COP4HL

LEARNING PARTNERSHIPS WP5 COP REPORT

5+1 LOCAL COP

COMMUNITIES OF PRACTICE FOR HEALTHY LIFESTYLE

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SUMMARY (EN)

The Knowledge Alliance for Communities of Practice for Healthy Lifestyle (COP4HL) aimed at developing and sustaining communities of practice (COP) in order to stimulate innovation and socio-economic development in the area of Healthy Ageing. Promoting Healthy Ageing, and specifically an Active & Healthy Lifestyle, is one of the biggest societal and economical challenges the EU is facing. A paradigm shift from health care and cure to prevention is essential since the traditional ways have proven to be insufficient to solve this complex problem. An impact-driven multi-sector approach is necessary to develop innovative products and services to change this for the better.

The KA was composed of higher education institutes and businesses, supported by public authorities and non-for-profits, who are accepting the need of co-creating knowledge to stimulate innovation for an Active & Healthy Lifestyle.

A local needs and assets mapping procedure, that assessed the national and local status quo in the area of Healthy Ageing/Healthy Lifestyles, served as starting point of the development of five communities or practice the communities of Groningen (the Netherlands), Odense (Denmark), Malaga (Spain), Kaunas (Lithuania) and Cascais (Portugal) plus an additional COP in Alcobaca (Portugal). These COP were focused on a common goal that was collectively decided in the local COP.

This learning partnerships/COP report describes the following steps that were made in the local COPs:

- Definition of a shared problem
- Definition of shared goals and methodology
- Definition of relevant actors
- Creation of a network of local stakeholders
- Facilitation of Learning Partnerships
- Narrative COP description
- Sustainability plans

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RESUMEN (ES)

La Alianza del Conocimiento para Comunidades de Práctica para un Estilo de Vida Saludable (COP4HL) tenía como objetivo desarrollar y sostener comunidades de práctica (COP) con el fin de estimular la innovación y el desarrollo socioeconómico en el área del Envejecimiento Saludable. Promover un envejecimiento saludable, y específicamente un estilo de vida activo y saludable, es uno de los mayores desafíos sociales y económicos a los que se enfrenta la UE. Un cambio de paradigma de la atención sanitaria y la cura a la prevención es fundamental, ya que las formas tradicionales han demostrado ser insuficientes para resolver este complejo problema. Es necesario un enfoque multisectorial impulsado por el impacto para desarrollar productos y servicios innovadores que mejoren esta situación.

La KA estaba compuesta por institutos de educación superior y empresas, apoyadas por autoridades públicas y organizaciones sin fines de lucro, que están aceptando la necesidad de co-crear conocimiento para estimular la innovación para un estilo de vida activo y saludable.

Un procedimiento de mapeo de necesidades y activos locales, que evaluó el statu quo nacional y local en el área de Envejecimiento Saludable / Estilos de Vida Saludables, sirvió como punto de partida para el desarrollo de cinco comunidades o la práctica de las comunidades de Groningen (Países Bajos), Odense (Dinamarca), Málaga (España), Kaunas (Lituania) y Cascais (Portugal) más un COP adicional en Alcobaca (Portugal). Estas COP se centraron en un objetivo común que se decidió colectivamente en la COP local.

Este informe de asociaciones de aprendizaje / COP describe los siguientes pasos que se realizaron en las COP locales:

• Definición de un problema compartido

• Definición de metas y metodología compartidas

• Definición de actores relevantes

• Creación de una red de actores locales

• Facilitación de asociaciones de aprendizaje

• Planes de sostenibilidad

A Aliança de Conhecimento para Comunidades de Prática para um Estilo de Vida Saudável (COP4HL) tem como objetivo desenvolver e sustentar comunidades de prática (COP) a fim de estimular a inovação e o desenvolvimento socioeconômico na área do Envelhecimento Saudável. Promover um envelhecimento saudável e, especificamente, um estilo de vida ativo e saudável, é um dos maiores desafios sociais e econômicos que a UE enfrenta. Uma mudança de paradigma dos cuidados de saúde e cura para a prevenção é essencial, uma vez que as formas tradicionais têm se mostrado insuficientes para resolver esse problema complexo. Uma abordagem multissetorial orientada para o impacto é necessária para desenvolver produtos e serviços inovadores para mudar isso para melhor.

O KA foi composto por instituições de ensino superior e empresas, apoiadas por entidades públicas e sem fins lucrativos, que estão a aceitar a necessidade de co-criar conhecimento para estimular a inovação para um Estilo de Vida Ativo e Saudável.

Um procedimento de mapeamento de necessidades e ativos locais, que avaliou o status quo nacional e local na área de Envelhecimento Saudável / Estilos de Vida Saudáveis, serviu como ponto de partida para o desenvolvimento de cinco comunidades ou prática nas comunidades de Groningen (Holanda), Odense (Dinamarca), Málaga (Espanha), Kaunas (Lituânia) e Cascais (Portugal), além de um COP adicional em Alcobaça (Portugal). Este COP estava focado em um objetivo comum que foi decidido coletivamente no COP local.

Este relatório de parcerias de aprendizagem / COP descreve as seguintes etapas que foram realizadas nos COPs locais:

• Definição de um problema compartilhado

• Definição de metas e metodologia compartilhadas

• Definição de atores relevantes

• Criação de uma rede de atores locais

• Facilitação de parcerias de aprendizagem

• Descrição narrativa do COP

• Planos de sustentabilidade

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RESUMÉ (DK)

Videnalliancen for praksisfællesskaber for sund livsstil (COP4HL) med det formål at udvikle og opretholde praksisfællesskaber (COP) for at stimulere innovation og socioøkonomisk udvikling inden for sund aldring. Fremme af sund aldring og specifikt en aktiv og sund livsstil er en af de største samfundsmæssige og økonomiske udfordringer, som EU står over for. Et paradigmeskift fra sundhedspleje og kur til forebyggelse er vigtigt, da de traditionelle måder har vist sig at være utilstrækkelige til at løse dette komplekse problem. En indvirkningsdrevet tilgang til flere sektorer er nødvendig for at udvikle innovative produkter og tjenester for at ændre dette til det bedre.

KA var sammensat af videregående uddannelsesinstitutioner og virksomheder, støttet af offentlige myndigheder og non-profit, som accepterer behovet for at skabe viden for at stimulere innovation til en aktiv og sund livsstil.

En lokal kortlægningsprocedure for behov og aktiver, der vurderede den nationale og lokale status quo inden for sund aldring / sund livsstil, fungerede som udgangspunkt for udviklingen af fem samfund eller praktiser samfundene i Groningen (Holland), Odense (Danmark), Malaga (Spanien), Kaunas (Litauen) og Cascais (Portugal) plus en yderligere COP i Alcobaca (Portugal). Disse COP var fokuseret på et fælles mål, der kollektivt blev bestemt i den lokale COP.

Denne læringspartnerskab / COP-rapport beskriver følgende trin, der blev foretaget i de lokale COP'er:

• Definition af et delt problem

• Definition af fælles mål og metode

• Definition af relevante aktører

• Oprettelse af et netværk af lokale interessenter

• Lettelse af læringspartnerskaber

• Narrativ COP-beskrivelse

• Bæredygtighedsplaner

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SANTRAUKA (LT)

Sveikos gyvensenos praktikos bendruomenių žinių aljansas (COP4HL), kurio tikslas - plėtoti ir palaikyti praktikos bendruomenes (COP), siekiant skatinti inovacijas ir socialinę bei ekonominę plėtrą sveiko senėjimo srityje. Sveiko senėjimo, ypač aktyvaus ir sveiko gyvenimo būdo, skatinimas yra vienas didžiausių visuomenės ir ekonomikos iššūkių, su kuriais susiduria ES. Paradigmos perėjimas nuo sveikatos priežiūros ir gydymo prie prevencijos yra būtinas, nes pasirodė, kad tradicinių būdų nepakanka šiai sudėtingai problemai išspręsti. Norint sukurti naujoviškus produktus ir paslaugas, norint tai pakeisti į gerąją pusę, reikalingas daugiasektorinis poveikis.

KA sudarė aukštojo mokslo institutai ir įmonės, remiami valdžios institucijų ir ne pelno siekiančių organizacijų, kurie sutinka, kad reikia kurti bendras žinias siekiant skatinti aktyvaus ir sveiko gyvenimo būdo naujoves.

Vietos poreikių ir turto žemėlapių sudarymo procedūra, įvertinusi sveiką senėjimą ir sveiką gyvenseną lemiančią nacionalinę ir vietinę padėtį, buvo atspirties taškas kuriant penkias bendruomenes arba praktikuojant Groningeno (Nyderlandai), Odensės (Danija) bendruomenes, Malaga (Ispanija), Kaunas (Lietuva) ir Cascais (Portugalija), taip pat papildoma COP Alkobakoje (Portugalija). Šios COP buvo sutelktos į bendrą tikslą, kuris buvo bendrai nuspręstas vietos COP.

Šioje mokymosi partnerystės / COP ataskaitoje aprašomi šie veiksmai, atlikti vietinėse COP:

• Bendros problemos apibrėžimas

• Bendrų tikslų ir metodikos apibrėžimas

• Atitinkamų veikėjų apibrėžimas

• Vietinių suinteresuotųjų šalių tinklo sukūrimas

• Pasakojimo COP aprašymas

• Mokymosi partnerystės palengvinimas tvarumo planai

De Knowledge Alliance for Communities of Practice for Healthy Lifestyle (COP4HL) had als doel het ontwikkelen en in stand houden van communities of practice (COP) om innovatie en sociaaleconomische ontwikkeling op het gebied van Healthy Ageing te stimuleren. Het bevorderen van gezond ouder worden, en met name een actieve en gezonde levensstijl, is een van de grootste maatschappelijke en economische uitdagingen waarmee de EU wordt geconfronteerd. Een paradigmaverschuiving van gezondheidszorg en curatie naar preventie is essentieel, aangezien de traditionele methoden/interventies onvoldoende zijn gebleken om dit complexe probleem op te lossen. Een impactgedreven multisectorale aanpak is nodig om innovatieve producten en diensten te ontwikkelen om dit ten goede te veranderen.

De KA bestond uit instellingen voor hoger onderwijs en bedrijven, ondersteund door overheden en non-profits, die de noodzaak accepteren van co-creatie van kennis om innovatie voor een Actieve & Gezonde Leefstijl te stimuleren.

Een procedure voor het in kaart brengen van lokale behoeften en aangrijpingspunten, die de nationale en lokale status-quo op het gebied van Healthy Ageing/Healthy Lifestyles inventariseerde, diende als uitgangspunt voor de ontwikkeling van vijf leergemeenschappen of COP van Groningen (Nederland), Odense (Denemarken), Malaga (Spanje), Kaunas (Litouwen) en Cascais (Portugal) plus een extra COP in Alcobaca (Portugal). Deze COP waren gericht op een gemeenschappelijk doel dat gezamenlijk werd besloten in de lokale COP.

Dit leergemeenschap/COP-rapport beschrijft de volgende stappen die in de lokale COP's zijn gezet:

• Definitie van een gedeeld probleem

• Definitie van gedeelde doelen en methodologie

• Definitie van relevante actoren

• Creëren van een netwerk van lokale belanghebbenden

• Faciliteren van leerpartnerschappen

• Narratieve COP beschrijving

• Duurzaamheidsplannen

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INTRODUCTION

Work package 5 *Development of Local* COP had as main objective the coordination of the implementation of the Local COP and to ensure that these were carried based on the local needs identified and the community assets available.

The overall coordination of WP5 was steered by Alcoitão. However, the work towards the establishment of the Local COP in Portugal, Spain, Denmark, the Netherlands and Lithuania, was led by the respective national KA's university partners, who all hold national-wide recognition as a leader in education towards Healthy Ageing.

The development of these Local COP was carried out with input received from WP3 (Evaluation and Impact Measurement) and in close collaboration with the work packages around the European COP Support Lab (WP6, WP7, and WP8).

Steps taken

The WP consists of the following tasks:

- Participatory Asset Based Mappings in local communities in the Netherlands, Portugal, Denmark, Lithuania and Spain.

- Definition of a shared problem

- Definition of shared goals and methodology

- Definition of relevant actors

- Creation of a network of local stakeholders

- Facilitation of Learning Partnerships

- Narrative COP description

- Sustainability plans

Before the establishment of the Local COP, Participatory Asset Based Mappings of both individual and community assets was implemented in all five local communities (see needs analysis report wp4).

Based on these Mappings' outcomes, steps towards the establishment of each Local COP would be individually applied and adapted; including the specific definition of the specific domain, community and practice.

Generic levers for set-up were derived – but must be specifically adapted towards the local community's needs / assets – from CORSO & GIACOBBE's Evolutionary Model to building Communities of Practice. Specific support for the local COP set-up is being provided through the COP management tools developed by WP6.

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Due to different levels of knowledge, experience and localassets across the national / local partners, the COP were plannedto be established in a cascading process.

The Netherlands, led by HANZE with already three Local COP stakeholder groups (university, business, public authority) involved in the KA partnership, took the lead in establishing its COP.

Experiences and knowledge exchange

However, as was experienced during the Needs Analysis phase of WP4, the different Local COP felt the need to already take their first steps directly following WP4, for instance to maintain the momentum created there. This lead to all Local COP starting ahead of schedule, in order for all to live through the set-up phase, in turn creating rich practices for the full consortium to learn from. Strong connections therefore were established with WP3 to effectively evaluate these processes and with WP6 to generated answers to the questions arising, with the purpose of leading to knowledge exchange on a European level, within and outside the consortium via the COP Support Lab.

Further along this document, updates can be found relating to the set-up of the Local COP, with specific information for each COP, such as:

- Shared goals

- Stakeholders

- Network visualizations

- Processes that took place

- Narratives

- Sustainability

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NARRATIVE OF THE COMMUNITY OF PRACTICE FOR HEALTHY LIFESTYLES - KAUNAS

Development of the network

The initial network (early 2018) consisted of Lithuanian Sports University (LSU; educational sector), ActiveTraining (business) and the Public Health Bureau of the Kaunas Region Municipality (local Government). Lithuanian Sports University, being a leader in evidence based physical activity promotion practice was envisioned to be responsible for the research and data analysis.

ActiveTraining is a private training school providing vocational education qualification and continuing education courses (health and fitness, and sport area) in Lithuania and other countries. They were included in the COP to provide qualified and experienced Fitness Instructors, Aqua and Group Fitness Instructors, and Personal Trainers. It was envisioned they would be involved in practical delivery of physical activity for the community. The Public Health Bureau of the Kaunas Region Municipality is part of Lithuania's national health system. As such, the main aim of including the bureau in this project was to take care of Kaunas region inhabitants' health and improve their quality of life. Their envisioned activities included promoting healthy lifestyle to the Kaunas region population, to provide opportunities for health-related physical activities in community centers, to organize seminars, discussions, and – more generally - to share expertise.

The relation between LSU and the Public Health Bureau was not new. For several years, they had been working together on the bases of some small projects. Within the framework of the project "Promoting physical activity among Kaunas District Communities Using Information Technologies", interactive physical activity programs for communities in the District's 25 settlements were provided and physical fitness of primary school children in the Kaunas Region was evaluated and monitored. More broadly, Kaunas District has played a major role in participation in the network of Health Promoting Regions since 2012.

In terms of focus, it was initially decided primary school children were the main target group and the mission should be to improve their lifestyle. Later, the COP realized that it would be beneficial to also include elderly people. The reasoning behind that was that research showed that people 50+ are among the most passive groups of the population, when it comes to physical activity, and they are often not very active in the community. So, there was potential to increase their levels of activity, and by doing so, also improve their health and contribute to the society. In addition, it was in line with other obligations in the project that funds these training sessions.

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So, COP members are responsible for this task anyway; therefore, it was logical to bring these together and make it more manageable. Finally, due to regulations in relation to working with children, expanding the target group meant having more options to do activities.

The shared goal, therefore, was decided: "to provide more opportunities for exercising and physical activity for primary school children and Kaunas district community members older than 50"

This shared goal was agreed upon with the three initial partners.

In 2018, the network grew and new partners were linked in such as the association of Young Leader Association of Kaunas district (who organise physical activity events in schools and kindergartens); 18 communities (18 leaders/contact people), 11 schools, 1 kindergarten; the National Institute of Sports and Wellness (non-governmental organization), followed in 2019, by additional communities (10 leaders). In addition, primary healthcare centres, pharmacies, post office, community & culture centres all participate in dissemination of information about COP activities. Finally, educational institutions (Ugnės Karvelis school, Garliava Jonučiai school, 3rd century university of Kaunas district) and libraries (who provide facilities where people can do sports), the Union of Community Organizations of Kaunas district and active training coaches joined.

Collaboration within the network and activities undertaken by the COP

The three main partners (LSU, ActiveTraining and the Bureau) serve as the backbone. During the first year, there were feelings of uncertainty; there were difficulties in understanding each other's role, in deciding what to do, what result to expect and how to start. Things improved considerably, when a contact person was installed – to serve as a bridge between the overall COP4HL project and all the respective COPs. Following discussions with the contact person, and the implementation of a meeting routine (physical meetings with all three, and informal meetings via phone and email in between), the main goal was established and tasks were clarified. The division of tasks occurred more or less naturally; responsibilities for each COP member were assigned according to their skills and knowledge. LSU is responsible for management activities such as preparing documents, timetables, coordination of meetings (local, international), and evaluation. The inclusion of LSU proved to be key to the practical implementation of innovative, science-based technologies or measures that can improve the health of residents. Active Training as business entity provides recommendations and suggestions in organization of activities, marketing, attracting sponsors, and is provider of

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physical activity trainings in communities. And the public health office under Kaunas district municipality is responsible for implementation of activities. They have an executive function and are main link with the final users (kindergartens, schools, communities) and other stakeholders (Municipality, neighbourhoods).

These three partners still serve as 'the main body' of the COP in order to reach out to and involve other participants and collect different ideas, as well as lead through the process in general. In fulfilling duties outside the 'assigned responsibilities', each of the three organisations are using their own human recourses to plan, manage and organize activities.

The COP's search for the new stakeholders was based on previous experience of collaboration (and recommendations from partners) and those that proved to be reliable partners in the past and enthusiastic were involved. Other partners were invited mainly on a 'needs basis'; for example, because they had skills that were needed for activities or they were able to provide access to certain groups. Additional reasons for including other partners were to get a range of different perspectives in relation to the challenge at hand, as well as sharing responsibilities.

A network of community leaders was created, who helped to provide information and monitor attendance of people. In order to spread information to the society, social media (Facebook), local newspapers and radio stations were used.

Sharing experiences and constructive collaboration were determined the main features of working together between the COP members. Each member of the COP is a professional in his/her own field and flexible in decision making; it was the cooperation that was the main factor of successfully reaching project goals. In addition to monthly meetings, COP members interact with each other online if they need any help, or a sudden problem occurs and they need advice.

In deciding upon activities, various strategies were used to ensure needs of the end users were met. Firstly, national and regional strategic documents were analysed, second, data about the district was gathered (for example, to find out what infrastructure is already there, and what professionals and other similar activities exist). Third, meetings with leaders of communities from 25 different settlements of Kaunas district were organised in order to identify their needs. Later on, additional meetings were organised from time to time in order to check if their needs had changed.

To find community leaders or sport professionals, social networks were being used. In addition, several times during the year, meetings were organised for the community members, where they can share their experience, to encourage each other to participate in our activities and

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change their lifestyle. In order to involve end users into these activities, local celebrities were invited to encourage people to take part in these activities.

Suggestions and requests of end-users let the COP to make one step back in the process and make changes in the activities that better meet the needs of the community. For example, pre-COVID end users indicated to have a preference for face-to-face training rather than online, after which trainers were involved to do live sessions. Preferences for types of training and particular coaches were also take into account.

Activities organised include:

- Weekly training sessions: one live and one online

- Sports events for children

- Brain breaks during school breaks

- Lesson without chairs

- An absolute highlight was the summer camp, organised for Kaunas district community members

- Initiative for primary school children – Me and my Grandparent

Reflection on the learning process, including lessons learned

The COP tried to deliberately create a culture in which participants are respected for their views. "All participants should feel free to expose their opinion, share knowledge and practice and even feel free to refuse to participate in the COP in the early stage of creation". Having shared values – physical activity as one of the health-related priority – proved to be a very important starting point to create energy and agency. Also, there was a notion it was important to create a diverse network: "COP members should include representatives from different levels of ecosystem, to decrease the risk of mistakes or wrong decisions". The ecosystem was seen as the main structure which ensured that the targeted groups were reached and the COP activities were visible to society. COP members realized this worked well, as they received feedback from the end-users (word-of-mouth advertising, when end users shared the experience in COP4HL activities with their relatives, friends), as well as from the highest level politics of the district. In addition, health indicators across the country show that Kaunas district is among the best.

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In terms of implementing reflective tools in practice, the implementation of 'timeline sessions' was seen as the most useful, as it was perceived to be a great tool to see what progress had been made, and what issues were reoccurring over time. Meetings were organised once a month with COP members to discuss what positive and negative aspects had occurred since the last meeting.

With respect to measure attendance of activities, a form was implemented which people have to sign every time they attend the activity. In addition, qualitative interviews with some participants were organised in order to know if the COP partners met their needs, so they were asked for recommendations for improvement.

In terms of lessons learned during the journey, the following lessons were mentioned

- We are feeling like students again; openness to learning and being fine with the feeling that

- The importance of personal features – be open etc; COP = people

- Importance of including different sectors (don't be afraid to ask the ones that you may not normally work with

- We need analysis for guidance (from various perspectives / actors)

- Remember the end user (receiver) and ensure you know what they need

Reflection on the impact at different levels

- Implementation of ideas resulted into new ideas.

- Some new initiatives like "Me and my Grandparent" were developed.

- The 28 communities (approximately 1000 persons) are participating in live exercising sessions, online exercising sessions, summer camps and swimming pool activities.

- In order to involve end users into these activities, local celebrities were invited to encourage people to take part in these activities.

- Best example of how end-users are benefiting from the COP's ways of working: one community received financial support for establishing heating in the facility where they are doing sports without COP influence. So, actions are being taken on the initiative of the end users.

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- Activities are repeated/extended by others for other groups of end users. As a result, not only the number of participants is important to monitor, but also the diversity of them.

- New activities were developed as a result of more end user involvement into activities.

- COP members have found new solutions for expanding. During discussions it was decided to involve social media, personal contacts and get into a dialog. It took time to find right stakeholders and finally those who were enthusiastic were included. Support from stakeholders is very important as they transfer the activities the COP provides to a broader set of end users.

