request to give permanent access to the forum. When given an answer it was either unclear or the access proved again to be blocked. These happenings almost seemed strategic to keep some of the partners out of the project.


When someone is not logged in into the forum they cannot view all documents. You can view who posted the document and when, but you cannot view the document itself. Because there are so many problems with logging in it is not convenient to use the forum for sharing documents because other partners will not receive the documents.

The overview of the documents on the forum was not clear and finding a document was nearly impossible. After searching for a while a few of the important documents were found. After the attempt of opening them there was a problem. The title and author were visible, yet the document itself was not available.




Figure 2: Notification when trying to open topic or document.

Also a copy of the book 'Equitherapy' was on the forum. This book was written by Ulrike Thiel, but in the forum it was named as: 'A contribution of Ulrike and Doris'. It was very unprofessional to put a copy written book under a wring name on the forum. The book is very new and appeared in German and English so far. The document of the book was reached without logging in, that means everybody has access to the book.

**Webmaster**  
**Administrator**  
  
Registered: 16-01-2010  
Posts: 38


**A contribution of Ulrike and Doris**



**Equithérapie** (SHP)

Entwickeln, Fördern, Unterstützen  
und Heilen mit Hilfe des Pferdes

The link to download this document : [Equithérapie \(SHP\)](#) (German version)



**Equithérapie** (SHP)

Improvement, Remediation, Counselling  
and Psychotherapy with the aid of the horse

The link to download this document : [Equithérapie \(SHP\)](#) (English version)

These two documents are relatively large (about 25 Mo), **we recommend you to download them instead viewing**. For this, please right-click on the link and click then on "Download the link" or "Link herunterladen" in german or "Télécharger la cible du lien sous" in French (sorry, but for the other languages, I'm not sure I can give you a valide translation...)

Fitram Webmaster - [Site](#) | [Forum](#)

Offline

Figure 3: Access to the book 'Equithérapie (SHP)' by dr. Ulrike Thiel

The list of meetings was available on the forum. This gives an overview of when the meetings were and when the following meetings are. The overview was very unclear and it is difficult to understand it. Besides that, not all meetings are noted in the overview or the name and date are wrong. Below some of the meetings there is a small list of attending, but not below all of the meetings is a list of attendance. Because there is no structure and consistency in the overview of the meetings, it comes of as a very unprofessional forum which is bad for the project. Overall the unprofessionalism shows in the non clarity, unstructured, non consistency and spelling mistakes.

25-11-2011 08:14:50

**Webmaster**

**Administrator**



Registered: 16-01-2010  
Posts: 38

#### Partners meetings list

##### 2.9.2010 Kick Off Meeting National Agency Germany

- Beginning of a great adventure

##### 18./19.9.2010 1. Meeting France

- Members: Belgium, France, Germany, Netherlands, Slowakia, Spain
- Subjekts: Finances, Questionnaire, Präsentation, Kommunikation, Planning next Steps and next Meeting.
- Moderation and Raport: France

##### 14.10.2010 Kick Off Meeting National Agency France

- No further informations available

## **26-28.11.2010 - mobility to slovakia: "selfexperience as a part of education for praxis by therapeutic riding"**

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- No further informations available

## **4.12.2010 Aktivität in Germany**

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- Members: Germany Netherlands
- Subject: Questionnaire

## **16.12.2010 Skype Diskussion**

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- Members: Belgium, France, Polen, Slovakia, Spain
- Subject: Skype Conference

## **17.12.2010 Skype Diskussion**

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- Members: Germany, Netherlands, Polen, Spain
- Call: Netherlands
- Subject: Communication in the group

## **20.12.2010 Skype Conference**

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- Members: all Partners
- Call: Slovakia
- Moderation: Belgium
- Raport: France
- Subjects: Questionnaire, Pilote Group

## **3.1.2011 Skype Conference**

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- Members: all Partners
- Preparation: Polen and Slovakia
- Call: Slovakia
- Moderation: Germany
- Raport: Belgium
- Subjects: Questionnaire, Pilote Group, Forum

## **17.1.2011 Skype Conference**

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- Members: planned all Partners, but - Polen had no Internet, Netherlands - Ulrike is in Hospital, France - Maguerite and Brigitte had no time, so:
- Belgium, Germany, Slovakia and Spain
- Call: Slovakia
- Moderation: Germany
- Summary Germany
- Subjects: which informations are lost and who send it round, Preparation next Skype

## **22./23.1.2011 Activity in France**

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- Members: Belgium, France, Germany
- Subject: Organisation, rules for communication, and DEditions, Items for the next meeting, sharing tasks

## **31.1.2011 Skype conference**

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- Members: Belgium, France, Germany, Polen, Slovakia
- Moderator: Slovakia
- Notes: Polen
- Subject: Decision about the questionnaire

## **17.2.2011 Skype conference**

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- Members: Fabienne Schoonheydt (Belgium), Brigitte Martin, Marguerite Weith (France), Doris Russig (Germany), Stana Tilesova (Polen), Eva Holla, Michaela Drobná (Slovakia), Lorenzo Lucarelli (Spain)
- Moderator: Fitram (Europe)
- Notes: Michaela Drobná (Slovakia)
- Subject: Rules

## **3.3.2011 Skype conference**

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- Members: Belgium, France, Germany, Polen, Slovakia
- Moderator: Germany

## **12/13.3.2011 Slovakian meeting**

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- Members: France, Slovakia
- Moderator: Slovakia

## **19/20.3.2011 Activity Polen Slovakia**

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- Members: Polen, Slovakia
- Moderator: Slovakia

## **08/10.4.2011 Minutes of the Leonardo Da Vinci Meeting - "A framework for practice and training in animal mediated assistance and therapy" - Himmelreich im Schwarzwald**

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- Host: Foerderkreis Therapeutisches Reiten e.V. – Germany
- Members: All
- Moderator: Attif Gharbi

## **22.5.2011 Activity in Netherlands**

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- Members: Germany and Netherlands



- Guest from Germany
  - Impression: Pretty interesting area, good speeches, enjoyed being there.
  - 25.6.2011 Activity in Poland**

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  - Members: Germany, Poland and Slovakia
  - Subject: Thematic group Emotional PR - Working on a folder for the officials .
  - 15/17.7.2011 Slovakia Meeting**

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  - Members: Belgium, France, Germany, Netherlands, Slovakia, Spain
  - Subject: Thematic groups discussion and synthesis.
  - 19-21.8.2011 Activity in Netherlands**

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  - Members: Germany, Netherlands
  - Contact FATP Group (Austria, Germany, Netherlands, Switzerland)
  - 28.8.2011 Meeting Thematic group "Collecting Data"**

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  - Members: Belgium, Germany, Netherlands, Slovakia
  - Subject: thematic group "Data collecting".
  - 19.9.2011 Skype Meeting**

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  - General coordinator: Marguerite Weith
  - Group coordinators: Ulrike Thiel (Data Group), Stéphanie Papendieck (Definition Group), Doris Russig (Emotional PR Group).
  - 20.9.2011 Skype Conference Thematic Group "Emotional PR"**

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  - Members: Belgium, France, Germany, Poland, Slovakia
  - 7-9.10.2011 4th meeting of partners - Leonardo da Vinci Project on AMAT**

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  - Members: SHP-E(NL), Handhippo, fentac, fitram, hipoterapeuticka, Handhippo, Stowarzyszenie Strapate Ranczo, Slovenska hipoterapeuticka spolocnost, Förderkreis Therapeutisches Reiten e.V.
  - 25-29.10.2011 Activity Netherlands Poland**

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  - Members: Netherlands and Polen
  - 4.11.2011 in Poland Emotional PR little group for folder**

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  - Members: Belgium, Germany, Poland, Slovakia per Skype
  - Subject: Meeting with the grafic.
  - 10.11.2011 in Germany - Missing Link Data Collection and Definitions**

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  - Members: Stephanie Papendieck coordinator working group definitions Deutscher Foerderkreis, Ulrike Thiel coordinator working groups data collection SHP-E(NI), Tessa Wester student (SHP-E(nl))
  - Subject: Missing Link Data Collection and Definitions
  - 15.11.2011 skype with emotional PR**