- From the current perspective, looking back at the beginning of the project, it is now obvious that our early challenges or problems turned to strengths of the project. By taking the time together when things don't work well to reflect on it and coming up with solutions – you make better decisions. This is a valuable way of working, which will be continued into the future (post COP4HL)

- #BEACTIVE project

- The activities of the COP have become noticeable, as the number of invitations to events and practical conferences has increased. COP activities are mentioned nationally in the National Public Health Association

- Outdoor training during the summer attracted new members from the surrounding residential areas

- Grandpa and me, a new form of distribution of information about COP activities (40,000 leaflets distributed in mailboxes)

- The municipality, observing the increase of physical activity in the communities, started to organize outdoor sports grounds, renovate sports halls and playgrounds

Sustainability

In the period from 2019 to the end of the project COP4Hl, plans were made for the continuation.

Deliverables and tools

On the basis of the project activities, community meeting points were established in Kaunas district settlement's, which continue to carry out physical activities independently. In order to extend the activities of the COP after the end of the project, follow-up projects are being written at the local,

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national level. The network is constantly expanding. Students who started volunteering during their internships continue to work in settlements. Many students receive offers to work as coaches and managers in the district.

COP members also had other activities indirectly related to COP activities. Started cooperation in research, working together increase the awareness of COP as well as the individual members.

The 10 new communities were involve in to local Cop activities.

The new members 25 – 40 years old started to participate in physical activities using the online training sessions.

Increase in FA in all age groups

Examples

The community has moved the idea of distance training to younger population ones. During the last year, the network has been supplemented with new members – Municipality of Kaunas district, Ugnės Karvelis school, Garliava Jonučiai school, 3rd century university of Kaunas district, Union of Community Organizations of Kaunas district. Active training coaches are working in points.

The activities of the COP have become noticeable, as the number of invitations to events and practical conferences has increased. COP activities are mentioned nationally in the National Public Health Association

Outdoor training during the summer attracted new members from the surrounding residential areas

Grandpa and me, a new form of distribution of information about COP activities (40,000 leaflets distributed in mailboxes)

The municipality, observing the increase of FA in the communities, started to organize outdoor sports grounds, renovate sports halls and playgrounds.

Continuation

Ensure further cooperation in the planning of activities and we hope to create the legal establishment of partnerships.

The work structure was flexible during the project, so the structure will not be fixed at the end of the project. Depending on activity specifications and situations look for opportunities to promote FA, applicate for funding grants, managing support, Insufficient funding encourages unhealthy competition and reduces dissemination.

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NARRATIVE OF THE COMMUNITY OF PRACTICE FOR HEALTHY LIFESTYLES – CASCAIS + ALCOBAÇA

Development of the network

The two COPs in Portugal started as one; hence this chapter covers both. At some stage, the leads of the project realized that the geographic and cultural specificities of both regions created the need to differentiate in approaches taken (this was for example visible when the name of the initiative was discussed, and it became apparent that the suggested word has different connotations in both regions). Where initially 'local' was seen as 'country level', they realized that, in fact, they operated at a 'hyper local' level, and hence they should be seen as two separate communities (albeit communities who were still in touch with each other and collaborating where they could). So, in the below text, where relevant, we describe the situations for Cascais and Alcobaça separately.

The initial network (early 2018) consisted of the School of Health Sciences of Alcoitão (ESSA) in Cascais representing the higher education sector, and a private company (Physioclem, a clinic providing health services in the community), in Alcobaça. In terms of focus, it was decided teenagers were the main target group and the mission should be to improve their (healthy) lifestyle. This was decided between ESSA and Physioclem during the submission phase of the project. The shared goal of the COP was agreed with various other stakeholders in May 2018 and was formulated as: "develop, organize for and together with the stakeholders and end users (youngsters from 12-24 years old) activities focused on healthy lifestyle (e.g, healthy cooking workshops, parent-child physical activities etc.) embedded in approach GERAÇÃO S+ (aimed at increasing a healthy lifestyle in youth; keywords are + Healthy, + Sustainable, + Social growth, with + Sense). Right from the beginning it was decided that it was important to integrate the concept of wellbeing into the main objective. Well-being integrates mental health (mind) and physical health (body) resulting in more holistic approaches to disease prevention and health promotion.

Cascais

In Cascais, the first year of the project was focused on developing the needs analysis research (e.g. analysis of good practices; studying projects already underway in the region and identifying possible partners and stakeholders). This was carried out without major involvement of (potential) stakeholders. This analysis showed that many local initiatives focused on health promotion existed (ranging from kindergarten to elderly). Also, it became clear that the largest

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stakeholder was the Cascais City Hall, in particular the Health Promotion Division, who controls and finances these projects. The partnership with the municipality had been established 15 years ago. However, they were initially not very open to new initiatives, as they had already quite a few projects running (and they operated in a fairly 'bureaucratic' manner). The challenge was to make the existing projects more aligned with COP4HL objectives and increase impact and sustainability. It was felt that, to achieve this, investment in the relationships was needed. In order to facilitate this process, a list was compiled of 'consulting services' that ESSA could offer to the municipality and existing initiatives, which could benefit these initiatives (such as training of trainers and supporting peer-led approaches). Following the completion of the needs analysis and plan of action, contacts with the Municipality of Cascais were initiated, via a relationship established as a result of working together on previous community projects. Via this relationship, the COP was now also in connection with other projects with the same goals as the COP, secondary schools, a platform of community projects and access to community events.

From there, various other partners were added to the network. Based on personal relationships, contact was sought with the Secondary School Marquês do Pombal and the Corpo National de Escutas (national scouting organisation). In addition, Estoril Higher Institute for Tourism and Hotel Studies (Eshte) was invited for a brainstorm about their project. Via them, the COP was brought into contact with the national consumer protection organization (DECO). Other partners included the Faculty of Human Kinetics (Lisbon University), Fnac (a major bookstore chain amongst others), and SIC (a Portuguese television network and media company). These additional partners were invited predominantly as a result of the activities undertaken. For example, in one of the projects, a cook book was produced, which is why major publishers were sought, resulting in the inclusion of Fnac into the network.

Alcobaça

In Alcobaça, the lead partner, a practicing physiotherapist operating from Physioclem, had many different connections locally through the practice. Having a large network with contacts and friends was essential in the first phase, to get people together, build the COP and to have enough credibility to carry out a project of this nature. During the first months of the project the stakeholders included the group of schools in Alcobaça (12 levels; around 4000 students, mainly via the involvement of psychologists and director) and the Local government with direct involvement of the direction board (this was a new connection who later became less participative). In turn, these stakeholders brought links with others such as the local government for the region and private enterprises "Academia do Sim" (focused on personal development

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through organizing workshops for community) and 'Pomar de Braços" (psychology, collaboration was sought on organization of workshops).

Over time, the network grew organically. The approach here was be 'on the look-out' for activities and initiatives that seemed to fit with the mission (improving the health of adolescents). When new initiatives emerged / were identified and the lead partner had the impression the COP had the capacity (mainly in terms of time and resources available) to take on additional work and/or talk to people and discuss ways to further each other's activities, discussions were started regarding ways to collaborate. In these discussions, it was the intention to leave the ownership for the activity with the partner rather than 'incorporate' the activity within COP4HL. Therefore, the focus was not so much on 'including' the new partner and branding their activities as COP4HL activities', but rather 'grow and develop the mission and network by collaborating with initiatives that support the same mission' (branding aside). This was deliberately done with the sustainability of the initiatives and activities in mind (e.g. the activities would carry on even if the COP4HL project is finished).

Ultimately, the network also included Coimbra University, rural and professional development school Cister, the student association of secondary school Inês Castro, "Região de Cister", a regional newspaper (who publishes a story on a local initiative on a monthly basis), on online newspaper (Bussola), a radio station from one of the secondary schools, and Bank "Credito Agricola". The latter has a strong history of supporting local initiatives. They were interested in youngsters (as they could be potential new clients), hence they sponsored an activity (which, unfortunately could not take place).

Both COPs were carefully thinking through how to reach their varied audiences. As a result of this, stakeholders in both networks also included different individuals involved in their activities such as young ambassadors, teachers, students, professionals, parents, local heroes, entrepreneurs, and influencers.

Cascais

In Cascais, in the beginning, a result-focused approach was taken. Five concrete projects were designed to produce various outputs aiming to benefit the health of youth. Activities undertaken, therefore, were linked to the envisioned end-results of the projects. The 'co-creation approach' was not used extensively until later in the project. Starting from a project focus was logical for many reasons. For example, there was some confusion around the expectations from the project due to the guidance received from the WP3 evaluators in the beginning of the project. This guidance was focused on process, but also on outcomes (COPs were invited in a first survey to think through indicators they expected/hoped to change). In addition, ESSA operates within a large, renowned institute. This brings expectations from the institutional leadership about the 'quality / scientific approach' of projects being undertaken (and therefore, the importance of specifying outcome measures a priori as well). As developmental evaluation / social innovation in health is relatively new, it takes time before institutions are familiar with such ways of working. Unfamiliarity with this way of working (developmental, mission-focused, co-creative) also proved to be a main challenge and a hurdle in attracting new stakeholders to the project, and keeping stakeholders involved. This also includes explaining the difference between striving for project results and outcomes versus striving for longer-lasting impact, as this was a major hurdle in expanding the partnerships. This was evidenced by feedback that was received from one stakeholder for instance, who indicated that although he was interested in the project – he felt it was 'not structured enough' to be presented with other stakeholders. So, the COP leaders felt that the concept of co-creation was still too immature in their COP as it simply was not a common model of working in Portuguese communities. The other major hurdle that was mentioned in involving keeping the stakeholders involved was 'time'. Despite formal invitations to the stakeholders to participate in scheduled sessions, turn up was very low.

A turning point for the ESSA COP, however, was a meeting in November 2019, in which the COP organized a session, facilitated by the change agent, with the municipality and students. During this meeting, presentations were given by the ESSA leads to show the progress and results and deliverables from their 5 projects. In addition, students presented their ideas, and finally, a representative of the Municipality presented options for collaboration. In addition, a timeline was completed with everyone who was present, and the overall approach of the project was presented (mission-driven, social innovation approach – in contrast to typical outcome-based

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project approach). The involvement of the students in this day had a positive influence on the COP, as they were very enthusiastic and passionate about the mission and, importantly, they felt comfortable with the approach of mission-driven working (and dealing with the uncertainty that inevitably comes with that). Also, they were creative in coming up with innovative ideas. In addition, the representative of the municipality stressed the fact that the COP activities could be embedded within the existing platform which would lead to a collaboration between ESSA and the municipality in a more formal way). What followed were constructive discussions on how to go from here in a more open form of collaboration with the municipality of Cascais and with involvement of stakeholders that are closer to our end users (e.g. students). Now the challenge had shifted to starting to learn together, and being persistent and flexible in finding strategies to not lose stakeholders who find the project too unstructured and are not comfortable with uncertainty, and connect to new ones. A good example is the relationship with the Hotel School. This relation has become increasingly better since the moment that this stakeholder understood the models of co-creation and the freedom that comes with it. This stakeholder was willing to collaborate in the region of Physioclem and involve other stakeholders. For the projects involved, the realisation that this 'working in a more explorative way' also meant that activities would be more sustainable brought renewed energy to the group. Through working together in implementation of all the activities, the network expects that they will acquire a closer relationship with stakeholders, which will allow for more effective co-creation and snowball effects of actions, which in turn will lead to attraction of more end users and stakeholders. Media exposure, and communication that leads to the feeling that it is "fashionable to be Geração S+" was considered important in this as well.

Cascais & Alcobaça

The collaboration between ESSA and Physioclem changed over time into a more complementary relationship. This was the result of a better understanding of the general approach and context of each other, leading to more trust. Both COPs have been very productive in terms of activities. They include

- several online articles and events via Facebook;

- monthly articles in relation to healthy lifestyles in the local newspaper;

- the website (home to the Geração S+). This space presents articles (written by parents, teachers and students), activities, and access to social networks. The site is always updated

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with all the work being done and is seen as an excellent complement to those who dedicate more time to Instagram or Facebook;

- several activities have taken place: book presentation, webinars, information sessions for parents, teachers and students/children, seminars, show cooking, physical activity tournaments, among many others;

- partners / organizers in various events and activities;

- posting of Instagram messages to be close to young people, through clear messages, which reinforce a healthy lifestyle: mental health, healthy eating, sleeping well and physical exercise;

- We created Emotional Education (Educar EmocionalMente). A moment for the psychologist to talk with parents (of children between 6 and 12 years old) and teachers. The main objective of the sessions is to involve the entire educational community in the development of skills to identify and understand needs, emotions and behaviors that are assumed in the contexts in which we are inserted. In the face of Covid-19, the sessions started to take place online;

- The emotional education also takes place in a school, with elementary school children, with the same psychologist, but only for students. Several jobs are done. The greatest wealth is sharing and the opportunity for each child to explain what they feel about the highlighted topic;

- We also created the GPS+ | Grupo Para Pais. A space that wants to share, train, deliver and have good and intense conversations. Dialogue is balance, it is an exchange of experiences. It is to allow listening, without filters, without pointing the finger. Active listening can make a difference in someone's life and in ours, too. GPS + is an opportunity for all parents to undergo training, in the Conscious Parenting Area, with the psychologist and facilitator. In the face of Covid-19, the sessions started to take place online.

Alcobaça

In Alcobaça, in the beginning of the project things felt 'very much in the air', and not concrete. There was no 'local project approach' – and hence the feeling of missing 'structure'. Once the website was built which showed what the mission was, who the partners were, and what the first activities were, this improved. Also, it helped to have 'a face of the project' (or leader). The other thing that really helped in working out how to make it work, was the introduction of the

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ambassadors; once they were in place, it became clearer what the structure could be. Ambassadors generally are involved in certain topics, and the COP leads try to help them and coordinate things. Lately, it happens more often that ambassadors or partners run activities that have had no involvement from the leads.

A major hurdle in collaborating was the difficulty to find the time to meet. Therefore, ideas and knowledge were shared and discussed mainly online. In order to be able to do this effectively, communication structures were improved within the network. WhatsApp is being used in the wider network, Trello and Slack are being used with a smaller group (to plan and keep track to tasks). Although online communication was not always ideal, through working together, over time, trust, openness and the feeling of 'psychological safety' grew (and therefore the willingness to learn with and from each other), which brought improved teamwork as a result of this. This also helped stakeholders to understand the need to do the project differently than usual, requiring a co-creation and innovation approach. The main partners were very involved and committed; they all shared the same common vision. The COP has taken advantage of opportunities to fulfil their mission, and activities have been very diverse. In particular, the projects that have emerged on the part of young people hardly used the name Geração S + (but their own name). At the same time, it also happens that new partners now seek contact with Geracao+ when they want to organise activities/initiatives as they see benefits in being part of the 'Geracao+ movement'.

Activities were tailored to the various audiences. For example, Facebook is being used to communicate with educators (parents); Instagram is being used to reach young people. This communication component was an important element in this network. It was felt that the challenge was to find ways of communication that truly allow for space to debate and exchange ideas: "Although young people indicate they are very communicative, especially on social networks, there was realization that they do this essentially for more futile issues and not as an instrument for learning or shaping their way of being and growing. The challenge of promoting a healthy lifestyle has to be addressed by many different strategies if it is to be truly effective".

The above suits with the ambitions of the network (both COPs) for the future: "We want to focus more and more on the mission and not on the name of our project, so that we can really be aggregators and not just another project. We will evolve in the sense of being a platform for communicating what is done from young to young with the mission of promoting a healthy lifestyle and in the sense of being an engine for the emergence and development of these same projects".

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Reflection on the learning process, including lessons learned

For both COPs, through working together, trust grew. Investing in the network and taking the time to collaborate was seen as crucial. Also, the inclusion of young people into the network brought important insights in both COPs. In Alcobaça, this was visible in a meeting (April 2019, COP4HL general meeting), in which psychologists involved in the COP were discussing a questionnaire they had designed. A young psychologist was very passionate about the need to not decide for young people what they find important – but to involve them into the discussions, and -even better- let them drive actions and activities (give them ownership). This message was very powerful – coming from an "not so long ago end user"; she was very persuasive in her plea. From then on, end users were much more involved for example in the role of ambassadors (the young psychologist being the first one after this meeting). In Cascais, as mentioned, including students in the activities was seen to have a very positive impact. In total, about 10 'official' ambassadors are now involved, and many more 'informal' ones.

Other lessons learned were:

- Think differently; have a beginner's mind – be open to see changes

- Have a growth mindset

- Let everyone flourish

- Hear every voice – also the ones that don't talk much

- Know how to listen

- Create ownership (mission not name)

- Have clear common goal (know your motivation)

- Be kind to everybody

- Be clear (say what people will need to do and will gain)

- Embrace diversity; different cultures and colours are important

- Being visible is important, it may have flow on effects

- Include holistic (Hubert-positive health) perspective on health

- Empower people, let them use their ow language, let them develop their own activities

- Celebrate small successes on the way with the people involved

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In terms of how activities were evaluated, and reflections were embedded in the processes, in Cascais, as of the November meeting, continuous tracking of activities in timeline format was completed; for each session it was discussed what went well, what could be improved and what these insights meant for future activities. In Alcobaça, activities were mostly evaluated afterwards in an informal way, mainly by talking to co-organisers and discussing what went well, what could be improved, and how to transfer the lessons to future activities. As for the future, it was felt that more attention for more formal ways of evaluation (e.g. via timeline sessions) would be useful.

In terms of the support received from COP4HL (e.g. WP3 leads), both COPs indicated that they felt more support from COP4HL would have been helpful. For example, how to measure and increase impact should have been clarified at the start. Not knowing the expectations in this regard made it more difficult to connect and explain to partners. It would also have helped if the 'co-creative character' (everyone can contribute), as well as expectations in each phase of the project (including attending meetings etc.) had been clearer from the start.

Reflection on the impact at different levels

The below reflection has been written by the leads of the COP and has been left unchanged.

Impact of COP4HL and Geração S+ (Cascais and Alcobaça)

New perspectives, getting to know the world of bicycles and sustainability closely and personally, contact with other forms of teaching / presentation, contact with extraordinary people, training the language of the world (English), study, study and study in an area of knowledge that is very dear and familiar to me but which now has even more meaning because it's being put into practice, an huge increase in the network and contacts, new opportunities, a giant interaction with the community, the advantage of exercising missionary work, the pleasure of touching many lives, the satisfaction of showing the way that makes sense. These were some of my gains. The impact of COP4HL on me.

Around here, in a company that created new business opportunities, the school that gained a new dynamic and new projects, the University that found an opportunity to get closer to the population and to implement a scientific project with young people, the Students Association which won a new advisor and followed some of the proposals, a new group of young people who found the support to put their ideas into practice and be challenged by so many others, the regional newspaper that started to pass on new information of great public utility, a local bank

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that found an opportunity to reach out to its potential future customers ..... some young people who listened and transformed, ... a group of parents who initiated change with an impact on their children ... the community that started to hear much more about healthy lifestyle.

The impacts are many and diverse, to the point that it is impossible to measure in concrete where we touch, where this wave is already going. It is true that we want to change the world, but not being possible all at once, at least we are certain that we are contributing strongly to change some worlds, at least our own. I feel like I've grown up. A lot.

The impact has been direct, on young people, through messages on Instagram, through workshops, by being ambassadors and living the mission, by being organizers of entrepreneurship actions. At the Design Thinking workshop, it was impressive to hear one of our young boys propose a solution that included the healthy mind plate, a proposal that Geração S + brought a short time ago and integrated into the event Ecothon. In a different context the young boy applied the concept. Impacts that we will never know and that can make all the difference in the person's life. Eventually we may know about one or the other,

Design of Healthy Mind

sometimes. Two young girls who, when doing work on drugs, began to act directly on themselves and on the friends around them. A young girl who gave wings to her dream. Another young boy who gave meaning to what he lived and started to pass his example to others. A group of young people who have experienced mission work. Other young people who have not acted but at least had the intention to do something, and who knows in the future (maybe the seed grows up) ... What will be the impact of these changes on the lives of these young people and their friends? This is the profound impact that we will never know.

Yes, we can translate it into numbers. Number of partners in the project, number of people involved in the mission, number of people to whom some information has reached, number of actions taken, number of participants in each action, number of followers on social networks, numbers of the engagement with the social networks, number of young people who say they know Geração S + or even the data collected from completing an impact assessment questionnaire (with all limitations and biases) that this method has). But we will never get to know the truly impacting numbers. Those who will make a big difference, in each person.

A few days ago, an ambassador told me "I will start doing 30 minutes of exercise a day", after listening to the lecture I gave. What an impact!

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A new group from another city liked the project and contacted us, and with that a new COP will be born with the same mission ...

With this work a new idea come up that and, with that, a new COP in this same region will grow, dedicated to the promotion of healthy lifestyles in adults ...

The wave grows and advances. Where will it go?

What if we hadn't done anything?

We are being the change we want to see in the world. And the world changes.

Sustainability

In the period 2019 to the end of the COP4HL project, plans were made how to sustain the COP4HL movement locally.

Deliverables & Tools

Along these three years several projects were implemented in the CoP Portugal. However, not all successful or sustainable.

A turning point for the ESSA COP, however, was a meeting in November 2019, in which the COP organized a session, facilitated by the change agent, with the municipality and students'.

In that meeting the relevance of end-user engagement and the understanding of co-creation as a tool to innovate, were factors that determined the adjustment of some projects with more end-users engagement and the emergence of new projects mainly proposed by the end-users.

This moment, opened the opportunity for projects to be continued along the time.

In terms of continuity we have the following projects which will continue beyond COP4HL:

Among the two local CoP, the "tool" Ambassadors S+ (engaging end-users in different projects to increase community reach) will be continued and used in different projects.

In partnership with the local government Cascais
- Integrated projects within the bachelor course related with healthy ageing engaging with local secondary school
- Intergenerational engagement in digital context – engaging youth and elderly for bilateral maintenance of healthy habits
- Healthy cooking – dissemination of healthy recipes in scholar communities and parents
- Healthy challenges – challenging peers to be more healthy
- FocusOnYou – focused on mental health promotion for youth

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In partnership with the local government in Alcobaça

- Entrepreneur gym – 5 workshops about social entrepreneurship and relation with sustainable development goals, focusing on SDG 3 – Health and wellbeing, organized by secondary schools and youth associations
- KindGirlsInAction – focused on mental health these are projects developed by female teenagers to stimulate positive emotions, engagement, positive relations and self-esteem. Fully organized by teenagers.
- Profession teacher – a project dedicated to co-create with secondary school teachers' strategies to promote healthy life styles. Organized by secondary schools.

GPS+ - a project organized by parents mainly online to discuss practical life aspects to promote healthy life styles.