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  - Members: Brigitte Martin, Doris Rußig, Stanislava Tilesova, Ann Kloeck
  - 19.11.2011 Second meeting of the thematic group data collection in Paris, France**

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  - Members: Ulrike Thiel SHP-E(NI) ( Coordinator synthesis notes) - Sona Cermakova Slovenska hipoterapeuticka spolocnost (notes) - Schoonheydt Fabienne Handhippo - Brigitte Martin fentac and Fitram (host) - Kuypers Marie-Thérèse Handhippo
- This list will be periodically updated 😊

Figure 4: the list of LDV meetings on the forum

## **3.2 Decision making**

### **3.2.1 Stakeholders in partner meeting and in working groups**

The stakeholders of the partner organizations of the different countries are the spokespersons for those organizations. The other partners in the teams help with thinking and voting over the different decision that have to be made. The stakeholder gets the end vote. In the working groups a coordinator gets this vote with the other partners helping with thinking and voting.

When a decision needs to be made in a meeting everybody has the right to speak their opinion and give their vote. When everybody has had the chance to say what they want the stakeholder will base their decision on the opinions of the partners of their country and give his or her end vote.

In the meetings there are partners pointed out who will be taking notes. There are a minimal of two partners taking notes because then you are sure to have all the information. These notes are send around to a max of two weeks after the meeting so they can be checked. All the decisions, appointments and dates have to be recorded into the notes, because this is the most important information from the meeting. The notes are send to everybody so they can use the notes to keep to the appointments and use it for backing up their argument.

### **3.2.2. Decisions of stakeholders in Skype meetings**

A Skype meeting is held when there is a need of a meeting but there is no time or money to visit other partners. During a Skype meeting there are also partners being pointed out for taking notes. The stakeholder of the Skype meetings are responsible for the decisions. These will be noted in the final Skype notes and shared with the others partners so the ones not attending the Skype meeting will be able to read what was decided.

### **3.2.3 Change of decisions in notes**

The decisions are taken in into the notes. These are the decisions and appointments everybody agreed with. Agreeing with the decisions and appointments the partners made in a meeting means they are binding. This means a partner cannot do something else then was decided. If the partner is not able to do so or a change of plans is necessary, another decision needs to be made. If a partner does not keep to the decisions a lot of rough cooperation initiates. A partner can or cannot keep to the decisions on purpose, but the use of the notes is to check what needs to be done and what is agreed on. If a partner knows that he or she is not handling in the correct way of following the notes the partner is likely to react aggressive.

The partners in the project often did not keep to the decisions and the appointments made in the notes. The examples will be showed in annex 6.1.6.

### **3.3 Execution of the agreed work**

#### **3.3.1 Development of products**

The development of the products made for the products did not go according to plan. It is not an uncommon fact in a project that the goal is not made. In this project the partners agreed to do a brochure displaying the good work of the partners from the different organizations and the results of the questionnaires.

Before the 4<sup>th</sup> meeting the brochure was not finished yet. It would be ready before the next meeting. SHP asked to get a draft from the brochure to see how it was looking so far. This request got ignored multiple times or the answer was a short aggressive answer. SHP never got to see how the brochure was looking before the final brochure was send to the partners with the message that it was being printed as we speak. In the agreement it said that the working group 'Emotional PR and communication' would send a draft of the brochure after the 4<sup>th</sup> meeting, which did not happen. When SHP saw the brochure it was clear the working group 'Emotional PR and communication' did not keep to the agreed work and delivered a very disappointing brochure. This could have all been easily avoided if the brochure would have been send before printing and if the partners should have been open to the critical points of SHP in order to improve the brochure.

#### **3.3.2 Working in working groups**

In the working groups only decisions of important matter may be carried to the other partners. The work that the working groups do is intern, only they have to deal with the problems that may come up. Within the working group 'Data collection' there were appointments being made that were easy to make. In the meantime between making the appointments and delivering the product a few mistakes occurred. Because the questionnaire is made in a new programme the work was delayed a little bit longer than expected. The almost finished questionnaire refused to save itself and the alterations between the start of the work and the discovery of the failure to save were huge. This was a big setback for the working group. In the time after this it happened again. Human mistakes are very common, so it is not uncommon that it occurred in this project as well. In the weeks after the mistakes a lot o work was done to repair all the mistakes. We reported about the delay and could deliver the correct forms in time after all, but did a lot of the work in vain, because afterwards Belgium and France decided not to carry out most of the surveys.