Transfer & Multiplier

After workshops or visits in the context of the project COP4HL, the Portuguese CoP always brought back new possibilities of co-creation and increase impact. These ideas were shared with stakeholders who came up with new other ideas and suggestions of new stakeholders.

The most important multiplier effect and transferability agent were the end-users which we engaged in the project "Geração S+" (Ambassadors more healthy), which played an important role in the creation of new initiatives but more important even, in the enhancement of existing projects with more meaning and engagement of new stakeholders.

With projects we are also making them more responsible for their process of healthy life style and influence peers. As peers are expected to influence peers

Stimulates more engagement and the adoption of different habits. Florescer um jovem e um mindset concentrado na sustenabilidade dele e da sociedade com impacto no sua vida future. Happiness and engagement helps for transferability.

Having these end-users engaged they will also influence their family members and teachers. Especially for teachers its relevant for the multiplier effect as they can pass it to coming students.

Same effect for ESSA at individual level, peers, family, friends and communities where they will have contact in the future.

Counting as multiplier effect ids the individual action from the different stakeholders. By being engaged in this type of project, it is expected that in their private circle they can influence others and from others to others.

Alcobaça:
'Therefore, the focus was not so much on 'including' the new partner and branding their

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activities as COP4HL activities', but rather 'grow and develop the mission and network by collaborating with initiatives that support the same mission' (branding aside). This was deliberately done with the sustainability of the initiatives and activities in mind (e.g. the activities would carry on even if the COP4HL project is finished)'.

Cascais:

'Additional partners were invited predominantly as a result of the activities undertaken . For example, in one of the projects, a cook book was produced, which is why major publishers were sought, resulting in the inclusion of Fnac into the network'. This project is still running and requests in both regions of Portugal.

Progressively the name Geração S+ has become more known in these two regions and new stakeholders show interest in starting a conversation with us.

For example In Alcobaça, There is a new perspective on education in 5th grade (problem and project oriented approach): it could be that this is a due to CoP4HL. From there on towards other grades.

The initiatives mentioned above (deliverables and tools) are a good example of transferability and emergence of new projects in the field of social innovation. In the region of Cascais, projects expanded from a teenager target group to younger children and elderly populations, where new projects emerged directed to them as presented in deliverables and tools.

In general, we see that by engaging with students we also increase their interest in being independent and organize initiatives themselves. For example the youth association "A4"had a visible impulse from the projects Geração S+, becoming a visible association and developing activities for peers.

In fact, there are at the moment so many actions organized by the youth themselves that we lost control of all the activities running.

'Currently we consider it sustainable for the phase of development. However, it is clear that we need to seek for strategies for increasing the amount of end users and stakeholders and a mind-set that adopts this behaviour as part of normal. At this moment the methodology of the projects is defined and the planning done, so we are starting implementation. During this process we expect to acquire a closer relationship with stakeholder to allow more effective co-creation and snowball effect of our actions, attracting more end users and stakeholders'. For now the most reliable are the local governments in connection with "Embaixadores S+".

Continuation

At a more global level, COP4HL as a partnership and community of practice or learning was the nest to develop new European partnerships. These new partnerships are aiming at social innovation at both younger and older communities. One Capacity Building already accepted,

the project Suswell. This project is a partnership of higher education institutes, health care providers and social institutes from the Netherlands, Portugal (Cascais region), Belgium, Finland, Russia and Kosovo. It aims to develop communities of practice in Russia and Kosovo for social innovation. The working concept of COP4HL will be transferred to this new project. The other project that emerged from COP4HL partnership is the project "Local youth activists for happy communities – training young people to become local change agents for well-being and sustainability in local communities" an European project to be submitted in partnership with Portugal (Alcobaça region), Germany and Netherlands.

This project will have partners from health care, youth and local governments organizations. At the moment is at the phase of developing the application to be submitted in February. However, even when the project is not funded, the partners have the ambition to continue working together for the implementation of action to serve the initial purpose.

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NARRATIVE OF THE COMMUNITY OF PRACTICE FOR HEALTHY LIFESTYLES - ODENSE

Development of the network and activities

At the start of the COP development, early in 2018, the COP consisted of the university of Southern Denmark and Fit&Sund, including elderly/senior people who are participating in the Fit&Sund offers. The initial aim of the COP was to promote physical activity among community dwelling elderly people (65+), especially those who are socioeconomically badly off. Promotion of physical activity would be done by establishing an in-house and reach-out initiative and by establishing a tailored educational program. The 'in-house' aspect refers to activities performed at the place where they will be physically active (e.g. location of Fit&Sund). The 'reach-out' aspect refers to activities in a home workout format. The in-house programs were planned in Esbjerg, where a Fit&Sund location is available. Whereas the in-house activities were planned in Odense where Fit&Health does not have a center (yet).

Later on, the aim shifted slightly to a stronger focus on the intermediate process, meaning focusing on professionalizing the PA & Health professional through the development and implementation of study modules. Future trainers are students in the university, university college students and fitness professionals. By means of an Active Aging Training (AAT) module, trainers will be better equipped to reach the target population. During the course students learn about the latest evidence regarding physical activity and aging, especially about the loss of muscle power and strength.

This change in idea was the result of several talks with Fit& Sund. After this shift, the subsequent activities were conducted with this end result, i.e. a certified educational program, in mind and as a clear goal. The development of the educational program was performed by an expert from the Department of Sports Science and Clinical Biomechanics (USD) and by an experienced fitness instructor from and Fit&Sund. The module needed to cover topics that were not included in other courses or modules, such as behaviour change.

In the developing process municipalities, students and representatives of the target group, i.e. elderly/seniors were involved.

Fit&Sund already had experience with programs for 55+, but those were more autonomous and independent compared to the current target population. However, the new program can build further on these experiences. Elderly were also consulted about the content of the module at the start of the project and during the piloting.

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The involvement of the end-users, i.e. students and elderly/seniors, was through interviews and pilot-testing the educational module. Students were students from the master of Sport Science and some were physiotherapists. Later on, neighbouring municipalities were approached and employees working with the elderly were consulted.

For the accreditation, it is necessary that the module was pilot tested. For this, master students in Sport Science participated, they could participate in this course as an addition to the regular curriculum. During the pilot testing elderly people were invited. It was aimed to invite a diverse group of elderly people, but as the ones who participated were at least able to come to the university, they are likely more active than the elderly population in general.

The module has been tested and is now accredited by Europe Active. This accreditation is important for the sustainability of the program as it can now be used by USD and the private fitness franchise Fit&Sund. Meetings with employees from different domains of the municipalities addressed whether these employees could also benefit from (parts of) the AAT module and support them in their work with the elderly population. Workshops to more interactively explore this had to be cancelled due to the Corona crisis but are planned for fall 2020.

Reflection and lessons learned

Reflections on the learning process were made within the COP itself, but also in comparison with other COPs in the COP4HL project. One of the conclusions of the members of the COP was that in their perspective reflective methods such as timeline sessions were too much focused on the past. From the beginning, the COP Odense took a more result-focused approach. This fits with the conclusion (and lesson learned) that it is important to determine what kind of COP you want to be, i.e. broad versus narrow. How this is determined is related to the main aim. In this case, the main aim was to develop an AAT module for which it was important to have the university with a lot of expertise on this area and a fitness company on board. At this moment, there was no need for other partners.

This is in line with, the lesson learned that 'you need to think about who you invite in and when', only invite those who can actually contribute to your aim or shared goal. (Employees of the) municipalities were invited not from the start, but that was fine, they were invited at the right moment. When looking back, relevant NGO's working with elderly could have been included in the COP for their expertise with working with elderly, however, at this point it is not expected that this would have made a crucial difference in the developed AAT module.

To reach the aims of this COP, i.e. the development of a AAT module, a narrow COP fitted very well.

Along the way the COP also realized that end-users needed to invited in and that 'end users have their interest at heart'

Reflection on impact at different levels

Individual level

Seniors/elderly: seniors/elderly participated in the activities organized by the COP. This was at the start of the project to get information about their wishes and needs, so that the new module could take that into account. Later on, they were again consulted for the fine tuning of the content.

In addition, if the module is widely implemented and more seniors will be reached, more seniors will be active and be/remain in better health

Students: 20 students participated in the piloting, later on … students participated in the study. By participating in the pilot, they developed new skills and competences. By actually working with the elderly population, they learned how to communicate with them and how specific exercises work or do not work for this population. By working with the elderly, the students appreciated this much more than in advance.

Researchers:

Within the COP researchers learned about when and how to invite partners in, e.g. the municipalities.

Accreditation of the AAT module

Business:

The business partner, in this case a fitness company learned how to involve their clients in the development of an educational module.

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COP level

The partners learned about which role they could take and what expertise they had to bring in, in order to contribute to the main aim

Accreditation of the AAT Module was a major achievement of the COP.

Organizational level

For one of the key stakeholders, the Fit&Sund company, the development of the AAT module has impact on the training of their staff and subsequently on how to approach and support in important group of the clients, i.e. seniors/elderly. They made a change by including this module in their port folio

Society

When the AAT is widely implemented and more fitness companies will be able to make use of the module to train their staff, it may have impact on the number of seniors/elderly that engage in physical activity and subsequently on their health and wellbeing. Even more so, if employees from municipalities working with seniors could also follow (parts of) the module.

Sustainability

In the period 2019 to the end of the COP4HL plans were made to continue the COP4HL movement.

Deliverables & Tools

At SDU, the developed module will be an integrated part of the curricula for Master Students at Sports Science and Health enrolled in modules about Active Healthy Ageing and senior populations and physical activity.
At Fit & Sund, a new educations has been provided for people who wish a further education within the field of active Healthy Ageing.
At the municipalities, we are still working on having the product being an integrated part of the municipality area of Active Healthy Ageing.

A good collaboration between SDU, the municipalities and Fit & Sund has been settled, and the contact made can be of good use in the future.

The plans for the future were to involved more municipalities and get them interested in the practical use of the modules so professional become better equipped which ultimately lead to a healthy lifestyle of community dwelling older adults .

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Hopefully, the municipalities will also be interested in the modules, making it an option for the municipalities to further educate their employees working within the field of Active Healthy Aging.

Examples

In the setting of a community of practice in Odense, a SDU and a Fit & Sund learning module was developed. The Active training module was accredited by Europe Active and could be still offered also in the period after the COP4HL project.
Seminars are planned to be held with the municipalities, when the covid pandemic is over.

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NARRATIVE OF THE COMMUNITY OF PRACTICE FOR HEALTHY LIFESTYLES - MALAGA

Development of the network and activities

At the start of the COP development, early in 2018, the COP consisted of the university of Malaga and the municipality of Malaga. The initial aim of the COP was to promote healthy lifestyle trough physical activity among the residents of Malaga. Physical activity was the common background of the partners.

In order to achieve this broad goal, the COP would assess motivational factors among residents and develop interventions using the equipment as a strategy to improve effectiveness of the outdoor equipment (i.e. an environmental intervention). Despite the apparently clear goal, it was not immediately clear to the COP how to start. There were many questions unanswered, much time was spent on financial issues. In the first half year, not so many actions were undertaken, the group felt a bit lost. In June 2018 Johan de Jong and Mathias visited Malaga which facilitated to make more focus and to come to a shared decision-making process regarding the overall goal of the local COP. During that meeting it was decided to focus on the use of outdoor equipment. This was a turning point and lead to stepwise plan outlined in a strategic plan. Consequently, it was also clear that other partners needed to get involved. The COP grew with new business partners such as Inacua (Fitness Center), Axaplay (manufacturer), Dimopark (Distributor) ASES XXI, INACUA, MEDAC, Decathlon. That business partners entered the COP was a big change. They were identified as important stakeholders as they manufacture the equipment that has to meet specific requirements. Also, so-called Sports Technicians needed to be involved as they have a key role in teaching residents how to use and activate the outdoor equipment.

It was the first time for the partners to work together in such a diverse group. The process was not smooth from the beginning, as they did not share a common ground and shared values, but all parties learned to cooperate. They all had specific roles, e.g. the University of Malaga (UMA) had the task to coordinate the COP, the training and provide scientific input (reviews, questionnaires, research design); Malaga municipality supported in the coordination and the practical implementation of the actions by contacting the end-users, the sport technicians, complete surveys, recruit participants etc. The other partners had specific tasks related to their scope, e.g. providing guidance, training, helping out with rules and regulations (Axaplay) and all partners provided feedback and suggestions.

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Another positive change was the recruitment of Anselmo Cabrera Muñoz in September 2018 to work for the municipality. He could spend more time on the COP.

The COP as a whole performed many activities. The student competition was a major event that also gained a lot of attention in the local media (trending topic). In total 150 students participated in the competition. As a result of putting much effort in building relationships, the partners cooperated much better and more effectively. The business partners realized that being part of the COP was an opportunity to increase sales by having more contacts and a better visibility.

Another major event was the training course for Sport Technicians on how to use and promote outdoor fitness equipment. Besides knowledge transfer, there were other aims such as creating a network of Municipal Sport Technicians. Many sport technicians were present and followed the training. Also, other stakeholders, including local government and businesses were present. Also, residents were involved when performing training sessions using the outdoor equipment. The meeting got a lot of media attention

Reflection on the learning process and lessons learned

Reflections on the learning process were made within the COP itself, but also in comparison with other COPs in the COP4HL project.

During the timeline sessions held with most partners import issues and lessons learned came forward. All partners mentioned that they learned how to cooperate and communicate with different partners. A very interesting learning point came from a business partner, who mentioned that through the student competition and work of student he and his company learned that including the voice of the end-users, i.e. citizens who are actually going to use the equipment is of main importance. From that point on, this company changed their developing processes by structural including the end users.

Despite many positive moments and the positive development of the COP, there are still issues left. E.g. how to deal with politicians. Politicians play an important role, especially in agenda setting, making budgets available, etc. How to deal with politicians is still a challenge but the approach will be to align goals from politicians (more votes) and the COP (active citizens) and giving visibility to what the COP does.

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Looking back, the COP learned that many factors are important for developing a COP and that you need them all. They mentioned that you should have an open mind, keep positive, be flexible, show empathy, support commitment and put the end-users at the centre.

Reflection on Impact at different levels

Individual level

Citizens:

Citizens were actively involved and consulted about their needs, e.g. wishes regarding lighting, shade, toilets, water taps, etc. They participated in activities that involved use of outdoor equipment but also walking activities. In addition to physical activity, participation in the activities resulted in new contacts, building new relationships etc, so it had a social impact.

Students:

A total of 140 students from the University of Malaga and two other higher education institutions were lectured about COP4HL and the local COP Malaga developments. In May 2019, over 150 students from 3 different HEI actively participated in the entrepreneurship competition. Teams of students were formed and tasked with real-life problems and questions regarding outdoor fitness. At the end of the competition the groups handed in innovative solutions, product or service. After a staged selection procedure, the best prototype will be chosen.

Sport technicians:

Municipality sport technicians were trained in how to use outdoor equipment and became part of a network of sport technicians. Sport technicians are still in contact with each other through this network, and have the possibility to follow a training program during the year.

Researchers:

The researchers gained a lot of experience in working with other partners, especially partners from the business.

Individually, each researcher developed new skills, such as presenting in English, applying new methodologies.

Business:

The business partners learned about the value and importance to consult residents/end-users

COP level

As a community, the partners learned about how to cooperate, to have an open mind, develop a shared a goal and commitment.

Organizational level

Especially, for business organizations the learning that involving end-users and citizens was so important will have impact on their future work for which they will consult end-users more often.

Society

As outdoor equipment is available for everyone, actual use by citizens may have a great impact on physical activity levels and health of those using the equipment. The UMA is working on an evaluation of this in cooperation with the Malaga municipality

Sustainability

In the period from 2019 to the end of COP4HL several activities were conducted regarding sustainability.

Deliverable & tools

First topic we can use in Malaga: End users are involved in developing the programs.

- The strategic plan has been an excellent tool to guide our COP. Aims, Goals are not enough; you need an strategy to achieve those goals. The challenge is to take advantage of these common objectives/goals to create synergies that improve efficiency, that is, to go further optimizing available resources. A strategic plan is a document used to communicate with

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the organization goals, the actions needed to achieve those goals and all of the other critical elements (who-responsible, when-schedule or timing…). It involves stepping back from your day-to-day operations and asking where your cop is headed and what its priorities should be.

- There are different levels of participation among stakeholders in our COP. This balance in the level of participation allows an adaptation to the management of the resources of each partner and respect for the resources available at all times. In this way, it is easier to ensure long-term collaboration. This diversity of commitments is also present within the organizational structure of each partner, in a way that respects and appreciate the degree of participation of each one, according to their possibilities.

Examples

- The strategic plan included some aims that are not going to be fully achieved when the project finishes. There is a commitment not only with the project, but as well with the planning, so we will continue working on it. For example, regarding diffusion goal, we have registered data from surveys and we have published two papers and a guide with them, but there are data that we have not analyzed and published yet and we will have to do it in the future, regardless of the project due date.

- The initial partners, the University of Malaga and Malaga County Council are very involved. The commitment of other partners is more specific or occasional, but necessary and fundamental to fulfil the objectives of the COP.

- UMA and Malaga County Council sport areas share a WhatsApp group to organize sport events and projects (that was science fiction before the project). Without any doubt, that WhatsApp group will stay active in the future.

Continuation & implementation

A COP is a net of contacts that will remain when the project finishes. Furthermore, and thanks to this project, contacts have also been created or strengthened. We have several stakeholders (3 education, 4 business, several local governments). We think that the collaboration may continue and that it will be extended to other projects and challenges, at least in a sporadic way.

We have created a group of interconnected people.

The project has allowed us to interact with others to exchange information and develop professional and social contacts.

The biggest result of working together is the trust and confidence that it comes when you know each other. That is the grounding of working together. Fostering personal relationships is a key element in our COP. Travelling together has helped us in this way. We try to have fun

when we are working, not taking everything very seriously and laughing, and telling jokes when necessary. Thanks to this work atmosphere, we are not frightened to be wrong and we come up with new ideas. We would like to continue strengthening personal relationships. For this, work meetings could be combined with sports and leisure activities. It may be one of the best ways to ensure long-term future work cooperation.

Examples

Some of the partners (UMA, Malaga County Council, Inacua…) have applied to join a new Erasmus+ project (NEET2WORK).
Moreover, the communication between partners are useful to develop other projects. For example, the link between university and vocational training centres has strengthened thanks to the COP4HL project and we are sharing more information than ever to coordinate our syllabuses.

It is really difficult to measure the impact of the project as there are many derivations and the multiplier effect of the contacts created appears to be huge.

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NARRATIVE OF THE COMMUNITY OF PRACTICE FOR HEALTHY LIFESTYLES - GRONINGEN

The Europark COP was in many ways the COP where the ideas for the methodology were developed and tested. In that sense, their narrative reflects the broader developments reported upon in this report.

Development of the network, collaboration and activities undertaken by the COP

Europapark is a twelve year old neighbourhood which is characterized by a large MBO campus, many companies, a football stadium and an increasing number of residents. At the start of the project, the COP existed, like the others, of Knowledge institutes (Hanze), local government (Municipality Groningen), a health service (Plaza Sportiva Euroborg) and a company (Sweco). Initially, the common goal was phrased by the project group

The challenge was to get a representative reflection of the neighbourhood involved. Because there were already a number of -mainly external- stakeholders in the project group and because the learning community had started without end user ownership in the area, a 'false start' was inevitable; the COP started with a result-oriented project approach. A nice illustration of this was the first concrete action of the project group to identify the needs in the neighbourhood. This was done first by means of a standardized survey. The lack of response immediately showed the inability to actually reach the people in the neighbourhood, let alone get them involved by means of a survey drawn up from the frame of the project group members. This certainly also applied to the mapping of the present (potential) qualities/capacities (assets) in the neighbourhood. This made the project group stand still and realize that in this way they could not form a real local group with ownership.

The result-oriented project approach (starting with a survey asking for desired outcomes) was abandoned in favour of a more relational approach. This process started after a relatively long period of six months in which the aim was to increase the response rate to the questionnaire. This also marked the transition from the 'project group' to the 'direction group'. The aim of this group was to encourage movement based on the voice and energy of the residents in the neighbourhood (in a bottom up fashion). In practical terms it meant a lot of 'coffee-drinking moments', kitchen table discussions and (inspiration) meetings. The lack of output orientation and embracing the associated uncertainty initially gave a sense of loss of control to many professionals and companies who wondered what the direct added value of their participation was. What helped in overcoming this was the shared awareness of how little people actually knew about the real meaning that end-users gave to services/products.

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Following these reflections, the COP wanted to grow into a much more diverse COP. Because the neighbourhood is characterised by a diversity of residents and daily visitors, the aim was to create a mixed group that, together, wanted to invest time and energy in this mission and also wanted to contribute to the knowledge development of this project. In addition to the neighbourhood residents and passers-by, such as employees and students, the project also actively involved more companies in this learning community (see Figure 1).
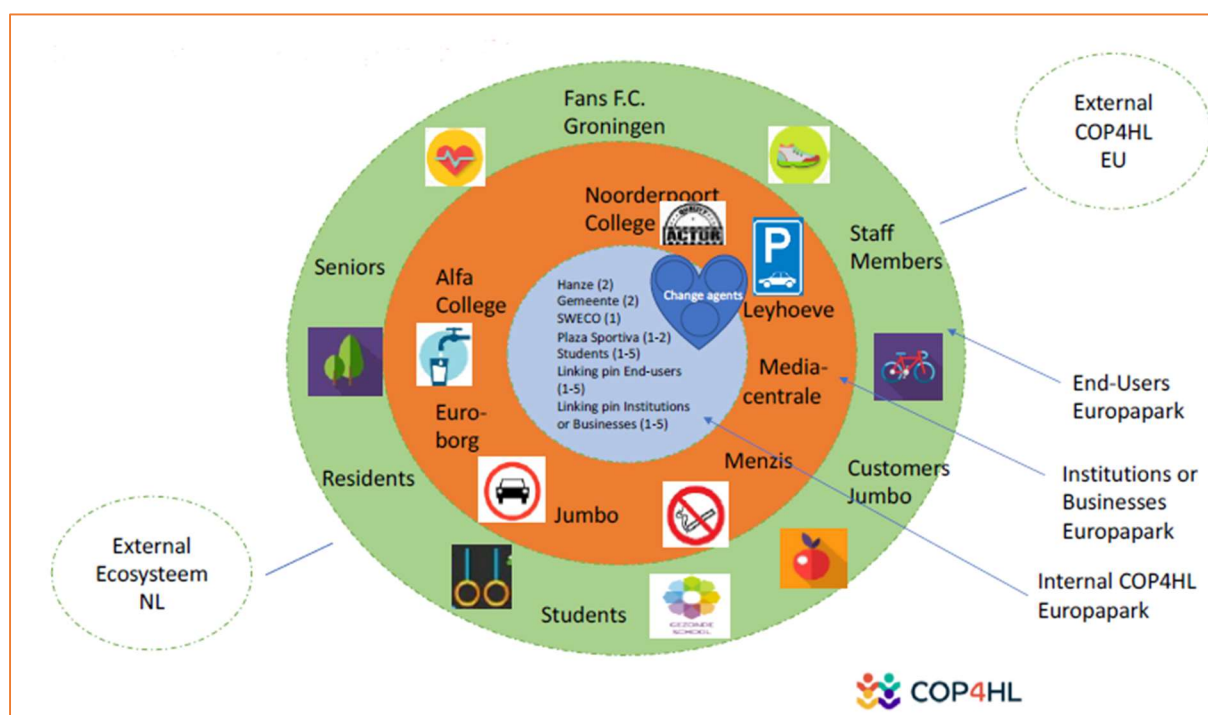

Figure 1.   Ecosystem of COP4HL Europapark Groningen

A striking realisation that followed was that the role of partners on the periphery played at least as important a role as the direction group in the learning community. Whereas the original project group focused on more exercise and a healthy diet, the interest of the neighbourhood was more in safety, the parking problem, more greenery and also (moving) recreation in the neighbourhood. Also, by including partners such as SWECO much more focus was placed on the environment than initially anticipated. This led to a concept that represented the objective of paying attention to and improving the hardware, software and orgware of the community (Hoyng, J., & Eck, M.,2019). Hardware is the hard infrastructure (roads, squares, park, etc.). The software is the programs executed by (aspiring) professionals who respond to the active health wishes of the end users (Yoga, walking evening etc.) and orgware in the innovative way we organize and learn together.