#### **3.3.3 Adjusting opinion about productions**

The questionnaire took a long time to finish. Mainly because of the setbacks and also because the partners kept changing their minds about what they wanted in the questionnaire. They kept asking to add a few things to the questionnaire to make it more complete. All the requests for changes and adding's were joined. At the 5<sup>th</sup> meeting in Belgium the French and Belgian partners who wanted a lot changed in the questionnaire at first, said they would not do the questionnaire anymore because it was too long and people will not fill in such a long questionnaire. The Belgian partners wanted to do the questionnaire but they did not want to translate it themselves. This is not a problem because getting students involved in the project is one of the goals. Students are very suitable for the work in the project because it entails a lot of scientific and literature work, such as processing the results and translating.

### **3.4 Code of ethics and code of good practice in partnership**

The way of communicating with each other should be a lot more advanced level given the composition of the project group. The answer that were given to some of the mails were not at all professional. In the LDV list a few members spoke about “human rights” and “motivation going down”. It is easy to say that something is wrong but as a team one needs to figure out how to get on top of the problem.

When we speak of a Code of Ethics we mean handling in a responsible, professional and respectful way. This includes making sentences longer than three words and answering questions. Some partners say that you need to understand others, but when they are reacting to the mails they fail at this themselves.

Another problem occurring on the LDV list is the matter of sharing personal situations. It is understandable if you are held of your work for some reason but there is no need to share every detail of this reason with the LDV list. If there ever is a personal problem in your environment you can give your explanation on the LDV list with a short and practical description.

If there is a large problem occurring it is important for the partners to invest their energy into finding a solution. Whenever a partner gets distracted by a fact in the mail and the partner only answers on this fact, the next person will go on with this point. This means that larger problems are harder to tackle because it seems that they will not be solved if not all partners focus on it.

The leadership or more the lack of leadership is the biggest problem the project is struggling with. A good leader should guide the project and remind partners to appointments if necessary. The title gets interpreted differently by all partners. Appointments do not follow through, people do not call each other and do not take responsibility when they miss a deadline. Appointments are not seen as appointments but as less important. Making appointments is a hard thing to do because partners are either not reacting to the e-mails or reacting in an unprofessional or non-informative way.

### 3.5 Comparison of meetings

#### 4<sup>th</sup> meeting of partners in Soerendonk, The Netherlands

Since the last meeting in the Netherlands the development of the project took a turn for the less communication and attitudes started to change. The meeting in the Netherlands was prepared according to very welcoming standards at training centre HippoCampus in Soerendonk.

Knowing about all the struggles on LDV list before the partner meeting SH tried to organize a meeting where partners should have the chance to talk openly on equal level and without emotions, assumptions, secret attitudes and disturbing competition. Therefore SHP decided to start with a workshop before the meeting to set the positive mood and attitude towards each other. The best way to reach that seemed to do it with horse, something common and loved by all participants.

The Netherlands hosted the 4<sup>th</sup> partner meeting, therefore they hosted a workshop on Friday the 7<sup>th</sup> of October 2011. During this workshop the project partners got to see how SHP was working on a daily basis by a guided tour around the training centre. All the partners got to see the whole company and all of the horses. The partners could ask questions to the host and were clearly interested. Because the day was started with a good and light programme point people could relax from their way to the Netherlands. It was visible for the student that because of this tour the partners got more excited to enter the meeting the next day. Besides the tour the host took the time to explain to everybody how SHP was working by PowerPoint presentations and giving an overview of the training and the profile of the Equitherapist SHP-E(NL). The goal of the workshop and the presentation was to introduce the working methods of SHP and training Equitherapy(SHP) and the certification system for quality assurance. Initial discussion with other colleagues (from the countries: France, Poland, Slovakia, Belgium Germany) about the differences and similarities of training in the expectation of our organizations to develop the EU framework. At the end of the day the partners and the host made a lap around the table so everybody could evaluate the day and say what they thought of it. At the dinner after the meeting everybody got together in a very nice hotel. Ulrike Thiel gave a presentation of the Netherlands which everybody appreciated and everybody could laugh at the jokes. The atmosphere was very relaxed and people were mixed together and talking to each other.

The next day, Saturday the 8<sup>th</sup> of October, started with a theatrical piece by one of the students of Equitherapy SHP-E(NL) with the horse in the centre of the story. Accompanied by four younger girls the Equitherapy student portrayed the tail of gold about the colour gold which had a hard time making friends because of his difference between the other colours. This story reflects on the project partners and their communication because even if you are very different, there are always people who understand you. After this play the meeting started. The meeting was very well prepared by the host by talking everything over with the moderator who helped keeping the meeting on track. These preparations took a few nights of hard work but during the meeting it was clear to the student that without these preparations, the meeting would have gone a lot less smooth. Everybody was able to speak their minds at the beginning of the meeting so they would have a chance to talk about the points they want to talk about. There were possibilities and technical steps towards the progress. The emotional side of the partners got a chance to say what they want. People were prepared to make everything as comfortable as possible. When there was an evaluation round the coordinator even said that this was the turning point of the project and from now on the communication would go a lot better. There was a table setting with nameplates and there were no fights but a friendly atmosphere.

A schedule was made together including a time division so that if the discussion would get out of hand, the moderator could point out that the discussion was to elaborate for the meeting and insist on the partners to make a conclusion of this point.

The aim of the two days of meeting on Saturday and Sunday was to give an answer to the following questions:

- The coordinator asks for a an inventory of what needs to be done
- All participants want to reach a global view for knowing where to go after this meeting.
- To know how to reach the tasks.
- Are we on the right track and where are we going.
- Evaluation seems important, what is the missing link to the product.
- How do we reach it?

The student experienced the day as a very progressive day in the project. To the student it was visible that through the work of the preparation and the help of the moderator no discussion could get side tracked and handled quickly. At the end of the day another evaluation was done to make sure everybody got a chance to explain their feelings.

The third day the student was not present at the meeting but from the notes and talking to and evaluating with other partners from the Dutch team she could make up that it was another day of good work and accomplishments. The coordinator of the project mentioned that this meeting could be considered as the turning point in this project and that from this point on communication and the way of working would improve.

#### **Time between 4<sup>th</sup> and 5<sup>th</sup> meeting**

After the 4<sup>th</sup> meeting everybody got back to their work in the project with a new and improved attitude. People were informed about the to-do-list the partners made together on the Saturday of the 4<sup>th</sup> meeting. The fact that the partners made the to-do-list together would mean that everybody got the chance to say what they needed someone else to do. All partners agreed on working as hard as possible to make the deadlines set on this meeting.

One of the points on the to-do-list of the working group Emotional PR was showing a draft of the brochure. The idea of this brochure was to inform people about the outcome of this project. Meaning; sharing the information that was gained during this project by showing the results of the study. In this way the different countries could compare their way of working together and learn how to improve their methods.

Yet some time after the 4<sup>th</sup> meeting the attitudes started changing again. Partners started to get easily agitated towards each other and not reacting to some of the problems.

#### **5<sup>th</sup> partner meeting in Liege, Belgium**

The meeting started on Friday the 27<sup>th</sup> of January 2012. The student was only present on the meeting on Saturday the 28<sup>th</sup> of January. When the student arrived the meeting had already started, but this was not a problem. The student quietly joined the rest of the project partners and started her note taking. During the coffee break the student got informed about the events which took place at the workshop the day before. Apparently one project member had taken an accidental fall of the back of one of the horses. The project member was unconscious for an unclear moment of time after which she regained conscious with pain in her back. The cause of the fall was that the horse bucked her off when she made contact with the horses back while mounting. Also there were a lot of distractions in the arena which could have spooked the horse. The horse was not wearing any gear except a head collar so the project member had nothing to hold on to. According to safety standards there were a