At three quarters of the project's duration, half of the direction group members departed. This initially caused a delay, due to socialization and induction of new members. However, as soon as the new members were 'on board' they immediately provided new impetus and energy.

Reflection on the learning process, including lessons learned

The learning process of this learning community consisted of a number of phases and elements.

Phase 1 was characterized by the shift in thinking from linear, project-based working to a relationship-driven way of working. The scope was widened considerably, many more stakeholders were included, and the beneficiaries needs were put central. This was accompanied by the development of the developmental impact model (reported elsewhere in this report), which could guide the developmental process and capture results and impacts at the same time.

In **Phase 2**, many different initiatives were developed in sub groups. It appeared that there was a great need for identity building and more community spirit in the neighborhood. The young age and a continuous transformation of the neighborhood (new construction) created a desire to get to know each other better, to meet each other and to develop joint initiatives. 50 kitchen table discussions were held with residents to collect their wishes. Following a presentation of these wishes, all sorts of working groups spontaneously arose that wanted to shape the conditional climate for an active and healthy lifestyle (in the four areas that were identified where residents felt the need to see changes; safety, green, parking and recreation). Residents in these working groups usually didn't know each other yet; so many new connections were made. These groups were coached using design thinking, and in a second round of meetings they presented prototypes and self-designed opportunities for improvement of the neighborhood in which they were supported by various professionals. For example, the landscape architect helped draw a more safe traffic alternative (traffic circle) and a future city beach where many of the residents' wishes were implicitly represented. For example, sports students of various , the local MBO and the local fitness club were used to organize all kinds of activities in the neighborhood. These groups developed WhatsApp groups that kept the working groups lively between the central meetings and also provided new initiatives such as neighborhood parties, etc. Also, the working groups contacted each other in order to achieve even better coordination and there is contact with companies and the municipality to make initiatives succeed. This has led to first concrete results in the neighborhood.

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In tandem with the activities, a continuous process of formal and informal evaluation methods and moments was set up by the COP; listed below (for the entire duration of the project).

Formal evaluation within the project duration

- Core team meetings (16x)
- Timeline measurements (3x)
- Sharing of project results with European partners (8x) (www.COP4HL.eu)
- Photo story
- Evaluation of guiding principles (2x)

Informal evaluation

- WhatsApp Groups (4)
- Exploratory talks at the borders of innovation (20x)
- Diary with all meetings (160x)

Lessons learned derived from these methods included:

- Appoint contact persons in every organization to make communication manageable
- Being able to choose partners is important.
- Start with partner profile Embrace diversity
- Keep end users in mind and manage their expectations (they may expect too much

So, over time, many ideas and initiatives arose within the COP. At the same time, there were also institutions and companies outside the learning community that supported the initiated movement. In **the third phase**, in order to keep the overview and better align activities, the direction group asked all initiatives (from February 2019 onwards) to work together on contributions to the yearly Healthy Ageing Week (HA-week). This is a week where the Hanze University, the University of Groningen, the municipality, the Alfa-college and the Noorderpoort have been concentrating workshops, lectures, projects in one week (2nd week of October). This made sense to the stakeholders; being part of a larger movement of Healthy ageing in the region was motivating; contributed to the scaling up of ideas and activities; and offered an opportunity for feedback. Also, importantly, it was seen as an 'anchoring point', which could hopefully contribute to sustainable actions (as this HA-week will also take place after the COP4HL project seizes the exist).

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So, in this phase the direction and coaching shifted mainly to aligning the initiatives outside the learning community with the moonshot. Each contribution should address the three building blocks: hardware, software and orgware explicitly and especially in renewed coherence and co-creation with each other. In addition to the evaluations and focus points of the HA-weeks, two other strategies were used to align subprojects with the moonshot. Temporarily having a linking pin from an external project group join the direction group or temporarily having a member from this group join the external project group. The other strategy was to explore indicators of system boundaries. The hardware limits were that new initiatives needed to relate to (new) infrastructure of the Europapark. In the case of software, a demand-driven approach needed to be in place. As far as orgware is concerned, the goal stayed to create new combinations (of collaboration) between institutions and/or end users within the neighbourhood.

Reflection on the impact at different levels

In this COP, working from the perspective of a social innovation has led to a large number of initiatives aimed at lifestyle from the neighbourhood. In first instance, these initiatives were not directly the results that the project was aiming for, but they were close to the wishes of the neighbourhood. During the process, the number of initiatives increased sharply, the majority of which were unplanned.

It also led to the awareness that a real paradigm shift was needed of which the majority of the project group was still unaware in the early stages of the project. It also gave an awareness of the necessity of, paradoxically, navigating between, on the one hand, the well-defined project goals and, on the other hand, a 'mindset' in which a bottom-up social innovation was strived for and the additional insecurity was embraced.

Through the development process, people learned from all kinds of roles (end user, private, public, professional, etc.) to jointly innovate their own living environment in a sustainable way. This is individual and collective learning and has added great value (impact) both locally and through transfer in other contexts (e.g. in talking to the other COPs in this project). Because people worked together from diversity, new ideas, initiatives and strategies arose spontaneously. This is also impact and it is important to evaluate these different forms of impact in order to be able to continue developing, to coordinate different activities and certainly to account for investments in social innovation.
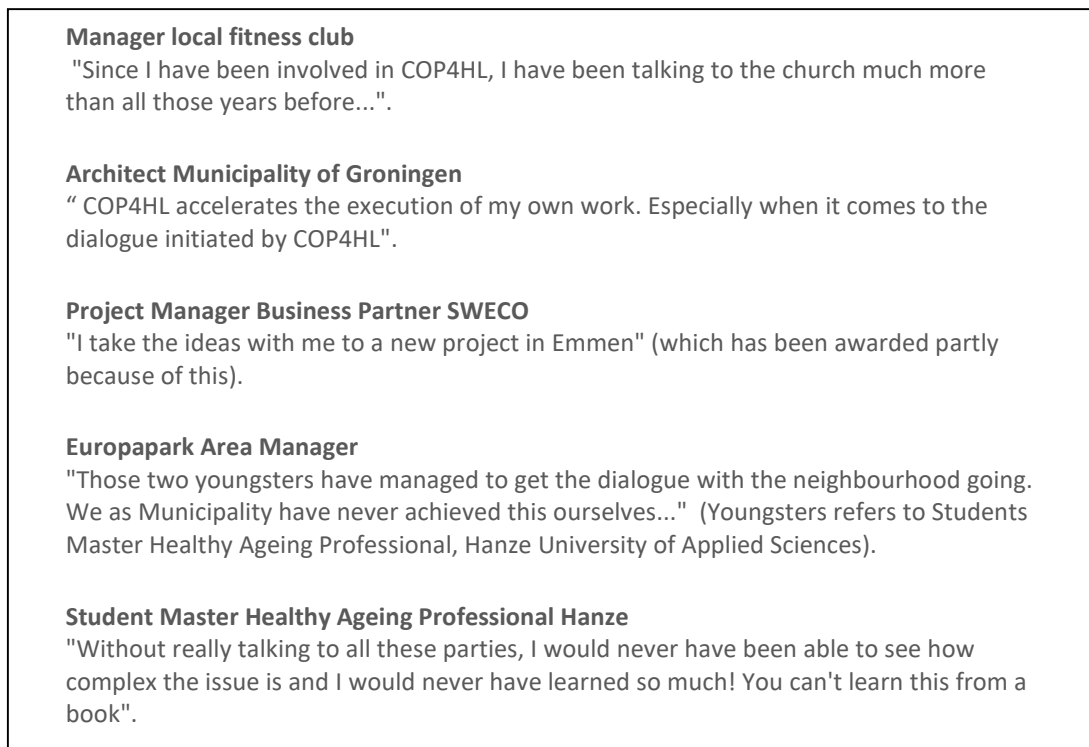
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Manager local fitness club
 "Since I have been involved in COP4HL, I have been talking to the church much more than all those years before...".

Architect Municipality of Groningen
" COP4HL accelerates the execution of my own work. Especially when it comes to the dialogue initiated by COP4HL".

Project Manager Business Partner SWECO
"I take the ideas with me to a new project in Emmen" (which has been awarded partly because of this).

Europapark Area Manager
"Those two youngsters have managed to get the dialogue with the neighbourhood going. We as Municipality have never achieved this ourselves..." (Youngsters refers to Students Master Healthy Ageing Professional, Hanze University of Applied Sciences).

Student Master Healthy Ageing Professional Hanze
"Without really talking to all these parties, I would never have been able to see how complex the issue is and I would never have learned so much! You can't learn this from a book".

Figure 2.Quotes illustrating impact at different levels

Sustainability

In the period from 2019 to the end of the project COP4HL, plans for sustaining the COP4HL movement were made as described below.

Lens: From interest to action

Due to the broad composition of the COP, a broad objective naturally emerged. Whereas in the original project group of sports / health professionals the association of active & healthy had to result in an increase in the heartbeat, in the new CoP much more was a conditional climate for achieving results, the starting point. The input from landscape architects, but also that of elderly end-users, provided a much broader view of the phenomenon: active and healthy. In the end we embraced a concept that represented the objective in which there is attention and improvement for the hardware, software and orgware of the community.

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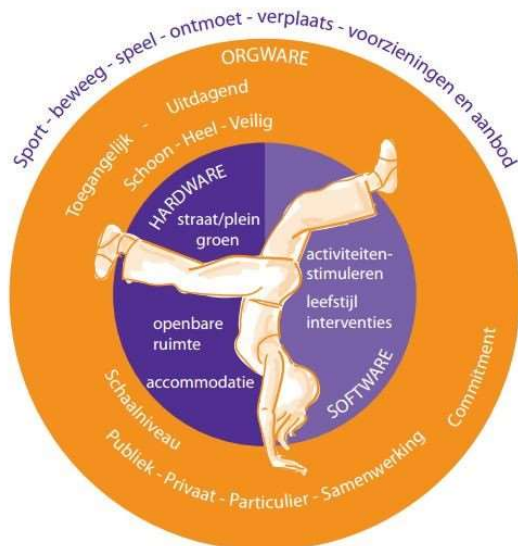
Where hardware is the hard infrastructure (roads, squares, parks etc). The software the programs executed by (aspiring) professionals who respond to active health wishes of the end users (Yoga, walking evening, etc.) and orgware in the innovative way in which we organize it together and make it a learning experience. The focus on orgware quickly gained ground when it became apparent that there was a great need for identity formation and more sense of community in the neighbourhood. The young age and a constant transformation (new construction) created a wish to get to know each other better, to meet each other and to take joint initiatives. When we presented the collective wishes of the residents after more than 50 kitchen table discussions, it took only a while before all kinds of working groups arose spontaneously (safe, green, parking and recreation). These residents did not know each other until recently. The second round of meetings was characterized by prototypes for and by themselves devised possibilities for improvement of the neighbourhood.

App groups keep the working groups lively between the central meetings and also take care of new initiatives such as neighbourhood parties, etc. In the meantime, the working groups have already contacted each other to achieve even better coordination and there is contact with companies and the municipality to take initiatives. to succeed. The first concrete results are visible in the neighbourhood.

Lens: To a learning network

Because diversity was a starting point in the new structure, we took the first period to get to know each other's practices better (Akkerman, Bakker 2012). Both as interpersonal (bilateral) and institutional (company visits) we as CoP got to know each other better. This was primarily intended to provide a safe, trustworthy and reciprocal breeding ground for the intended cooperation without a clear, pre-formulated outcome.

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In those first months, the decision was made to mainly offer room for the input of personal qualities in small but diverse work groups. In the context of learning, every CoP member was called to account with regard to his qualities, which could result in a possible reduction in uncertainty, because we all often had an (un) pronounced feeling that we were working on something complicated. But at the same time the zone of our immediate development stimulated by consciously mixing CoP members from another domain in the composition of the working group, which was new to many. To monitor progress, periodic progress presentations were given to each other periodically and a collective dialogue was held to see whether we are still active in line with the moonshot. Meetings have also been added to the schedule in order to provide an overview of individual and collective learning outcomes in the meantime. We have done a more systematic evaluation at the meta-level with the timeline method. In it, over the longer term, under the supervision of an external party, we considered the barriers or catalysts in the process to learn from each other and to enable the transferability of learning experiences to subsequent comparable projects. As a Change Agent you manage 2 processes that both have an optimum in every situation. You embrace the diversity within the CoP and at the same time you want to initiate a collective movement. You give openness and room for serendipity to elicit innovation and at the same time you want to make visible progress for the motivational reasons of the CoP members. The continuous short-cycle evaluation gives the possibility to visualize dealing with the aforementioned dilemmas and to make them negotiable. There is room for process and result and room for spontaneous and conscious returns ....

Lens: From much action to tailoring and tuning

Over time, many ideas and initiatives arose about improving the active healthy lifestyle, the living environment within the CoP. At the same time, there were also institutions and companies outside the CoP that supported the movement that was set in motion. In order to curb the proliferation and to gradually bring sustainability to fruition, the CoP directed the alignment of all well-intended initiatives. From February 2019, all initiatives should focus on preparing for and implementing Europapark contributing to Healthy Aging Week. The HA week is a week where the RuG, the municipality, Hanze University of Applied Sciences, the Alfa College and the Noorderpoort have been concentrating workshops, lectures, and projects in one week (2nd week of October) for a number of years. This insertion was logical, realistic and feasible six months before the start of all stakeholders and institutions involved. Being part of a larger movement in line with CoP4HL was a limitation that didn't feel like a limitation. With the prototype of HA week 2018 and the improved design of HA week 2019 and HA week 2020 including the CoP4HL congress, there should be sufficient breeding ground to prepare and implement the end users and institutions within the Europapark in 2021 HA week to put into practice at their own responsibility. A prelude to sustainable social innovation. Directing and coaching was mainly in bringing initiatives outside the CoP in line with the previously

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mentioned moonshot within the COP. Each contribution should address the three building blocks: hardware, software and orgware explicitly and especially in renewed coherence and co-creation. In realizing the alignment of subprojects with the moonshot, roughly 2 strategies were used. Let a linking pin of an external project group temporarily rotate with the CoP steering group or temporarily let a member join the external project group from within the CoP steering group. In doing so, focus primarily on a contribution to a larger movement that actually consisted of the HA week. In the hardware, the limit was that you mainly use the new infrastructure of the Europapark. With regard to software, it is a demand-driven addition to the existing offer within Europapark and, with regard to orgware, new combinations (of cooperation) are being made between institutions and / or end users.

Lens: Sustainability towards change

When it comes to hardware, there have been several infrastructural changes within the duration of the project that contribute to a living environment that invites an active healthy lifestyle. As a CoP steering group, we played a (n) (in) direct role in the preparation and implementation. Partly because of institutional cooperation, a park has been built, a sports court has been built for the neighbourhood and a new multifunctional sports centre has been delivered. Living environment adjustments have also been made on a smaller scale based on the demand of end users. A Jeu de Boules course and a jetty have been realized for the residents of Leyhoeve and a budget has been set aside for new initiatives. The prototypes, with the participation of local residents for a more safe intersection, a city beach and a greener district, will still be realized after the duration of the project. When it comes to software where (prospective) professionals develop lifestyle programs for end users, numerous initiatives have been organized. For and by the end user: residents are easily accessible activities such as walking, yoga and outdoor fitness. For and by the end user: employee of companies is organized table tennis, darts, Expedition Robinson. A more knowledge-sharing program on healthy food and sustainable employability will start soon. When it comes to senior secondary vocational education, sports and lifestyle have now become a permanent part of the curriculum with 8,000 students. Regarding the orgware, independent app groups have emerged among the residents, from the supervised work groups. In the meantime, someone has been appointed by the municipality to act as a point of contact. In addition, living labs have been created within the Europapark where students work together multilevel and multidisciplinary to increase the living environment or lifestyle within the Europapark. These prospective professionals learn to work on complex issues in a professional context. Long-term covenants lie under these partnerships between educational institutions. Students develop all sorts of prototypes throughout the year that are included in the HA week in the event of a successful pilot. More and more companies work together in enhancing the living environment within the Europapark. With active exercise as the first point of departure together, you now see a shift to themes such as healthy food or sustainable employability. Partly as a result of this development, in the HA week of 2020, in addition to all kinds of

activities, a more substantive program is organized by means of a congress where the educational institution, the municipality and the business community work together.

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CROSS-CASE ANALYSES

By comparing the cases regarding the first theme, i.e. the development of the COP, we observed that all COPs started as a relatively small COP with only a few members, mostly an academic partner and a private and/or public partner. This was to be expected, as the COPs were instructed to start this way, in line with to the original plan. With respect to the aims of the COP, most COPs formulated an initial goal which was later adapted. The intention was to start with a relatively small COP and work together towards a common goal or moonshot. This process has been challenging for most COPs, likely as a result of the fact that most partners were used to work in a project-based manner and a lack of guidance early on in the project in relation to 'how to formulate a shared moonshot in your eco-system'. Some differences in approach were observed. For instance, the Danish COP acted very straight forward and only slightly changed its initial goal. They started to work on that goal with a relatively small COP. They deliberately decided to stay small in order to work efficiently together. All partners had clear roles which led to the development of a module in an efficient way.

In contrast to the Danish COP, other COPs spent more time on redefining their goal. They had several discussions within their COP and later on a COP contact person joined and guided these discussions. The support from the contact person was perceived as a turning point in Malaga and Kaunas, i.e. it helped to define the main goal and bring the focus they felt was needed and lacking. The approach in Groningen was different again. Here, the needs expressed by citizens as well as the views of some stakeholders led to a much broader definition of health and therefore a much more encompassing moonshot. Likewise, the Alcobaça COP explored what issues were important for the local schoolchildren and adolescents and defined the long-term goal inspired by these issues.

Most COPs grew in the number of partners (either private or public). In terms of bringing new stakeholders into the networks and organising activities some interesting differences were observed too. For example, some COPs (like Cascais and Kaunas) reasoned what activities they wanted to organise and then contacted new stakeholders if they felt they were needed for the success of these activities. In contrast, the Alcobaça COP was on the look-out for initiatives and activities that already existed were serving the same purpose as the COP, and contacted them to see whether they were interested to start collaborating. Some COPs (e.g. Cascais) expressed that unfamiliarity with the 'social innovation approach in working' (e.g. the feeling that 'the project was not concrete enough' was a barrier to talk to potential stakeholders regarding participation in the network. In general, the COPs with many partners had a wide range of activities while the small COP in Denmark worked a well-defined task, i.e. the development of a module for coaches.

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The expansions of COPs in terms of number of partners brought new challenges in relation to collaboration. In most COPs, it took time and effort to work out how to work together. For example, in Malaga, after private partners joined the collaboration was not smooth in the beginning likely due to the fact partners were new to each other and were used to a different ways of collaborating. After defining the roles for each partner, the collaboration much improved. Also in Kaunas, having clear roles for each partner worked well. That each partner had clear roles did not result in working individually towards the goals. The COPs organised several meetings with all partners in which they worked together in the development of tools, articles or activities. Working in co-creation was not a naturally approach for the COPs, as they were not used to working this way. In some COPs (like Cascais and Groningen), students were explicitly mentioned to have had a role in adopting and stimulating a co-creation approach. One factor seemed to be the fact that they were more open to a different way of working. This led to unexpected insights and results, which in turn led to new energy and enthusiasm about working in this way. In Groningen, the students were very instrumental in giving residents a voice which was leading in defining goals and designing activities. Of course, for a co-creative approach, a collective learning process is needed in which partners collectively decide on how to progress. When we asked COPs to reflect on this topic, all COPs but one, i.e. the Danish COP, experienced the timeline method as a useful method for reflection. Most reflections concerned the creation of a learning climate where everyone felt comfortable and safe to contribute. Having an open mind and growth mindset was mentioned by Malaga, Kaunas, Cascais, Alcobaça and Groningen (see also Guiding Principles). In addition, the timeline methods was seen as very useful as it provides insights into achievements and issues. However, finding the time to schedule sessions has proven difficult for most COPs.

The final theme for comparison was impact at different levels. Impact was assessed in a subjective way and for some COPs enriched with quantitative indicators. Regarding the latter, this mostly concerned the number of students involved in activities and competitions. Here, it is hard to conclude anything across cases. In addition to these quantitative indicators of reach and impact, most COPs stressed that working in this COP had great impact on them as a person and/or on the organisation. They learned new skills, especially related to collaboration and co-creation, working with people and organisations they were not used to working with. Furthermore, most COPs expressed the usefulness of experiencing this way of working (as for all COPs this was new), in particular the insight that a diverse system in combination with an end-user focus leads to better results. The insight that having an open mind is key for the learning process and thus for the development of the COP was also mentioned by these COPs. Lastly, a very important insight from private partners was that actively involving end-users

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actually helped them in their business. This is an important result from the collaboration between various types of partners.

WP5 UPDATES
FROM LOCAL COP

COMMUNITIES OF PRACTICE FOR HEALTHY LIFESTYLE

Index

INTRODUCTION

Work package 5 *Development of Local* COP has as main objective the coordination of the implementation of the Local COP and to ensure that these will be carried out due to the local needs identified and the community assets available.

The overall coordination of WP5 will be steered by Alcoitão. However, the work towards the establishment of the Local COP in Portugal, Spain, Denmark, the Netherlands and Lithuania, will be led by the respective national KA's university partners, who all hold national-wide recognition as a leader in education towards Healthy Ageing.

The development of these Local COP is being done with input received from WP3 (Evaluation and Impact Measurement) and in close collaboration with the work packages around the European COP Support Lab (WP6, WP7, and WP8).

Steps taken

The WP consists of the following tasks:
- Participatory Asset Based Mappings in local communities in the Netherlands, Portugal, Denmark, Lithuania and Spain.
- Definition of a shared problem
- Definition of shared goals and methodology
- Definition of relevant actors
- Creation of a network of local stakeholders
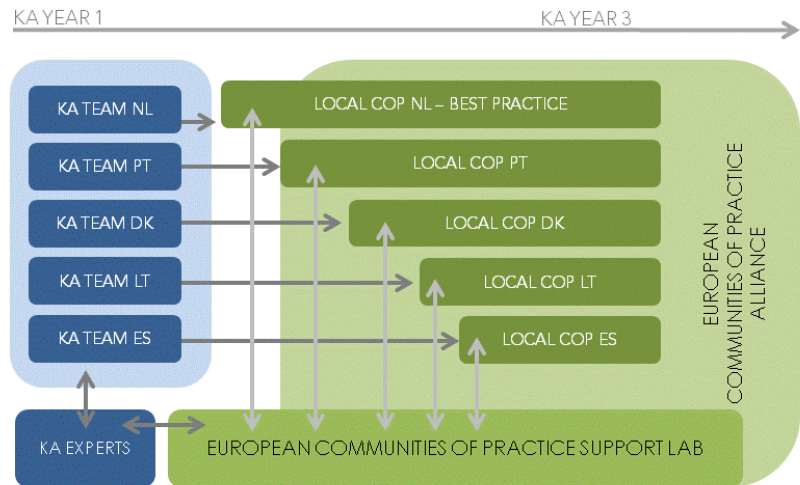- Facilitation of Learning Partnerships

Before the establishment of the Local COP, Participatory Asset Based Mappings of both individual and community assets will be implemented in all five local communities.
Based on these Mappings' outcomes, steps towards the establishment of each Local COP will then be individually applied and adapted; including the specific definition of the specific domain, community and practice.

Generic levers for set-up may be derived – but must be specifically adapted towards the local community's needs / assets – from CORSO & GIACOBBE's Evolutionary Model to building Communities of Practice. Specific support for the local COP set-up is being provided through the COP management tools developed by WP6.

Due to different levels of knowledge, experience and local assets across the national / local partners, the COP were planned to be established in a cascading process.

The Netherlands, led by HANZE with already three Local COP stakeholder groups (university, business, public authority) involved in the KA partnership, took the lead in establishing its COP.

Experiences and knowledge exchange

However, as was experienced during the Needs Analysis phase of WP4, the different Local COP felt the need to already take their first steps directly following WP4, for instance to maintain the momentum created there. This lead to all Local COP starting ahead of schedule, in order for all to live through the set-up phase, in turn creating rich practices for the full consortium to learn from. Strong connections therefore were established with WP3 to effectively evaluate these processes and with WP6 to generated answers to the questions arising, with the purpose of leading to knowledge exchange on a European level, within and outside the consortium via the COP Support Lab.

Midterm updates

WP5 is planned to run until M30 (June 2020), so final result will become available later on in the process. However, further along this document, updates can be found relating to the set-up of the Local COP, with specific information for each COP, such as:
- Shared goals
- Current stakeholders
- Network visualisations
- Processes taking place

WP5
Local COP NL

COMMUNITIES OF PRACTICE FOR HEALTHY LIFESTYLE

Local Community Building report: a retrospective overview COP Groningen
EU Midterm reporting April 2019

Introduction

During the first year of the COP4HL project, every community of practice invested a lot of time in setting up and developing their local community of practice. During the first year you have done quite a lot of evaluation activities (e.g. needs analysis, evaluation survey April 2018, Odense data). Below, we ask you to provide answers to a number of topics. The reason we do this, is that the midterm reporting for the EU is due soon. For this, we need to bring the different (and perhaps partly overlapping) information together <u>in a structured way</u>.

Some of the questions below, you are currently addressing in the network analysis (visualisations). Some of the other questions (ones in blue) might help you doing the network analysis, comparing the results between a year ago and now, and to elaborate on your journey so far.

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Goals

- Can you describe in one sentence the shared goal (moon shot) of your COP?

"Develop interventions with the COP (core partners, stakeholders and end-users) in various compositions regard to an active healthy lifestyle to learn together"

- Is the shared goal clear to and supported by the COP members?

	Objectives (as perceived by stakeholders and Gov.)	Subjective (as perceived by the end users)
Needs (what the target group need to have to have a healthy/healthier lifestyle)	- a holistic approach on Active and healthy lifestyle – it goes beyond exercise and a healthy diet - Connection between different stakeholders in the Europapark - Various instruments to be able to work bottom-up in co-creation in the neighborhood - The different companies/stakeholders need to be able to deal with the characteristics and the rhythm of the Europapark, at this point that is still difficult (parking spaces and traffic jams)	- infrastructure to be able to stay in their own neighborhood rather than going into the city center to do the daily activities. They want more space, more green and more fresh air (a lot of cars come through the Europapark). - End users would like to have more parking spaces close by or in front of their own house. - Dynamics between the different types of end users (students, employees, residents). For instance: the growing number of students in the neighborhood that might litter and cause noise disturbance.
Gaps (starting point)	Through different conversations with stakeholders and end users we've empathized with the current situation. From there we built the innovation ecosystem and then took the next step organize a stakeholder meeting – as mentioned above.	
Wants (what the target group feel/perceive they need to have a healthy lifestyle)	- A structure for the stakeholders to be able to see each other and talk, broaden their network and to make policy together. - Instruments to come to social innovation together - Tool or instrument to monitor the various developments of the neighborhood, in hardware, software and, orgware.	- a park where it's possible to do different activities and work out. - different shops such a drug store, a square/central area to be able to meet each other and for kids to play safely.
Assets (what already works well, what is available,	- Platform for the companies to join and gather. - Companies are willing to integrate with the residents and students of the Europapark.	- smaller community's in the different sub neighborhoods that already exist in the Europapark.

- Have you agreed on your final shared goal? If so on what date?

The goal has not changed substantially but gained more significance during the project period. By starting the experiment together against the background of the common goal, the intention became clearer. Everyone had the same goal in December 2018

Stakeholders
- Which stakeholders were actively taking part of your local COP right from the start (how many organizations, type of organizations, how many persons per organization et cetera.): And which stakeholders are currently active in your local COP?

Figure 1 - left: ecosystem from January 2018, right: ecosystem January 2019

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We started with 5 people: Sweco (1), Plaza Sportiva (1), Municipality of Groningen (1), Hanze University (2).
After one year:

Involved stakeholders ecosystem January 2019		
Macro	Meso	Micro
SWECO (1)	Noorderpoort (5)	Students 6 permanent, 70 incidental
Hanze (4)	Alfa College (4)	Noorderpoort/Alfa
Plaza Sportiva (2)	Leyhoeve (3)	Residents (young families and senior residents) (65)
Municipality of Groningen (4)	Euroborg (2)	Customers supermarket
	Other companies	Employees 5

- What was the dynamic in your group of stakeholders during the first year? (e.g., increase/decrease in number of stakeholders, planned/spontaneous et cetera.)

01-04-2018   01-04-2019
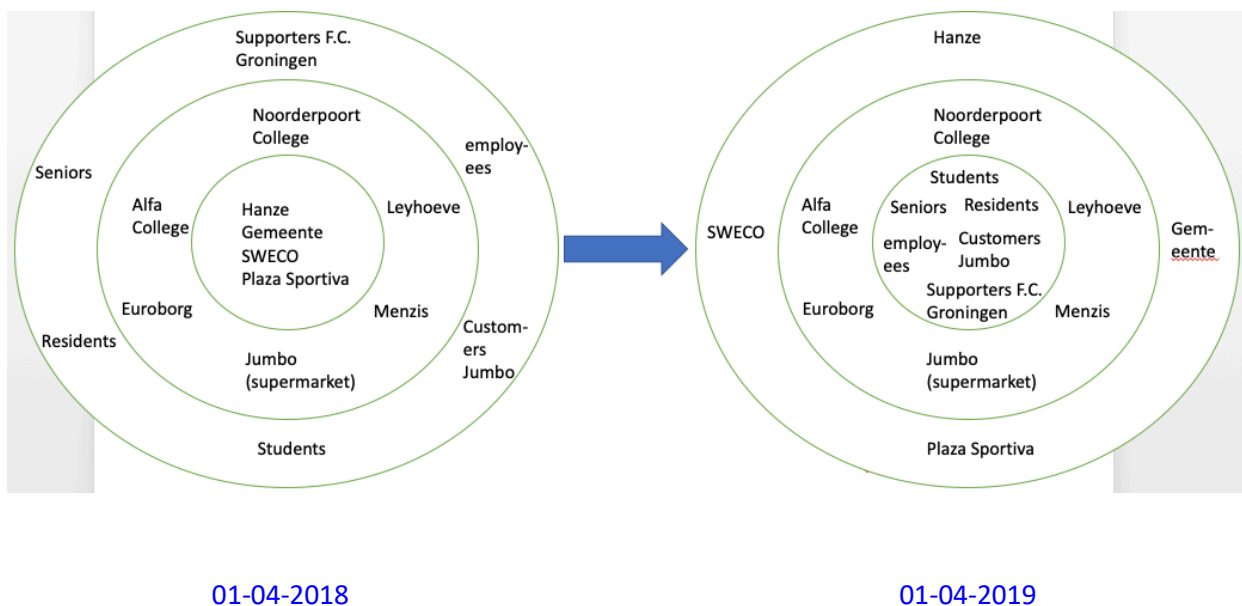
- If you want to describe more characteristics of your group of stakeholders, please do so.

We work as a learning network with the following rhythm & characteristics:

Concerns an interplay of individuals and organizations that are temporary and connecting equally around a relatively complex assignment

Both core partners and partners in the periphery are needed to realize diversity and elicit serendipity

Provides a basis for meaningful initiatives in all sorts of compositions (in line of a joint knowledge agenda)

The identity of a network is a social construct that is created "by doing" interaction

between participants and the context of the network

Co-creation & common language comes about when there is room for recognizing, acknowledging and utilizing each other's expertise

Concerns an organizational method that offers a certain degree of "coagulation" and at the same time gives "room"
creates "order" by separating, delimiting and structuring and brings "renewal" by connecting, crossing boundaries and variation

Brief cyclical development-oriented evaluation is needed to keep the learning orientation alive

Collaboration

- How was the collaboration between the stakeholders in your COP?

First period:

Create ownership   Make an innovation ecosystem,

Learn about the Community   Learn about each other
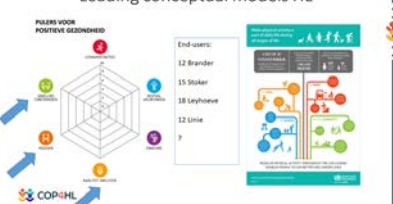
Choose dominant concepts

Second period:

Shared goal (Moonshot) and small initiatives in line with the bigger picture

- Did the quality of collaboration change? If so in which direction and why?

Because of the diversity of the COP it changed from Identification to Coordination to Reflection to Transformation
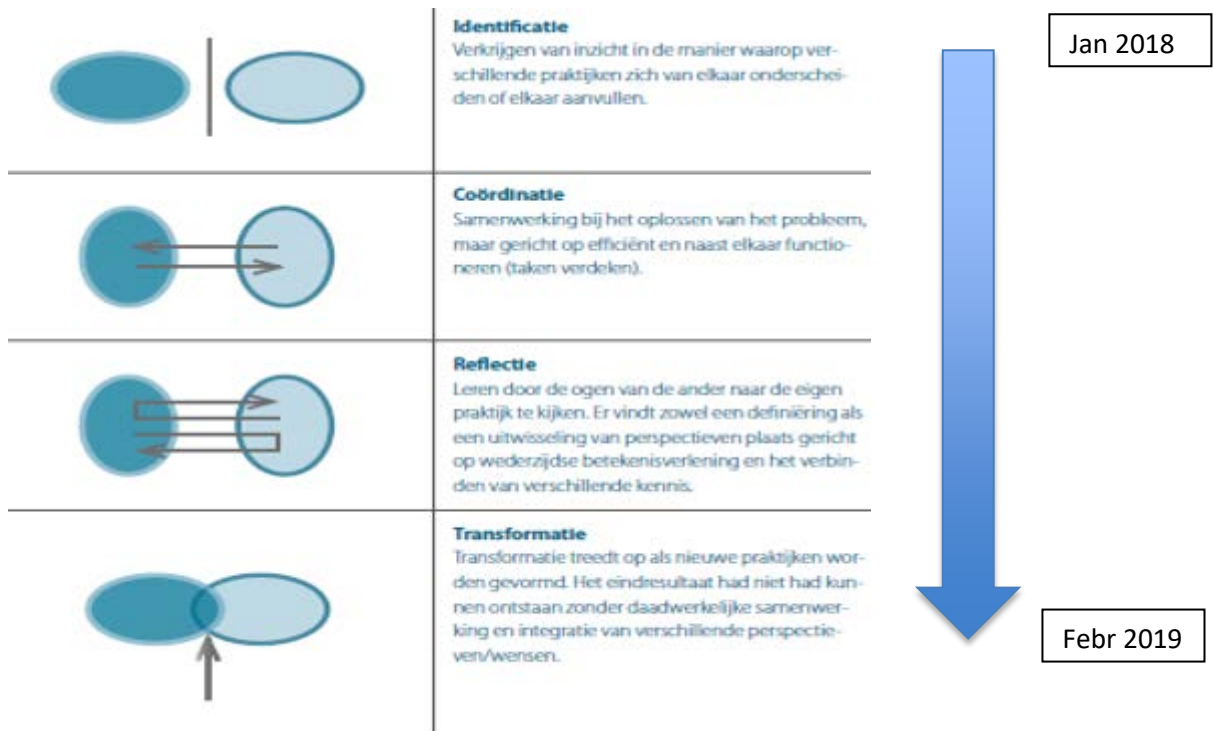

Jan 2018

Febr 2019

From 'project-team' approach to more COP-approach

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Category	PURPOSE	MEMBER	UNIFIER	HOW LONG
Communities of Practice	Create, expand and exchange knowledge and develop individual capabilities	Self-Selection based on expertise or passion for a topic/ area	Passion, commitment and identification with the group and its expertise	As long as relevance to the topic and value and interest in learning together
Project Teams	Accomplish a specified task	Have a direct role in accomplishing the task	Project's goals and milestones	Predetermined – when project has been completed

From outcome-orientated to more process/innovation-orientated
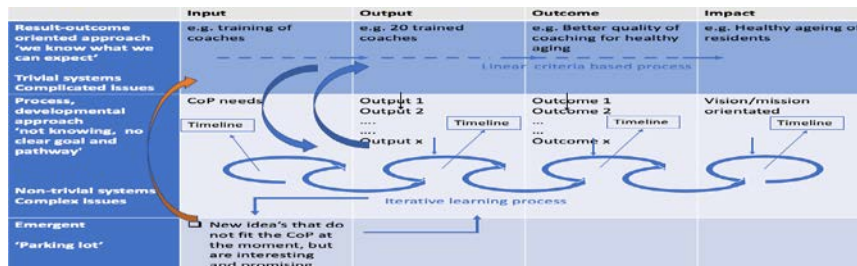
Process

- ### What was the nature of learning and/or working together?

The learning and development process in contexts such as that of the local CoP in Groningen is based on Developmental Evaluation (DE) (Dozois, Langlois, & Blanchet-Cohen, DE 201: A Practitioner's Guide to Developmental Evaluation, 2010). It is a philosophy that endorses the complexity of a wicked challenge. DE argues for the development of a learning framework, instead of formulating concrete end goals. Although the European CoP has formulated a transcending end goal, it is a broad and large goal and what is ultimately achieved in the Europapark is related to the needs of the end user and the further learning process of the core team involved in the Community. The aim is, on the one hand, through a transdisciplinary collaboration, to improve the active and healthy lifestyle and, on the other hand, to learn from the process that is followed during the establishment of a Community of Practice

The overarching goal of COP4HL is to change (thinking) processes that underlie certain actions in different situations and contexts.

An evaluation was made by the core team in December 18, using the Timeline and Stakeholders-method (see (Wielinga & Robijn, 2018). The process (at micro and macro level) of the past year was mapped out. This method gives substance to what is referred to in DE as meaning-making: giving meaning to what is experienced and discovered in the subprojects and how this can be integrated into its course.The Timeline method is an effective way of evaluating and evaluating (interim) with a group solidifying what has been learned up to then, both individually and collectively.In addition to clarifying the process, it also has a connecting factor in the group when everyone is open to each other's contribution, while leaving room for the complexity of the context. of the CoP By reflecting on the past year, emerging patterns were looked at (Kurtz & Snowden, 2003) The lessons at the individual and collective level have been converted into ideas that can be incorporated into subprojects at the micro level.

What is paramount in this learning process is that the core team has both a collective and individual learning process. In the context of this report, the focus is on collective learning outcomes, which are:

- The start of the sub-projects has a positive effect on productivity, energy content and the involvement of the core team;
- The realization of the complexity of the COP4HL;
- In line with the above point: the progressive insight into the usefulness of placing the end user at the forefront and at the center of the process;
- The possibility of transferring other models and work forms and making them workable for the local COP4HL.
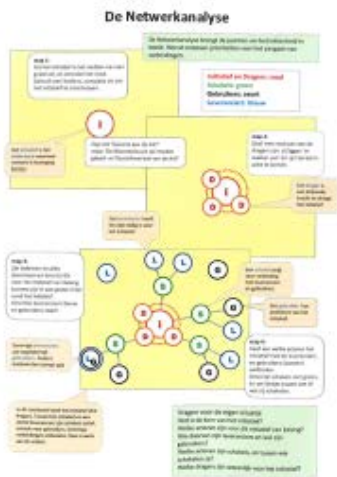
- **What was the biggest positive learning experience and/or result of working together?**

Split up in subprojects (with moonshot in mind). Core teammembers split up in core teammembers with other stakeholders or core teammembers with end-users.

From intrinsic motivation with moonshot in mind together with stakeholders and or end-users was the key to:

- Scale up
- Make responsible
- Create ownership
- Towards a sustainable situation

Subproject	Involved stakeholders	Goal	Results so far (March '19)
Needs assessment residents	two core team members (Hanze University)	Needs assessment of residents regarding active and healthy lifestyle and positive health. And then adjusting the active and healthy lifestyle through different interventions designed by the residents (Huber, Van Vliet, & Boers, 2016).	Different sub initiatives: green environment, services, work out & recreation, traffic control/safety, aesthetics of the neighborhood, maintenance, dogs and particulate matter. The short term focus will be on the hardware and aesthetics of the neighborhood.

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Ultimate Run	One core team members (Hanze university), two stakeholders (Alfa-college)	The urban run is through the neighborhood/buildings to motivate students, employees and residents to take on a healthy lifestyle and connect these different target groups.	Collaboration between the local COP4HL and a school in the neighborhood, together they'll expand the Ultimate Run.
Relationship software and hardware	Three core team members (one Hanze University, one SWECO and one municipality).	Mapping the social and movement behavior from the users of the neighborhood.	Individual result: Kees and Marieke, both landscape architects, see the added value of involving the social (exercise) behavior of the residents. Collective result: a research design has been made, which will be carried out in the coming months.
Betrokkenheid bedrijven in het Europapark	Two core team members (Hanze University, Plaza Sportiva) and three stakeholders (Noorderpoort college)	The involvement of companies and their employees in the neighborhood to improve active and healthy lifestyle.	- Team manager from Noorderpoort has joined our sub project team, in close collaboration with the end-user a movement program will be designed - On May 8th there will be a gathering for these companies/employees to contribute to the design process to improve the active and healthy lifestyle.

Other learning experiences:

Cups of coffee - building a network: the core team has discovered that the start of many (work) relationships in the neighborhood started to meet for a cup of coffee. An informal conversation not only about matters, but also everyone's background, where the interests lie and then, what a possible connection could be with the COP4HL;

Referent Common frame of reference: It is important to continue to discuss the purpose, direction and current state of affairs throughout the entire process. In this way miscommunications are prevented and everyone stays in line.

Group dynamics: when expanding the (core) team, attention must be paid to the new dynamics in the group. This gives the newcomers the opportunity to get used to and position themselves in the team. The (until then) current team is given the space to go along with the change, creating a smoother transition;

Explicit role distribution: in line with the above point: when the team expands (or when members leave) it is necessary to discuss what the new role distribution is with each other. Then the team is together that (wrong) assumptions arise about the division of tasks;

Sociolinguistics: adjusting the language to the (groups of) people that are spoken with. The new terms used in the COP4HL can be experienced as confusing / vague. To be able to connect well with the conversation partner during conversations, the professional jargon must be translated. In the European CoP a start has been made with a definition list, it is good to shortly (before September 19) make this list, in cooperation with the core team and Hanzeteam (so that a bridge can be built to the European CoP) translate, which also contributes to the common frame of reference;

Incubation time: the COP4HL is a very complex social innovation. What the Dutch core team is inclined to do, among other things, is to reduce the complex context to something well-arranged, susceptible and something that is understandable. There is time between explaining what this innovation entails and the period when it becomes apparent that a team is not in control of all aspects of this complexity of the COP4HL. It is about accepting the illusion that a team has the answers (Patton, 2011). For each participant it varies how long the incubation period is, it is particularly important that there is room for it and that people are aware of the importance of this period.

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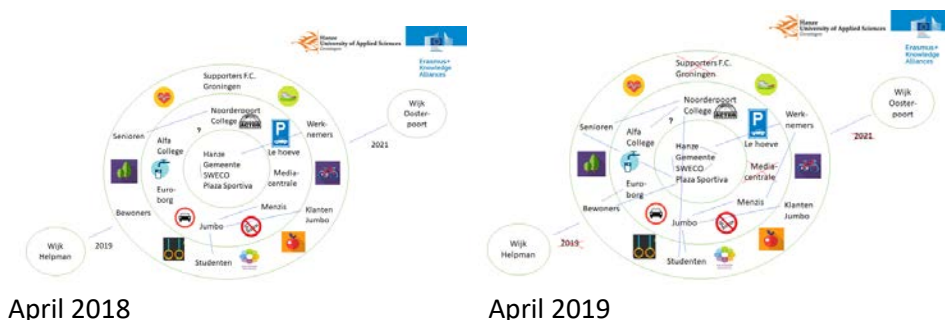Erasmus+ Programme
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- **What was the most difficult moment in your COP so far?**
  Top 3:
  1 Change of COP-leadership on 01-03-2018
  2 Keeping up the 'fussy front end'
  3 Involve the end-user

- **How sustainable is your COP right now? Please motivate your answer briefly.**
  Not sustainable enough.
  When the Eu-project now ends there will be an not capable infrastructure to continu the
  Healthy Lifestyle in the Neighborhood. But the seeds are planted.