lot of things in the arena that put all of the project members in danger. First of all there was a herd of horses walking loose in inside the arena wearing nothing but head collars. The horses also turned out to be unknown to the person leading the workshop. The aim of the workshop was unclear, there was no explanation of the activities and goals only an introduction on a paper. Every member got to choose a horse which they were drawn to and build a relationship with this horse. Every team of member got to choose a handicap they wanted to try out. Because of the safety aspect the Dutch stakeholder resigned from mounting the horse. The Dutch stakeholder stayed on the ground while the Slovakian stakeholder was climbing the horse. The Dutch stakeholder requested for a therapy girth for the Slovakian stakeholder to have some grip while being on the horse but a therapy girth was not even present at the stable. When the Dutch stakeholder requested a saddle she heard a noise behind her at which point the Belgian partner fell off. The Dutch stakeholder rushed over to the accident to see if she could be of any help. She was being told that there was a doctor so her help was not needed. The psychologist leading the workshop took the head of the Belgian partner on her lap when she was still unconscious. This is a very unsafe idea. Also the dog of the psychologist which had no function in the workshop kept walking around between the horses and project members. When the accident was being handled everybody in the arena was told to go on as if nothing had happened. Seeing the situation going down like this the entire Dutch team decided to step aside in the arena and watch the rest of the workshop from the sideline. The Dutch team was told to leave the arena because it would have been a disturbing factor if they were not participating in the workshop. The fact that the psychologist thought that standing on the sideline of the workshop was more dangerous than unknown horses in an arena unsaddled, a dog walking around without having a function, people on the horses without protective headgear and taking care of an injury as if it was nothing, said enough about the practices which go on in this organization on a daily basis.

The Dutch team had evaluated for their selves and was shocked about the fact that no one seemed to have realized that the horses felt completely unsure and that during the workshop almost everything connected with quality standards was not taken into account. They hope this could be a good starting point to talk about the need of these standards if talking about professional and not professional work in AMAT. Unfortunately this did not happen. During the whole further meeting the communication was overshadowed by projections, emotions aggression and coping mechanism.

When the meeting started the student joined on the moment the project members were discussing the targets. There was clearly something negative dwelling in the atmosphere because nobody really looked happy or even glad to be there. During the meeting the points were handled according to how they were set by the coordinator of the project. The moderator had not been informed by the accident which happened the day before or even the planning to which the partners had to keep.

It was very clear that the Belgian partners spared every trouble to prepare the meeting well. The moderator had no idea what he had to do until SHP gave him the information. The fact that the accident happened was only expectable when something with risks like this is not prepared well. When there was no chance for evaluation it was very clear that the Belgian partners knew they were wrong. If something goes wrong and it is not your fault, you want to explain yourself. As soon as you know you are wrong, you will either react aggressive or avoid talking about it. In the hopes that the talk about the safety aspects of the folder would be handled, the link could be made to the accident of the previous day.

Also the students in the meeting were handled as if they knew nothing and had nothing to do with the project. The students got ignored and did not get a chance to do their story. When the stakeholder of the Netherlands left, this got only worse. In the meeting in the Netherlands this was completely different, the students were equal to the stakeholders and everybody got the chance to speak their mind.

At the end of the 5<sup>th</sup> meeting there was no clarity about the to-do-list. Nobody knew if everything was done and what needed to be done.

## **4 Productions**

### **4.1 My productions**

#### **Translation of the first Dutch questionnaire**

At the beginning of the internship the student started her work by translating the questionnaire made by Ulrike Thiel and Annet Geerling. This was the official first questionnaire of the Netherlands which had a good outcome but could use some improvement. So the first step was to translate it to English to show all the partners how the Dutch did the questionnaire. The English translation of the Dutch questionnaire can be seen in the productions of SHP and on their home page.

#### **Notes of the meetings**

During the partner meetings in the Netherlands and Belgium and the meeting of the working group 'Data Collection' and the meeting of 'Data Collection' and 'Definitions' the student helped with making notes. These notes were joined together after the meeting and checked for correctness. Also the notes with a name of the meeting and a data can be found among the productions of SHP.