Subprojects 01-03-2019			
Deelproject	**Korte termijn (tot september '19)**	**Middellange termijn (einde COP4HL 2020)**	**Lange termijn (vanaf einde COP4HL 2020)**
Inventarisatie behoeften bewoners	Het ontwikkelen van deelprojecten binnen dit deelproject, waar bewoners aan de slag gaan met vraagstukken die vanuit de inventarisatie die tussen november '18 en januari '19 is gedaan.	- Realisatie vraagstukken wijkbewoners rondom thema actieve en gezonde leefomgeving - vraagstukken gekoppeld en verbonden met stakeholders - Ontstaan van nieuwe vraagstukken - Eigenaarschap en betrokkenheid gecreëerd bij de wijkbewoner	- Het laten doorlopen van de omloop (nieuwe) vraagstukken. - Transformatie bij bewoners in de perceptie van wat gezondheid is. - Wijkbewoner ervaart zeggenschap over haar wijk en richt deze naar eigen wensen en behoeften in. - Bevordering van actieve en gezonde leefomgeving
Meetbaar maken van data	In ontwikkeling	In ontwikkeling	In ontwikkeling
Urban Trail Alfa College	Uitvoering van Urban Trail versie 2 – opschalen naar toegankelijk maken voor bewoners (Gebouwen en gebruikers!)	Uitvoering van Urban Trail versie 3 – opschalen naar toegankelijk maken van bedrijven (Gebouwen en gebruikers!)	Jaarlijks terugkerend evenement, toegankelijk voor alle doelgroepen in de wijk – voor en door elkaar georganiseerd
Relatie software en hardware	- 4G als concept uitwerken (gebied, gebouwen, gebruikers en gedrag); - 0-meting vaststellen	- Metingen uitvoeren; - Citizen science invoegen (Rijksinstituut voor Volksgezondheid en Milieu, 2018); - Resultaten presenteren	Feedbackloop van gebruiker naar lokale overheid is een gegeven.
Betrokkenheid bedrijven in het Europapark	- Het laten aanhaken van werknemers en -gevers in de wijk en meedenken over mogelijkheden binnen actieve en gezonde leefstijl. Concrete uitkomsten formuleren om naar de eerste impactlaag te verplaatsen (zie model 2). - Oktober '19 is de kick-off van de healthy ageing week waar een beweegprogramma wordt gepresenteerd voor werknemers/-gevers en studenten en bewoners.	- De bewustwording van het belang van een actieve en gezonde leefstijl tijdens het werk en de bijdrage aan de productiviteit; - Integratie van alle doelgroepen in wijk: het ontwikkelen van een structureel beweegprogramma waarbij niet alleen werknemers/-gevers worden betrokken, maar ook zodat studenten en bewoners aanhaken.	- Het doorzetten van het beweegprogramma; - Het transfereren de bewustwording over gezondheid op het werk naar andere bedrijven.
Overlap deelprojecten	- Het deelproject relatie software en orgware samen laten komen met die van betrokkenheid bedrijven en inventarisatie van behoeften bewoners. Om overlap te voorkomen en verbinding in de wijk te bevorderen, is het goed om in de loop van de tijd (wanneer dit mogelijk is met de verschillende deelprojecten) onderdelen te laten integreren.		

There are already a lot new alignments and bi-latherals, stronger ties and a few 'exit's'.

| April 2018 | April 2019 |

- **What are the most important next steps (three steps maximum)?**

Limiting the number of initiatives,
Actually leaving it to the end user,
Guaranteeing initiatives for future

Meetings
Details of the formal project meetings organized by the change agent from the start of the project till now (partnership meetings, workshops, seminars, training events, et cetera) and the partners that attended. Informal meetings are not registrated….

Meeting Location	Date	Partners that participated	Purpose of the meeting (Formal/Informal)
Zernike Campus	01-03-2018	J. de Jong/H.G.Hofenk	Take the lead in projectleadership
Zernike Campus	08-03-2018	F.Holsteijn/H.G.Hofenk/ A. van Calcer	Context COP4HL Social Innovation
Europapark	14-03-2018	F.Holsteijn/H.G.Hofenk	Context COP4HL Social Innovation
Europapark	15-03-2018	M.Peters/H.G.Hofenk	Acquaintance
Europapark	20-03-2018	F.Holsteijn/H.G.Hofenk	Projectgoals COP4HL EU
Noorderpoort	23-03-2018	A. van Calcer/H.G. Hofenk	Noorderpoort Stakeholder bi-latheral
Europapark	27-03-2018	M.Peters/F.Holsteijn/C van Bohemen/M. van Zuiden/H.G. Hofenk	Core group meeting
Zernike Campus	28-03-2018	Chris Kubbinga , Johan de Jong Paul Beenen, Franske Holsteijn, H.G. Hofenk	Project COP4HL EU
	04-04-2018	F.Holsteijn/H.G.Hofenk	Innovation ecosysteem
Sweco	10-04-2018	F.Holsteijn/M van Zuiden/Tim/H.G.Hofenk	Projectgoals COP4HL Synchronize views
Local government	10-04-2018	C. van Bohemen/ F.Holsteijn/ H.G.Hofenk	Projectgoals COP4HL Synchronize beelden
Zernike Campus	12-04-2018	J. de Jong/ H.G.Hofenk/F.Holsteijn	COP4HLGron. Needsanalysis
Meerwold	17-04-2018	H.G.Hofenk/F.Holsteijn	Reflection & Preperation Stakeholdersmeeting
Zernike Campus	19-04-2018	J. de Jong/H.G.Hofenk	Valuecreation
Europapark	19-04-2018	Jefrey/H.G.Hofenk	Alfa-college Stakeholder bi-latheral
Europapark	24-04-2018	F.Holsteijn/H.G.Hofenk	Work consultation Social Innovation
Zernike Campus	03-05-2018	Chris Kubbinga , Johan de Jong Paul Beenen,	Project COP4HL EU

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		Franske Holsteijn, H.G. Hofenk	
Zernike Campus	03-05-2018	F Bosch, H.G. Hofenk	Interview about Noordersport
Europapark	08-05-2018	M.Peters/F.Holsteijn/C van Bohemen/M. van Zuiden/H.G. Hofenk + 12 relevant stakeholders	Stakeholdersmeeting 12 pitches/3 workshops (bijlage 1)
Europapark	13-05-2018	F.Holsteijn/H.G. Hofenk	Organize meeting end-users Seniors/Students
Europapark	15-05-2018	M.Peters/F.Holsteijn/C van Bohemen/M. van Zuiden/H.G. Hofenk	Evaluation Stakeholdersmeeting
Meerwold	17-05-2018	Chris Kubbinga , Johan de Jong Paul Beenen, Franske Holsteijn, H.G. Hofenk	Reflection Social Innovation
Europapark	22-05-2018	F.Holsteijn/B ten Oever	Organize meeting end-users Brander/Stoker
Europapark	25-05-2018	Mick Duzink/H.G.Hofenk	Participation Fc Groningen
Zernike Campus	31-05-2018	Chris Kubbinga , Johan de Jong Paul Beenen, Franske Holsteijn, H.G. Hofenk	COP4HL EU
Europapark	04-06-2018	L. Schotanus/J.Noordveld	Urban Run Europapark (bijlage 2)
Meerwold	05-06-2018	P. Beenen/ F.Holsteijn/ H.G. Hofenk	Reflection
Selwerd	12-06-2018	F.Holsteijn/H.G. Hofenk/ A Muller	Benchmark
Zernike Campus	14-06-2018	Chris Kubbinga , Johan de Jong Paul Beenen, Franske Holsteijn, H.G. Hofenk	COP4HL EU
Noorderpoort	15-06-2018	A van Calcer/H.G.Hofenk	Work consultation
Europapark	19-06-2018	A van Calcer/ H.G.Hofenk/M. Peters	Participation Noordersport
Europapark	19-06-2018	F.Holsteijn/H.G. Hofenk 18 seniors (end users)	End users-meeting 1 (bijlage 3)
Europapark	19-06-2018	J. Pronk/H.G.Hofenk	COP4HL & Company Participation
Zernike Campus	21-06-2018	Chris Kubbinga , Johan de Jong Paul Beenen, Franske Holsteijn, H.G. Hofenk	COP4HL EU
Fc Groningen	28-06-2018	I. de Vries/H.G.Hofenk	Participation Health-I-port
Europapark	03-07-2018	Franske Holsteijn, H.G. Hofenk	COP4HL
Zernike Campus	05-07-2018	B ten Oever/H.G.Hofenk	Parting Bert from Sportstudies
Local government Groningen	09-07-2018	K.Eekma/C.van Bohemen/J.Oudesogtoen/ J.de Jong/H.G.Hofenk	Project Results
Europapark	10-07-2018	F.Holsteijn/H.G. Hofenk/Jeroen/ C van Bohemen/J.Pronk	Stakeholdersmeeting menzis (insurance company)
Europapark	12-07-2018	A. van Calcer/M. Peters	Digital infrastructure
Zernike campus	13-07-2018	J.Andree/J.deJong F.Holsteijn/P.Beenen/ I.Dijkstra	Preperation Intensive programm 48 students Da Vinci in Europapark (bijlage 4)
Noordersport	28-08-2018	F. Bosch/H.G.Hofenk	COP4HL Social Innovation

Europapark, Local Government	03-09-2018	J.Andree/J.deJong, F. Holsteijn/N.Jepkema, I.Dijkma/H.G.Hofenk + 48 minor students	Introduction Intensive programma 48 students Da Vinci
Europapark Leijhoeve	05-09-2018	J.Andree,/F.Holsteijn, N.Jepkema/L.Dijkma, H.G.Hofenk + 48 minor students	Mid term Intensive programm 48 students Da Vinci
Europapark Menzis	07-09-2018	J.Andree,, F.Holsteijn, N.Jepkema,I.Dijkma, H.G.Hofenk, M.Peters, CvanBohemen + 48 minor Da Vinci students	Presentations prototypes Intensive program 48 students Da Vinci
Europapark	11-09-2018	A. Veenema/N.Vinken/ H.G.Hofenk	Participation Alfa College
Europapark	19-09-2018	H.G.Hofenk + 3 minor HA students	Assignment proposal
Europapark	19-09-2018	N.Jepkema/L.Dalstra/H.G. Hofenk	Social innovation
Europapark	21-09-2018	F. Bosch/H.G.Hofenk	Article about Change Agent
Meerwold	26-09-2018	N.Jepkema/L.Dalstra/H.G. Hofenk/F.Holsteijn	Coaching & Consultation Social Innovation
Leijhoeve	27-09-2018	H.G.Hofenk +Lectoraat	Research presentations
Europapark	01-10-2018	H.G.Hofenk/F.Bosch	Participations students
Meerwold	02-10-2018	H.G.Hofenk/P. Beenen	Coaching & Consultation
Europapark	03-10-2018	N.Jepkema/L.Dalstra/H.G. Hofenk/F.Holsteijn	Community-event (bijlage 5)
Meerwold	10-10-2018	N.Jepkema/L.Dalstra/H.G. Hofenk	Needs Analisis
	11-10-2018	Chris Kubbinga/Johan de Jong/Paul Beenen/Franske Holsteijn/H.G. Hofenk/J. Selker/ N.Jepkema/L.Dalstra	COP4HL EU
Europapark	17-10-2018	N.Jepkema/L.Dalstra/H.G. Hofenk/F.Holsteijn	Needsanalisis
Zernike Campus	22-10-2018	J. de Jong/H.G.Hofenk	Value Creation
Meerwold	24-10-2018	N.Jepkema/L.Dalstra/H.G. Hofenk/F.Holsteijn	Coaching & Consultation Social innovation
Meerwold	30-10-2018	N.Jepkema/L.Dalstra/H.G. Hofenk/F.Holsteijn	Coaching & Consultation Social Innovation
Berlin	1,2-11-2018	Chris Kubbinga , Johan de Jong Paul Beenen, H.G. Hofenk	European Supportlab
Europapark	05-11-2018	M.van Zuiden/H.G.Hofenk	
Meerwold	06-11-2018	N.Jepkema/L.Dalstra/H.G. Hofenk	Coaching & Consultation Social Innovation
Europapark	07-11-2018	M.Peters/F.Holsteijn/C van Bohemen/M.van Zuiden/H.G.Hofenk	Core group meeting
Skype	08-11-2018	Chris Kubbinga/Johan de Jong/Paul Beenen/H.G. Hofenk/J.Selker	Process
Meerwold	13-11-2018	N.Jepkema/L.Dalstra/H.G. Hofenk	Consultation

|			
Europapark	14-11-2018	H.G.Hofenk + 3 minor HA students	Coaching
Meerwold	20-11-2018	N.Jepkema/L.Dalstra/H.G. Hofenk	Consultation Social Innovation
Zernike Campus	22-11-2018	Chris Kubbinga/Johan de Jong/Paul Beenen/H.G. Hofenk/J. Selker/ N.Jepkema/L.Dalstra/ F.Holsteijn	COP4HL EU
Europapark	22-11-2018	M. Peters/H.G.Hofenk	Consultation
Europapark	23-11-2018	L.Schotanus/H.G.Hofenk	Urban Trail 2019
Europapark	23-11-2018	M.Duzink/H.G.Hofenk	Idea's
Europapark	27-11-2018	L.Dalstra/N.Jepkema/H.G. Hofenk	Consultation Social Innovation
Europapark	27-11-2018	F.Holsteijn/H.G.Hofenk	Consultation Social Innovation
Europapark	28-11-2018	M.Peters/H.GHofenk	Consultation
Europapark	05-12-2018	H.G.Hofenk/E. Mohamedah/12 students HG-university	IWP Noordersport Presentations/Feedback
Europapark	06-12-2018	F.Holsteijn/H.G.Hofenk	Consultation Social Innovation
Zernike Campus	06-12-2018	Chris Kubbinga/Johan de Jong/Paul Beenen/H.G. Hofenk/J. Selker/ N.Jepkema/L.Dalstra/ F.Holsteijn	COP4HL EU
Europapark	11-12-2018	L.Dalstra/N.Jepkema/H.G. Hofenk	Consultation Social Innovation
Europapark	11-12-2018	F.Holsteijn/H.G.Hofenk	Consultation Social Innovation
Europapark	17-12-2018	L.Schotanus/H.G.Hofenk	Urban Trail
Europapark	18-12-2018	L.Dalstra/N.Jepkema/H.G. Hofenk	Consultation Social Innovation
Europapark	18-12-2018	F.Holsteijn/H.G.Hofenk	Consultation Social Innovation
Europapark	07-01-2019	L.Schotanus/H.G.Hofenk/ J.Noordveld	Urban Trail 2019
Europapark	08-01-2019	L.Dalstra/N.Jepkema/H.G. Hofenk	Consultation Social Innovation
Europapark	08-01-2019	F.Holsteijn/H.G.Hofenk	Consultation Social Innovation
Meerwold	16-01-2019	L.Dalstra/N.Jepkema/H.G. Hofenk	Consultation Social Innovation
Zernike Campus	17-01-2019	Chris Kubbinga/Johan de Jong/Paul Beenen/H.G. Hofenk/J. Selker/ N.Jepkema/L.Dalstra/ F.Holsteijn	COP4HL EU
Zernike Campus	22,23-01-2019	Chris Kubbinga/Johan de Jong/Paul Beenen/ F.Holsteijn/H.G.Hofenk/ J.Selker, L.Dalstra/N.Jepkema	COP4HL EU Work packages
Alfa College	31-01-2019	N.Vinken/H.G.Hofenk	Participation Alfa College
Odense	6-02-2019	Chris Kubbinga/Johan de Jong/Paul Beenen/ M.Peters/F.Holsteijn/C van Bohemen/M.van Zuiden/H.G.Hofenk, J.Selker/M.?	COP4HL FULL CONSORTIUM MEETING

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Meerwold	12-02-2019	L.Dalstra/N.Jepkema/H.G. Hofenk	Consultation Social Innovation
Meerwold	12-02-2019	F.Holsteijn/H.G.Hofenk	Consultation Social Innovation
Europapark	13-02-2019	M.Peters/F.Holsteijn/C van Bohemen/M.van Zuiden/H.G.Hofenk/Erin	Core group meeting
Zernike Campus	14-02-2019	Chris Kubbinga/Johan de Jong/Paul Beenen/H.G. Hofenk/J. Selker/ N.Jepkema/L.Dalstra/ F.Holsteijn	COP4HL EU
Noorderpoort	25-02-2019	L.Dalstra/N.Jepkema/ A.vanCalcer + 30 End-users	End-user needsanalysis
Noorderpoort	25-02-2019	M.Peters/F.Holsteijn/C van Bohemen/M.van Zuiden/H.G.Hofenk/ L.Dalstra/N.Jepkema/ A.vanCalcer + 28 End-users	End-user needsanalysis
Meerwold	05-03-2019	N.Jepkema/L.Dalstra/	Preperation portugal
Zernike Campus	14-03-2019	Chris Kubbinga/Johan de Jong/Paul Beenen/H.G. Hofenk/J. Selker/ N.Jepkema/L.Dalstra/ F.Holsteijn	COP4HL EU
Europapark	20-03-2019	M.Peters/F.Holsteijn/C van Bohemen/M.van Zuiden/H.G.Hofenk/Erin	Core group meeting
Portugal	3,4,5-04-2019	Johan de Jong/Paul Beenen/H.G. Hofenk/J. Selker/ N.Jepkema/L.Dalstra/	Role of Change agent

8 mei 2018 Groningen

Partnerbijeenkomst COP4HL EUROPAPARK

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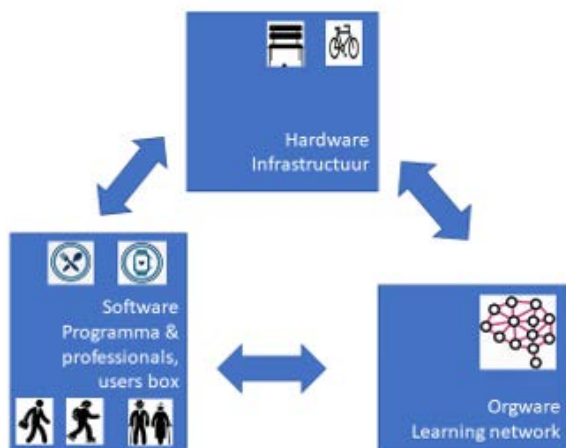
1 Pitches van partners introductie COP4HL

2 Opmerkingen van partners bij Hardware

3 Opmerkingen van stakeholders bij Software

4 Opmerkingen van partners bij Orgware

5 Overige opmerkingen

- PITCH

- Stel jezelf even voor
- Wat voor beeld heb je bij Healthy Lifestyle (HL)?
- Huidige stand van zake HL eigen organisatie in het Europapark?
- Wat is de toekomstige behoefte van de eindgebruiker volgens jou?

1 Pitches van partners introductie COP4

Ps.: Voor quotes specifiek gericht op Gezonde leefstijl-activering zie bijlage!

Bert ten Oever, bewoner Europark:
* Behoefte aan uitnodigende situaties waarbij mensen worden getriggerd om te bewegen. Op dit moment zijn bewoners op zichzelf gericht maar wel actief bezig.

Arnold van Calker, Noorderpoort:
* Zetten in op duurzame vitale gedragsverandering bij mbo-studenten
* Inrichten van het buitengebied:
* 7000 mbo studenten per jaar sporten in het Europapark
* Binnen en buiten met elkaar verbinden
* Op zoek naar verbindingen met derden, gezamenlijk concept versterken bijv. survivalbaan
* Willen iets betekenen voor de bewoners van Groningen "vitaalste woon/werkpark van Nederland worden"
* Ambitie 365 dagen per jaar het gebouw en de omgeving gaan gebruiken.
* Gezamenlijkheid, alle acties in gebied bundelen

Hans van Tamelen, FC Groningen:
* Al vaak betrokken vanuit een maatschappelijke verantwoordelijke rol bij allerlei projecten zowel op Europapark als ook wel op het Hoge Land
* Eurofit, project met supporters uit de hele regio: volwassen mannen met overgewicht kwamen sporten in en om het stadion, kan ook met bewoners Europark.

Mark Zijlstra, FC Groningen:
* Afstudeerstage FC Groningen, traject Sociale Activering:

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* Activeren van mensen (18-35 jr.) met een grote afstand tot de maatschappij en de arbeidsmarkt, samen met het UWV waarbij steeds meer verschuiving plaatsvindt naar de Gemeente.
* Eurofit, project met supporters uit de hele regio: volwassen mannen met overgewicht kwamen sporten in en om het stadion, kan ook met bewoners Europark.

Nanda Vinken, Alfacollege:
* Projectleider, adviseur en onderzoeker op gebied van gezonde leefstijl o.a. Fit for life: werknemers fit en gezond te laten werken. Medewerkers hebben voorbeeldgedrag naar studenten. Hiermee proberen iedereen gezond aan de slag te krijgen. Ziekteverzuim inmiddels 2% naar beneden gegaan.

Jeffrey Noordenveld:
* Fit for Life: studenten fit en gezond laten leven
* Verbinding zoeken met alle partijen in de omgeving
* 4 juni Ultimaterun

Kees van Bohemen, Gemeente Groningen:
* Ontwerper Helperpark/Europapark
* Beste park van de stad worden, uitstraling zoals Noorderplantsoen Sportpark van maken met de middelen die er zijn.
* Met kleine accenten sfeer en karakter sport inbrengen, denk aan nummers zetten in rood fietspad en je pretendeert een atletiekbaan.

Nicole Noordhof en Jessica Oudesogten, Gemeente Groningen
* Thema: Bewegende stad
* Openbare ruimtes sportief maken en sportieve ruimtes openbaar
* Hoe kunnen we verschillende bewoners uitdagen om actief te worden in de openbare ruimtes en wat is er nodig om gezond te gaan leven. Dit moeten de inwoners aangeven hoe zij dit zouden willen en zien. Wat hebben jullie nodig om gezond te kunnen leven.
* Betrokken (geweest) bij BIOR (Bewegen in openbare ruimtes) via Huis vd Sport

Marieke van Zuiden, Sweco:
* Internationaal ingenieursbureau
* Samen met bewoners een inrichtingsplan maken tot en met de uitvoering aan toe.

Franske Holsteijn, student Master Healthy Ageing Professional:
* Sociale aspecten, hoe geven we vorm, leren we van elkaar, samenwerken
* Hoopt op mooie ideeën/co -creaties die ontstaan in deze sessie(s)

Maryna Nedospovosova, Master Business & Administration:
* Design thinking als speerpunt, participeert graag in aantal projecten.

Floor Bosch, Master Healthy Ageing en Noorderpoort
* Leefstijl les docenten
* Mensen laten uitzoeken wat ze leuk vinden dat men daardoor "leven lang" volhoudt.
* Studenten gezonde leefstijl meegeven en sporten laten doen die ze leuk vinden, tools meegeven
* Ga op zoek naar wat eindgebruiker wil
* Vitaliteit voor mbo-er terugkrijgen

Marco Peters, Directeur Plaza Sportiva:
* Vitaalnet: wereld gezonder maken, leidt tot vermindering zorgconsumptie
* Kritisch denker: wat gaan we meten? Wat is Healthy Lifestyle?
* HBO Leefstijlcoach preventief inzetten

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2 Opmerkingen van partners bij Hardware:

Hoe ziet het Europapark eruit in 2020?

Workshop Europapark 2020
Ideeën op Flaps:
* basketbalveld
* Klimtoren eiland
* Bootjes
* Jeu de boules
* "rondjes" door het gebied om te joggen/wandelen
* Zachte ondergrond (paden)
* Finse route: op snippers
* Boulevard looproute om het stadion
* Moestuinen
* Trappen met informatie
* Water gebruiken
* Bruggetjes
* Verbindingen met kleur over de Boumaboulevard
* Meer verblijven, minder auto's
* Veiligheid in acht nemen
* Bestuurder inzetten
* Beschutte/overdekte routes
Audio:
* Kleur op betonnen vloer, loopbaan met startnummers rondom stadion?
* Iets doen met rondje om stadion – "atletiekbaan".
* Toestellen zoals de BIOR bij Oosterkade waar vaker bootcamps worden gehouden
* Skeelerbaan, wel denken aan veiligheid.
* Hinkelbaan
* Aanlegsteigers voor bootjes
* Iets neerleggen voor bewoners ter compensatie voor geluidsoverlast
* Langs route kilocalorieteller/ afstand tot etc.
* Muziekstapstenen, niet bewust bezig met bewegen maar eerder met muziek
* Hoeft niet allemaal heftig en spectaculair
* Stapstenen oversteekplekken in het water, houten bruggetjes.
* Leuke uitdagende activiteiten langs looproute treinstation naar school

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* Met kleur oversteekplekken maken
* Tokkel over water
* Wethouder/bestuurder met de gebruikers van het gebied door het gebied laten lopen en laten vertellen wat ze leuk zouden vinden in de wijk.
* Mindcraft, je eigen wijk bouwen met de gebruikers (inwoners, studenten, bedrijven) of fysiek spel van maken in de wijk.
* Zoiets creëren als nu Groningen Bereikbaar, waar je op kunt kijken hoe het gebied eruitziet en wat je er kunt vinden online.
* Voor studenten een excellentie programma maken en bijv. Vitaal certificaat meegeven en sociaal betrokken maken met de wijk door met ouderen te gaan wandelen.
* Verkeersader verzachten
* Trots worden op je wijk, kennismaken met elkaar en begrip kweken voor elkaar
* Verbinding opzoeken zodat mensen gaan ervaren het is leuk om hier te zijn, je kunt hier van alles doen.
* Vitale wijk willen uitstralen, echter inmiddels is er al een pizzazaak bij het station…
* Suikervrij maken, heeft ook relatie met Alzheimer en ouderen in de wijk
* Zorgen voor overdekte plekken om te sporten ivm weersomstandigheden, overdekte jogroute oid. Wel buiten

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# 3 Opmerkingen van stakeholders bij software
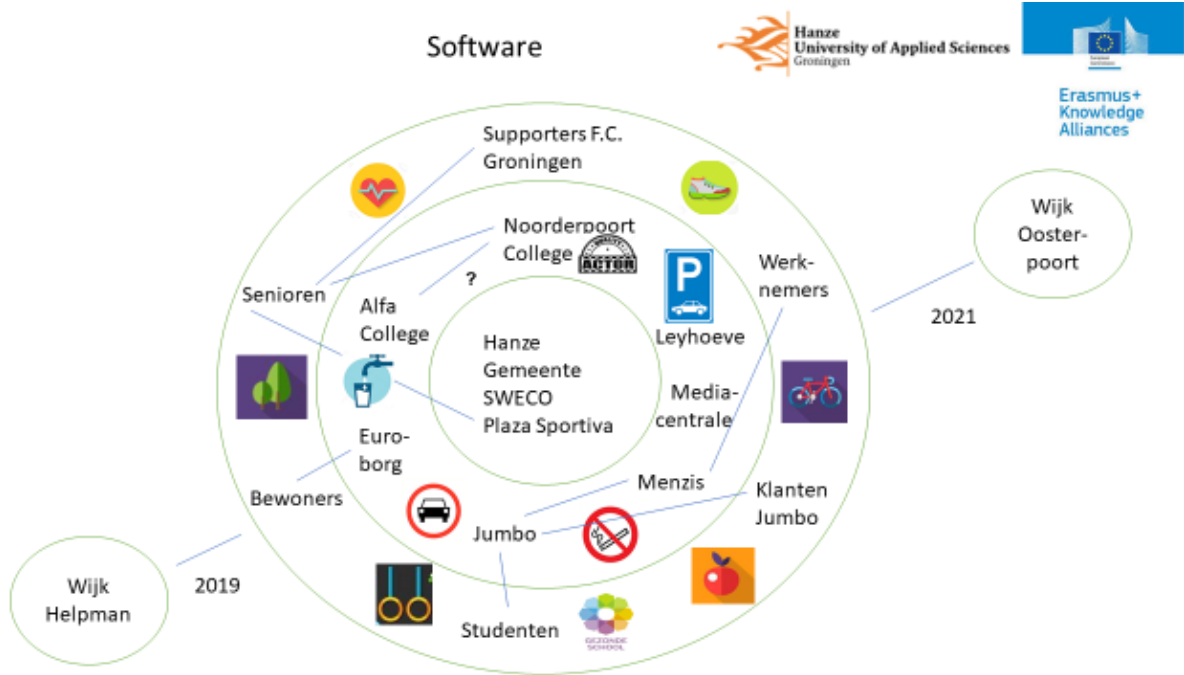
Ronde 1

- Wat zijn stakeholders?
- Parkeerplaatsen blijft een issue
- Relatie Alfa college en bewoners → sport en bewegen meer in de wijk. Nu project rookvrije omgeving -> daar wordt wijk wel bij betrokken. Worden zij geïnformeerd, er zijn inloopavonden wanneer er overlast is of om dingen te bespreken. Onder de Jumbo blijft moeilijk punt om rookvrij te maken omdat het een openbare plek is.
- Indirect wordt er wel meer verbinding gemaakt met NP, Alfa, Jumbo → synergie.
- Niet minder klandizie voor Plaza Sportiva ondanks de bouw.
- Alfa: moet betalen om te parkeren, voor docenten/medewerkers deals geregeld om gunstiger een fiets te kopen, sportabonnement met korting.
- Alle interventies worden wel gemeten
- Met kleine groep beginnen, daarna mensen aan laten haken. Hoeveel mensen zijn écht betrokken wanneer je met een grote groep begint?
- Plaza uitbreiden -> virtueel programma, Europapark lifestyle app: bijvoorbeeld yoga aanbieden in de tuin van de Leyhoeve. De assets inzetten die er in het Europapark al zijn, daaraan toevoegen. App samen gezond van Menzis bijvoorbeeld credits/punten verdienen waarmee je korting krijgt op gezonde producten Jumbo of programma plaza sportiva. Health coints
- Challenges in een app verwerken, heb je een week de tijd voor, zit een competatief component aan/sociale druk (heb jij die challenge al gedaan?), heeft ook een sociaal component. Korte krachtige opdrachten. Alles **met elkaar**. Kan niet meer allemaal over een kam scheren.
- We hoeven ons niet meer druk te maken om mensen die wel al gezond zijn/veel sporten.

- Hoe spreek je de mensen aan die minder actief zijn?! In Vinkhuizen was een effectief programma omdat: hele groep studenten de wijk in is gegaan en langs de deuren zijn gegaan om de behoefte op te halen.
- Mbo – erg resultaatgericht. Het gaat om de intrinsieke motivatie
- Gaat in de essentie om gedragsverandering.

Ronde 2

- Bewoners van hele gebied: zijn er 24/7.
- Parkeren is altijd gedoe – er zijn strenge regels wanneer er geen voetbalwedstrijden zijn, als er wedstrijden zijn dan kunnen de uit supporters makkelijk parkeren.
- Parkeerterrein met een mannetje met een geel hesje vrijgeven buiten werktijden. Bedrijven onderling afspreken ipv met de gemeente. Er zijn genoeg mogelijkheden!
- Leyhoeve is aan het kijken om de faciliteiten ook beschikbaar te stellen voor buurtbewoners.

4 Opmerkingen van stakeholders bij Orgware:
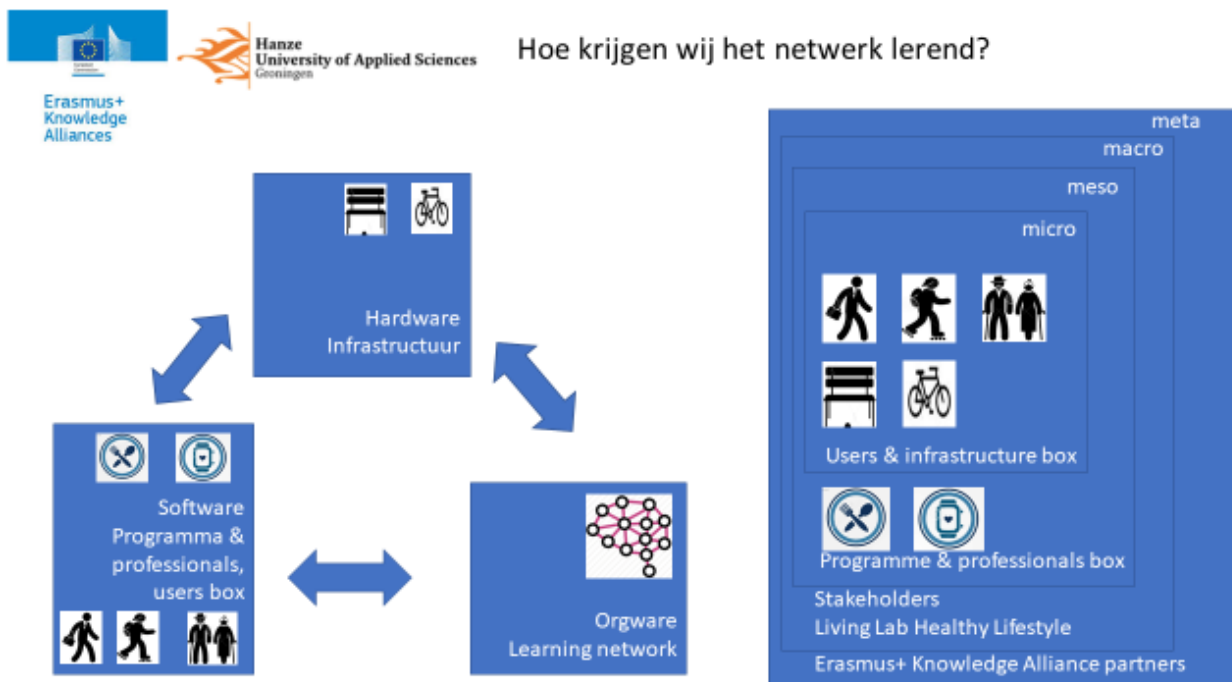
Werkzame mechanismen die de samenwerking gaan realiseren:
- Aansluiten bij de gebruiker
- De vraag is hoeveel je gaat sturen (kader, speelveld) (Mbo-student heeft wel behoefte aan sturing. Samen zoeken wat goed is en zelf keuze laten maken.)
- Stakeholders ook geïnteresseerd in de voortgang bij de Europese steden. Neem ons mee in wat er Europees gebeurd.
- Kenniscentrum sport heeft een mooi model.

Het BVO model van NISB

©NISB 2012

- Het is geen project maar een beweging die we in gang zetten.
- Bij elkaar in de keuken kijken (elke keer een andere plaats waar we samenkomen)
- Alternatieve methoden, ook in de wijze waarop we samenkomen, kennis delen etc.
- Grote ambitie maar goed kijken wat je op korte termijn al kan realiseren
- Een soort van trots creëren in de wijk. (Moet je eens kijken wat we hier allemaal realiseren.)
- Mogelijk niet alleen de sportiefste wijk maar de gezelligste wijk. Sociale infrastructuur is belangrijk in deze jonge wijk volop in ontwikkeling….
- Hoe hou je iedereen betrokken? Daarbij aansluiten waarbij energie zit (innovators), klein beginnen, successen delen en expliciet maken en zorgen voor zichtbaarheid. Dan opnieuw de kans geven aan lauwe stakeholders om aan te haken.
- Idee: Studenten MBO zorgen voor activiteiten in de Lijehoeve
- Idee: Studenten Horeca zorgen voor een gezonde lunch voor bewoners van de Lijehoeve
- Idee: Met de trappen van het stadion
- De komende jaren is de wijk een verkeersader en er wordt veel gebouwd! (Zuidelijke ringweg)
- Digitale infrastructuur, omdenken (naast griepprik)
- Expertise uitwisselen en delen van info. Veilig klimaat: Dat je alles mag en kan zeggen.
- Delen, zichtbaar tastbaar maken.
- Idee: een app waar alle activiteiten op staan en je je kan aanmelden
- Accent zou moeten liggen op inactieven. Laagdrempelig en verleiden
- Fastfoodketens naar gemeente halen…. Is een discussie bij het Noorderpoort College convenant getekend voor rookvrije ROC, Groningen wil ook rookvrije gemeente worden.
- De commercie (pizzeria) speelt in de wijk in op de grote mbo-studentenaantallen die gaan komen. En wij maar inzetten op actieve gezonde leefstijl.
- In de omgang een veilig klimaat creëren.
- Voor en door studenten (inzetten op multidisciplinaire teams). Onderdeel van een groter geheel
- De eerste activiteit wordt in gang gezet. Jeffrey organiseert een Urban Trail
- Leren is Innoveren, nieuwe dingen doen: vooral in de didactiek, wandeling

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- Belang bij Eigenaarschap en toch ook sturen. Veel bij elkaar over de vloer
- Het is geen project maar een beweging die we in gang zetten.
- Bij elkaar in de keuken kijken (elke keer een andere plaats waar we samenkomen)
- Alternatieve methoden, ook in de wijze waarop we samenkomen, kennis delen etc.
- De omgeving is niet inspirerend, beton, gebouw Alfa….
- De bedoeling dat de bijeenkomsten ook wat opleveren

MOV

KENNIS EN ERVARING LEREN DAT EEN SUCCESVOLLE BEWEEGVRIENDELIJKE OMGEVING DE VOLGENDE AANDACHTSPUNTEN KENT:

- gebruiker staat centraal: ga uit van de beweegbehoefte van de burger en gebruik de kracht van burgerparticipatie;
- schaalniveau beweegvriendelijke omgeving; het maakt een groot verschil of je plannen maakt op straat-, wijk of regionaal niveau (buitengebied);
- draagvlak is noodzakelijk voor een beweegvriendelijke omgeving ;
- sleutelfiguren inzetten;

- gemeente voert regie, maar hoeft niet de enige partij te zijn die verantwoordelijk is voor een beweegvriendelijke omgeving. Denk ook aan burgers en private partijen;
- intersectoraal samenwerken, een integrale aanpak – waag die stap naar de andere sector;
- gedragsbeïnvloeding: inzetten op duurzame beweegstimulering, zoals het organiseren van sport- en beweegactiviteiten.

Bron: Kenniscentrum Sport

5 Needs and Capacities (na afloop van bijeenkomst)

Capacities

Studenten expertise en ervaringen
Sportieve activiteiten organiseren
Kennis gebaseerd op andere bewegende stad projecten
Organiseren Talent
Contact en koppeling naar gemeente
Beweegfaciliteiten en studenten
Expertise en kennis

Needs

Inbreng bewoners
Beweegprogramma Europapark-breed
Enthousiaste professionals
Prikkelende beweegomgeving
Innoveren de rest volgt.
Voorloper & Volgers
Groot denken, klein beginnen
Input van elkaar met elkaar verbinden
Duidelijk einddoel
Welke impact willen we realiseren

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Parkeergelegenheid
Beleefde betrokkenheid

Quotes Pitches gericht op Gezonde leefstijl activering:

Bert ten Oever, bewoner Europark, ambassadeur Leijhoeve:
Healthy Lifestyle is manier van leven waarbij men op alle gebied probeert gezond te leven.

Arnold van Calker, Noorderpoort:
Healthy lifestyle: Vitale duurzame gedragsverandering teweeg brengen bij de studenten MBO
Ambitie 365 dagen per jaar het gebouw en de omgeving gaan gebruiken.
"Vitaalste woon/werkpark van Nederland worden"

Hans van Tamelen, Projectleider FC Groningen:
Beweging in bewoners gebied krijgen

Mark Zijlstra, FC Groningen:
Voetbal als middel om mensen figuurlijk weer op de been te krijgen

Nanda Vinken, Alfacollege:
In beweging laten komen van medewerkers en studenten en anderen uit de omgeving.

Jeffrey Noordenveld:
Fit for Life: studenten fit en gezond laten leven
Verbinding zoeken met alle partijen in de omgeving

Kees van Bohemen, Gemeente Groningen:
Beste park van de stad worden, uitstraling en krachtig zoals Noorderplantsoen

Jessica Oudesogten, Gemeente Groningen
Hoe kunnen we verschillende inwoners uitdagen om actief te worden in de openbare ruimtes

Maaike van Zuiden, Sweco:
Samen met bewoners een inrichtingsplan maken tot en met de uitvoering aan toe.

Franske Holsteijn, Master Healthy Ageing:
Sociale aspect: hoe geven we vorm, leren we van elkaar, samenwerken

Maryna Nedospovosova, Master Business & Administration:
Desingthinking als speerpunt

Floor Bosch, Master Healthy Ageing en Noorderpoort
Mensen laten uitzoeken wat ze leuk vinden en dat men daardoor "leven lang" volhoudt.

Marco Peters, Directeur Plaza Sportivo:
Wereld gezonder maken, leidt tot vermindering zorgconsumptie

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Bijlage 2

Name	Company	Signature
J. Pronk	Menzis	x
A . Van Calker	Noorderpoort	aanwezig
F.E.L. Bosch	Noorderpoort	aanwezig
N. Vinken	Alfacollege	aanwezig
E.G. ten Oever	Hanzehogeschool/ Inhbitant Europark	aanwezig
J. Noordveld	Alfacollege	aanwezig
H. van Tamelen	FC Groningen	aanwezig
M. Peters	Plaza Sportiva	aanwezig
T. Beijleveldt	Alfacollege	aanwezig
C.H. Kubbinga	Hanzehogeschool	aanwezig
K. van Bohemen	Gemeente Groningen	aanwezig
M. van Zuiden	Sweco	aanwezig
Jessica Oude Sogtoen	Gemeente Groningen	aanwezig

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Bijlage 2

Afgelopen maandag 4 juni was Europapark het decor van de eerste editie van de Ultimate Run. Vanuit Fit for life was het idee geopperd om een parcour uit te zetten rondom de locatie van het Alfa College aan de Bouma boulevard om zowel studenten als medewerkers te laten deelnemen. Over een afstand van 5 km met periodieke obstakels testte elke deelnemer het uithoudingsvermogen en kracht. En de inspanning in termen van opbrengsten kwam ten goede aan 'het vergeten kind'. Met sponsoring op het shirt van Plaza sportiva en Fc. Groningen liepen 170 deelnemers ondermeer door het stadion. Studenten van MBO en HBO trokken samen op de in organisatie en uitvoering van de Run. Jefry Noordveld van Fit for Life gaf aan dat fit een pilot was en dat er volgend jaar tal van uitbreidingsmogelijkheden zijn. Zo is er het voornemen om meer bedrijven te betrekken bij de run en ook bewoners uit de wijk de gelegenheid te geven om deel te kunnen nemen. Er wordt dan gekeken in de richting van de Lijehoeve en de Brander en Stoker. Want een Ultimate Walk behoort ook tot de mogelijkheden. RTV Noord heeft het vastgelegd.

https://www.oogtv.nl/2018/06/klimmen-en-klauteren-rond-alfa-college/

https://m.facebook.com/story.php?story_fbid=1909094719100877&id=274998395843859

Bijlage 3
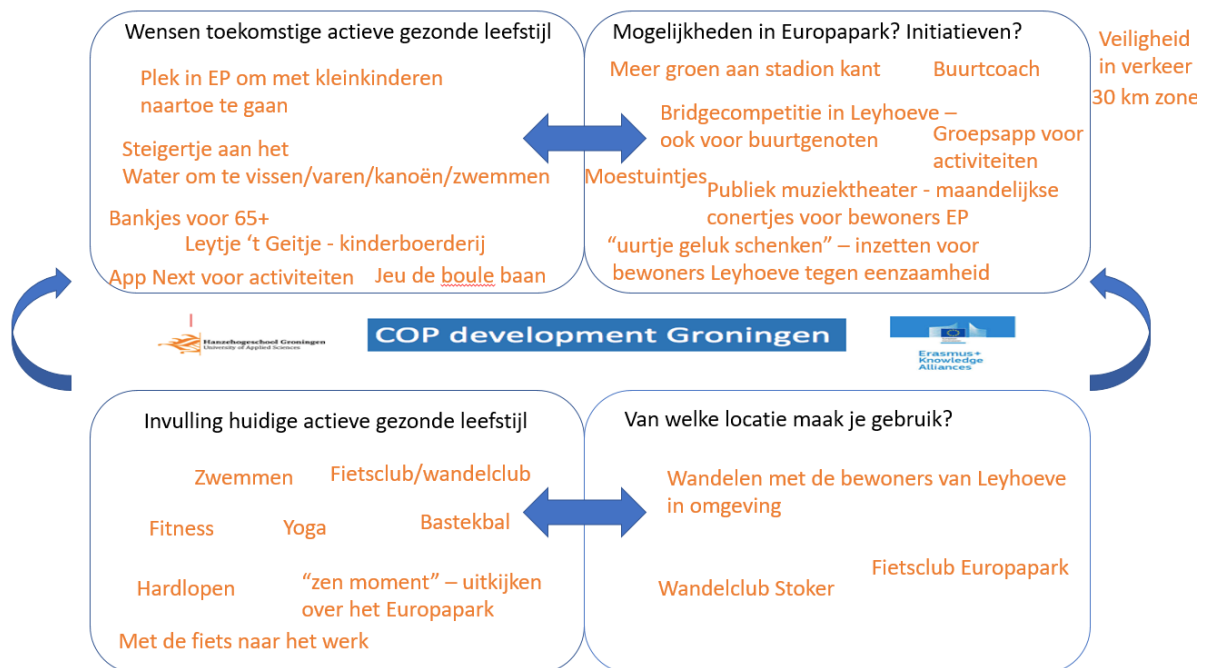
Bijlage 4

?