#### **Analysis of the questionnaire for organizations**

To gather information of the organizations in the project, a simpler questionnaire was made in assistance with Ulrike Thiel. This questionnaire asks for the basic information of the participating countries about inter alia: employees, training, safety and code of ethics. These results will be gathered and portrayed in a table. The analysis is a table of the number of the variable and the label of the question. With this information the set-up of the processing of the results can start.

#### **Schedule for the work with the horses at HippoCampus**

For the work of the student at the company of the internship, the student made a schedule for the work which was done on a daily basis. She received the earlier made schedules from other interns and with these she produced her own version. In the schedule a time is showed on how late the action should start, then the action is shortly described and after that there is space to fill in the time the intern ended with the action that day. This schedule can be of great help for next interns helping on the company. The schedule can be found in the annex of the report for school..

#### **Translation of the English questionnaire to Dutch into Goolge Docs**

The English questionnaire which was send to all partners could be translated into their own language. So the English questionnaire got translated to Dutch as well.

### **4.2 Productions made with my assistance**

#### **English questionnaire in word**

As mentioned earlier the English questionnaire came with a few problems. When the large amount of alterations disappeared, it was decided that the work would be done in Word because this was a safer programme. From this Word document, the partners could translate it to their own language. The English questionnaire can be found in the homepage of SHP.



## 5 Conclusion of the report

### **The conclusion of the report and thus of the project**

In short the opinion of SHP is that this project failed. The cooperation with the partners was going so arduous that a good communication was completely impossible. SHP has done their best in the project. All the appointments made at the beginning of the project are done successfully. With the productions made in this project SHP can enrol in further projects with other countries. These countries are very pleased with the work SHP has done so far and would like to cooperate in improving the already made results.

The fact that the communication went in such an unprofessional way is a good factor for showing that this project was founded on an amateurish basis.

There was unclear communication about the brochure which lead to a lot of problems. The partners making this brochure might not see these problems, but they will find out that they made an non useful brochure. They wanted to achieve involvement of the politicians by 'making them cry' as mentioned on the LV list earlier by one partner.

Lorenzo Lucarelli who started a lot of arguments within the LDV list who was named an external party afterwards was also a sign of bad communication. There was no structure of dealing with this sort of problem for this project. Thus making it hard to deal with and easy for Lorenzo to remain in the project.

Because of the unprofessionalism the attitude towards each other became more and more tense. People started to react aggressive or short whenever there was a problems occurring. Dealing with each other in such a way is asking for problems, because you cannot expect someone to be kind when treated like this.

Whenever the problem of the finances came up, the partners started to avoid the questions asked about who would pay for what at the meetings. They wanted to let everybody pay for their expenses while SHP already paid for their own one meeting earlier. SHP had played extra for the workshop offered at the 4<sup>th</sup> meeting and invited the guests to all lunch buffets. Further SHP offered a lot of Homepage programming in order to make all the forms for data collection reachable for all partners. And SHP played more than 1500 euro for starting up costs for the project on beforehand. Nevertheless France wanted them and all the other partners to pay extra for "common costs" they had made, which where normal costs all partners made in addition to the travelling costs in order to make the project work. At the meeting in Belgian SHP suggested to lay all costs open in order to have a look what still could be invested in the final events. SHP was the only partner who let the partners have a look into their financing efforts for the project .

Because of the arguments that occurred the student offered for everybody to explain their opinion. Even though this was a great chance to clear the air the partners thought the student did not have the right to publish their opinions, but when there are no names given, there is no right needed.

The forum was a good idea to share information and hold discussions. It turned out that not all partners had permanent access and some documents disappeared. The overview of the meeting was very unclear and unprofessional. So SHP decided to publish the main productions and documents on their own homepage to make the available.

When the meetings took place it got clear that preparation was key for hosting a good meeting. Making sure everything is settled also makes sure people can congregate in a relaxed atmosphere. This atmosphere makes sure people discuss on a professional level and the chance of arguments is minimum. The student could take part in the preparations of the 4<sup>th</sup> meeting and some other events offered to partners by SHP and learned a lot by that.

**In total it is a pity that the lot of efforts and work SHP offered to this project did not lead to the intended aims.**