Bijlage 5

Rapportage minor Da Vinci in Europapark

3 t/m 7 september 2018
Hanzehogeschool Groningen

> *"Niet in de schoolbanken maar leren op plekken waar het echt gebeurd maakt het heel leerzaam en interessant. Dit motiveert mij"*

> *"Toen ik hoorde dat het normaal was om na 1 dag chaos in je hoofd te hebben, kon ik opgelucht ademhalen".*

> *"De vrijheid die ik gemist heb in mijn studie maakt dat ik heb gekozen voor deze minor"*

Maandag 3 september 2018 zijn er 48 studenten van de Hanzehogeschool gestart met de honoursminor Da Vinci. Deze studenten hebben allemaal een verschillende achtergrond. Of je nu HRM studeert, techniek, sport of bedrijfseconomie, zolang je de motivatie hebt om je te ontwikkelen tot innovatieprofessional ben je bij deze minor op de juiste plek. Je leert je creatieve vaardigheden en talenten te ontwikkelen, je werkt samen met anderen om complexe problemen op te lossen en je krijgt de vrijheid je eigen onderwijs vorm te geven.

Bedoeling en COP4HL

De opdracht die de studenten aan het begin van de week hadden gekregen, bestond uit het creëren van een healthy lifestyle samenleving in de wijk Europapark waarbij de verschillende doelgroepen al bekend waren. De ouderen, jonge gezinnen, werkenden en studenten maken deel uit van de samenleving. Het was aan de studenten de taak de verborgen vraag te achterhalen in de wijk. Waar heeft de wijk behoefte aan op het gebied van healthy lifestyle? En hoe kan dat gerealiseerd worden?

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De reden hiervoor is dat in de wijk Europapark een 'beweging' gaande is. De 'beweging' genaamd, Community of Practise 4 Healthy Lifestyle focust zich op de ontwikkeling van verschillende interventies die bijdragen aan de actieve en gezonde leefstijl van de bewoners in de wijk. Burgers, studenten, ondernemers en docenten zitten gezamenlijk in een living lab waarin deze interventies opgezet, uitgevoerd en geëvalueerd worden. Er is gekozen voor het Europapark om enerzijds aan te sluiten bij de ontwikkelingen die er op dit moment gaande zijn. Zo worden er nieuwe woonwijken, kantoren en winkels gebouwd. Anderzijds sluit het project aan bij de ambities van de gemeente Groningen.

Verloop ondernemingsweek

Het startschot werd gegeven op maandag 3 september waarbij de studenten welkom waren bij de gemeente Groningen. Hier werd de innovatie-opdracht voor deze week uitgelegd. De bedoeling was om vanuit het perspectief van de gebruiker en behoeftepeiling te doen. Vanuit die vraagsturing gingen studenten op zoek naar cross-overs aan de hand van design thinking en effectuation theory.

In deze minor leren de studenten de zogenaamde Design Thinking-methode toepassen. Kenmerkend van deze methode is doen, doen en doen. Het opdoen van (nieuwe) ervaringen wordt gebruikt om van te leren. De wereld verandert snel en daarom is het belangrijk om te leren van nieuwe problemen en ervaringen op te doen. De design thinking methode start met de fase van empathize. In deze fase zoek je empathie bij de eindgebruiker. Middels interviews probeer je de eindgebruiker te begrijpen zonder daar een oordeel aan te hangen. De volgende fase is define. Hierin verduidelijk je de context en neem je beslissingen. Hierna kom je in de ideate fase waarin ideeën worden gedeeld. In de fase die hierop volgt maak je een prototype. Je maakt het concreet en tastbaar. Tenslotte volgt de test fase waarin je het prototype gaat uitproberen. De design thinking methode is een langdurig proces en kan telkens opnieuw worden toegepast. Ook maakt de minor gebruik van de effectuation theory. Deze theorie staat eigenlijk voor het feit dat onverwachte gebeurtenissen geen bedreigingen zijn, maar juist kansen. Deze theorie is ontstaat door de Indiase Saras Sarasvathy, zij interviewde voor haar promotie een aantal ervaren ondernemers. Uit haar onderzoek rolden vijf principes: bird in the hand, affordable loss, lemonade, crazy quilt en pilot in the plane.

Op woensdag 5 september werden de eerste innovatie ideeën gepitcht bij wooncomplex de Leyhoeve. Wat werkt? En waar is behoefte aan? Dit was de insteek van deze bijeenkomst. Op deze manier kunnen de studenten feedback ophalen en verder met het uitwerken van hun innovatie.

Op vrijdag 7 september was de finale van deze intensieve ondernemingsweek. Bij Menzis werden de eind-pitches gegeven door de studenten. Hierbij waren verschillende stakeholders uit de omgeving bij aanwezig. Als afsluiting was er een borrel geregeld in de skybox van Fc Groningen. Hier werd rustig nagepraat over alle innovatieve ideeën die zijn ontstaan in deze week.

Hieronder staan de 2 prototypes kort beschreven:

1. Wij samen

Het centrale thema hierin is samenwerken. Het restaurant wat onderdeel is van de hotelschool in de wijk kampt met te weinig klanten en ouderen in wooncomplex de Leyhoeve zijn eenzaam. Er wordt een verbinding gezocht (buddy systeem) tussen de ouderen en de hotelschool zodat de ouderen daar kunnen eten en de studenten zich kunnen

Babbelbank

Een bank waar studenten, werkenden, ouderen en jonge gezinnen met elkaar verbonden kunnen worden. Mensen kunnen elkaar daar ontmoeten en een gesprek starten. Mensen voelen zich eenzaam en hebben behoefte aan gezelschap. Het park is een geschikte locatie voor de bank. Het prototype is al getest en hieruit bleek dat het concept duidelijk moet zijn voor de mensen. Senioren gaan er automatisch zitten terwijl studenten wat terughoudender zijn. Het draait om de eenvoud.
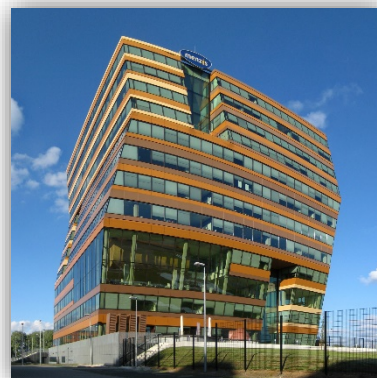
Harold Hofenk & Nikki Tjepkema

WP5
Local COP PT

COMMUNITIES OF PRACTICE FOR HEALTHY LIFESTYLE

Local Community Building report: a retrospective overview
EU Midterm reporting April 2019

Introduction

During the first year of the COP4HL project, every community of practice invested a lot of time in setting up and developing their local community of practice. During the first year you have done quite a lot of evaluation activities (e.g. needs analysis, evaluation survey April 2018, Odense data). Below, we ask you to provide answers to a number of topics. The reason we do this, is that the midterm reporting for the EU is due soon. For this, we need to bring the different (and perhaps partly overlapping) information together <u>in a structured way</u>.

Some of the questions below, you are currently addressing in the network analysis (visualisations). Some of the other questions (ones in blue) might help you doing the network analysis, comparing the results between a year ago and now, and to elaborate on your journey so far.

Where to send the data?
1. If possible, please upload the network visualisations (old and new situation) on Teamwork.com prior to the upcoming Portugal meeting. Please follow the instructions provided in the document sent earlier this month (document *CoP change agents online meeting,* discussed during a Skype meeting in March 2019).
   If you can't manage to upload the information in advance, please bring the outcomes to Portugal.

2. In addition, please answer the below questions and bring the answers to Portugal, as there will be a workshop committed to this topic.

Thank you very much in advance for your input; we really appreciate your help in this matter!

If you have any questions, please contact: p.c.beenen@pl.hanze.nl

LOCAL COP DEVELOPMENT
April 2019

Goals

- Can you describe in one sentence the shared goal (moon shot) of your COP?
  - Improve healthier life styles and well-being in teenagers community.

- Is the shared goal clear to and supported by the COP members?
  - Yes

- Have you agreed on your final shared goal? If so on what date?
  - ESSA and Physioclem, agreed on the shared goal during the submission phase of the project to the European commission. The stakeholders agreed on the same goal progressively after 6 months of the start of the project (May 2018). Also, right from the beginning, we decided that it was important to integrate the concept of wellbeing into the main objective. Well-being integrates mental health (mind) and physical health (body) resulting in more holistic approaches to disease prevention and health promotion

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Stakeholders

- Which stakeholders were actively taking part of your local COP right from the start (how many organizations, type of organizations, how many persons per organization et cetera.)
  - Physioclem
    - During the first months the stakeholders were the group of schools in Alcobaça (12 level with around 4000 students – involvement of psychologists and director) and the Local government with direct involvement of the direction board (lately less participative).
    - Attached to these stakeholders we got the connection with Local government for the region and the private enterprises "Academia do Sim" (personal development organizing workshops for community) and 'Pomar de Braços" (psychology, collaboration with workshops).
  - ESSA
    - During the first year, we consider no real stakeholders has we have been developing the needs analysis research without real engagement of stakeholders. We also used the first year to: an
      - analyse good practices referenced in the literature
      - analyse projects underway in the region
      - identify the possible partners / stakeholders
    - From this analysis, we conclude that surprisingly (in a good way), in the community of Cascais, there are already many health promotion projects (from kindergarten to the elderly population). The (many) existing projects are well organized individually but there is no common approach that makes the difference for behavior change (according to the evidence we collect).
    - We also concluded that the largest stakeholder was the Cascais City Hall - Health Promotion Division, who controls and finances the projects.
    - The next step was to understand how Cascais COP could establish a partnership and integrate the existing projects into the COP.
    - At this point we had already realized that it was essential to establish a preferential partnership with the Cascais City Hall, which is a partner in many other projects with ESSA. To build partnerships and healthy networks, we need to invest in strong relationships and this has always been one of the strategies used by ESSA. That's our strong point and we think that's the right way to respond to a complex environment, such as community change behavior.
    - But it was necessary to build a bridge with benefits for both parties. What we offer was:
    - 1. Consulting services for existing projects in the region (based on evidence of the approaches that makes the difference for behaviors change):
      - a. Training of future trainers - The importance of qualifying people to continue the project in schools, not being dependent on external training entities
      - b. Peer-led approach - young people are supported in promoting changes that increase health among peers (teaching and / or sharing

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information, values and health behaviors to peers who have similar social experiences or life experiences)
- c. Being an S + Ambassador (passing the testimony) - young people acting as "change agents" in all contexts of their life
- d. Reverse Mentoring - health education sessions for the elderly, given by young people. In young people, it produces a sense of responsibility for others, a sense of
  - ▪ caring, and heightens awareness of the importance of changing behaviors as early as possible.

- **Which stakeholders are currently active in your local COP?**
  - o Physioclem
    - ▪ At the moment we have
      - Group of schools in Alcobaça
      - Local government
      - Local government for the region
      - Private enterprise "Academia do Sim"
      - Private enterprise 'Pomar de Braços"
      - Coimbra University
      - Rural and professional development schools Cister
      - Students association from Secondary School Inês Castro
      - Regional newspaper – "Região de Cister"
      - Radio station from Secondary School Inês Castro
      - Online newspapaer "Bussola"
      - Bank "Credito Agricola"

  - o ESSA
    - ▪ At the moment we have 4 stable stakeholders:
      - Municipality of Cascais
      - Hotel School in Estoril
      - Secondary School Marquês do Pombal
      - National Scouts group

- **What was the dynamic in your group of stakeholders during the first year? (e.g., increase/decrease in number of stakeholders, planned/spontaneous et cetera.)**
  - o Physioclem
    - ▪ The dynamics has been evolving progressively the last year with more interested stakeholders in a spontaneous way.
  - o ESSA
    - ▪ After the needs analysis and clear plan of action, we initiated the contacts with the Municipality of Cascais, based on our previous relationship of projects in community. Via this relationship, we are in connection with other projects aiming to the same goals. Based on personal relationships we got the contact with the Secondary School Marquês do Pombal and the National Scouts. Based on an formal email inviting for a brainstorm about their

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project we connected with the Hotel School in Estoril who has put us in contact with the national organization that controls the quality and rights of citizens. This last connection is at the moment starting and exploring the possibilities for co-creation.

- If you want to describe more characteristics of your group of stakeholders, please do so.
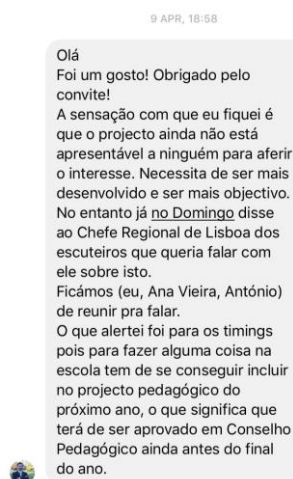
Collaboration

- How was the collaboration between the stakeholders in your COP?
  - Physioclem - The experience has been very positive. The multidisciplinary aspect of the projects is very well received by all stakeholders.
  - ESSA – collaboration between stakeholders is still our main challenge, as the dynamics and concept of the project is still too unstructured (stakeholders perspective) for a clear understanding . The concept of co-creating is still too immature at our CoP as it is not a common model of working in portuguese communities.

- Did the quality of collaboration change? If so in which direction and why?
  The collaboration changed manly between ESSA and Physioclem in a more complementary relationship. This is the result of a better understanding of the approach and context of each other, leading to more trust. Specifically for each institution:
  - Physioclem - Trust and safe environment has been growing in the last year, bringing a better team work.
  - ESSA – with the more directed stakeholder at ESSA, the relationship with the Hotel School has been increasing quality since the time that this stakeholder understood the freedom and the models of co-creation. This stakeholder is willing to collaborate in the region of Physioclem and involve other stakeholders.

- Did new forms of collaboration between partners start? Did certain stakeholders step out/quit? Please describe this briefly.
  - Physioclem - no stakeholders stepped out, however, some decreased thir level of collaboration due to human resources needs.
  - ESSA – no stakeholders stepped out, however, we are aiming for a more open form of collaboration with the Municipality of Cascais and the involvement of stakeholders more close to our end users. Also, we need to find strategies to not loose stakeholders as some consider the project too unstructured and fear uncertainty.

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It's clear on the reaction of a stakeholder present in the meeting in Portugal, when we asked how did he perceived the project. Despite being interested and having promoted it to other colleagues, he considers the project not structured enough to be presented to other stakeholders and being good in attracting.

9 APR, 18:58

Olá
Foi um gosto! Obrigado pelo convite!
A sensação com que eu fiquei é que o projecto ainda não está apresentável a ninguém para aferir o interesse. Necessita de ser mais desenvolvido e ser mais objectivo.
No entanto já no Domingo disse ao Chefe Regional de Lisboa dos escuteiros que queria falar com ele sobre isto.
Ficámos (eu, Ana Vieira, António) de reunir pra falar.
O que alertei foi para os timings pois para fazer alguma coisa na escola tem de se conseguir incluir no projeto pedagógico do próximo ano, o que significa que terá de ser aprovado em Conselho Pedagógico ainda antes do final do ano.

Process

● **What was the nature of learning and/or working together?**

The concept of co-creating is still too immature at our CoP as it is not a common model of working in portuguese communities. We are starting now to learn how to work together in a more explorative way. The positive aspect is that even with uncertainty, stakeholders remain interested, we need now to achieve ownership and engagement. For this, persistence and flexibility will be the major tools for now.

● **What was the biggest positive learning experience and/or result of working together?**

The knowledge of existing projects and the common issue of no measure of impact and difficulties in sustainability. This helped stakeholders to understand the need to do the project differently than usual, requiring co-creation and innovation on the approach.

● **What was the most difficult moment in your COP so far?**

Having the commitment of stakeholders and availability of their time, together with the difficulty to present a project that it is not structured in classic manners, in a more inviting and exploratory strategy. Availability for meetings is scarce, this was clear in the lack of stakeholders in the meeting in Estoril on the 4 and 5th April, despite formal invitations.

● **How sustainable is your COP right now? Please motivate your answer briefly.**

Currently we consider it sustainable for the phase of development. However, it is clear that very soon we need to seek for strategies for increasing the amount of end users and stakeholders and a mind-set that adopts this behaviour as part of normal. At this moment the methodology of the projects is defined and the planning done, so we are starting implementation. During this process we expect to acquire a closer relationship with stakeholder to allow more effective co-creation and snowball effect of our actions, attracting more end users and stakeholders.

● **What are the most important next steps (three steps maximum)?**
1. Implementation of the projects designed
2. Adhesion of schools organisations, parents and Increase the amount of teenagers as ambassadors

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3. Media exposition of the concept and project to become fashionable to be Geração S+

Meetings

Please provide details of the project meetings organised from the start of the project till now (partnership meetings, workshops, seminars, training events, et cetera) and the partners that attended.

Meeting Location	Date	Partners that participated	Purpose of the meeting
ESSA			
Physioclem	Nov 2017	ESSA and Physioclem	Preparation for the kick-off meeting
ESSA	Jan 2018	ESSA	Definition of the steps to take after the kick-off meeting in Groningen
Physioclem	Mar 2018	ESSA and Physioclem	Definition of the steps to take after the kick-off meeting in Groningen
ESSA/skype	Jan 2018	ESSA	Definition of the needs analysis and studies to develop before implementation of specific projects in community
ESSA/skype	May 2018	ESSA	Analysis of the results of studies and definition of projects to be implemented and which type of stakeholders collaboration was needed
ESSA/skype	Sep 2018	ESSA	Definition of the strategy to approach stakeholders
ESSA	Nov 2018	Scouts group and ESSA (Patrícia Almeida)	Exploration to the collaboration with the scouts group
ESSA	Nov 2018	CMC and ESSA (Ana Isabel Vieira, Maria da Lapa Rosado, Isabel Baleia, Elizabete Martins e Patrícia Almeida)	Exploration to the collaboration from the local government
ESHTE	Nov 2018	ESHTE (Chef Nelson Félix e Cláudia Viegas (nutricionista)) + ESSA (Isabel Baleia, Maria da Lapa Rosado e Patricia Almeida)	Exploration to the collaboration from the hotel school
ESSA/skype	Jan 2019	ESSA Isabel Baleia, Patricia Almeida	Discussion on strategy with stakeholders
ESSA/skype	Fev 2019	ESSA Ana Isabel Vieira, Maria da Lapa Rosado, Isabel Baleia, Elizabete Martins e Patrícia Almeida	Preparation of the meeting in Estoril
ESHTE	Fev 2019	ESHTE (Cláudia Viegas (nutricionista), ESSA (Isabel Baleia, Maria da Lapa Rosado)	Definition of the details of the project to implement
ESSA/skype	Fev 2019	ESSA Ana Isabel Vieira, Maria da Lapa Rosado, Isabel Baleia, Elizabete Martins e Patrícia Almeida	Preparation of the meeting in Estoril
ESSA/skype	March till April 2019	ESSA Isabel Baleia, Patrícia Almeida	Discussion with students and distribution of projects to be implemented

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ESSA	March 2019	ESSA Ana Isabel Vieira and students	Preparation of the meeting in Estoril
ESHTE	April 2019	ESHTE (Cláudia Viegas (nutricionista), ESSA (Maria da Lapa Rosado)	Photographic session 1 for the recipe book
ESHTE	April 2019	ESHTE (Cláudia Viegas (nutricionista), ESSA (Maria da Lapa Rosado)	Photographic session 2 for the recipe book
Physioclem			
ESDICA	Feb 2018	AECister, Junta de Freguesia Alcobaça e Vestiaria, Physioclem	Introduction to the project
CMA	Mar 2018	CMA, Physioclem	Introduction to the project
Sport clubs	Several dates	Cister, AACD, Ginásio Clube de Alcobaça	Introduction to the project and gathering new partners
CoPAlcobaça	Several dates	AECister, Junta Freguesia, Pomar de Braços	Strategic plan and action
Velcro	Several dates	Physioclem e ESSA	Website, image and marketing
Secondary school	Sep 2018	AECIster e Physioclem	Sensibilization for healthy life style workshop for teachers
Secondary school	Sep 2018	AECister , Pomar de Braços e Physioclem	Debate on teenagers topics and healthy life – workshop for parents
Secondary school	Dec 2018	AECister , Pomar de Braços e Physioclem	Debate on teenagers topics and healthy life – workshop for parents
Secondary school	Oct 2018	AECIster, Pomar de Braços, Physioclem	Facilitation of communication among parents, teachers and teenagers – workshop for teachers
Secondary school	Nov 2018	AECIster, Pomar de Braços, Physioclem	Facilitation of communication among parents, teachers and teenagers - – workshop for teachers
Secondary school	Oct 2018	AECIster e Physioclem	Community awarness - students
Secondary school	Several dates	Todos os parceiros, em diferentes workshops	Community intervention - students
Secondary school	Feb 2019	AECister, CMA, Physioclem	Sensibilization for positive thinking - community

COP4HL – Local Cop Cascais/ Alcobaca – Portugal - April 2019

Stakeholder and process analyses.

Goals

- Can you describe in one sentence the shared goal (moon shot) of your COP?
  - ○ Improve healthier life styles and well-being in the community

- Is the shared goal clear to and supported by the COP members?
  - ○ Yes

- Have you agreed on your final shared goal? If so on what date?
  - ○ Right from the beginning of the Cascais COP, we decided that it was important to integrate the concept of wellbeing into the main objective. Well-being integrates mental health (mind) and physical health (body) resulting in more holistic approaches to disease prevention and health promotion

Stakeholders and Collaboration

We started the Cascais COP in a very particular way, with:
- an analysis of good practices referenced in the literature
- an analysis of projects underway in the region
- an analysis of possible partners / stakeholders

From this analysis, we conclude that surprisingly (in a good way), in the community of Cascais, there are already many health promotion projects (from kindergarten to the elderly population). The (many) existing projects are well organized individually but there is no common approach that makes the difference for behavior change (according to the evidence we collect).
We also concluded that the largest stakeholder was the Cascais City Hall - Health Promotion Division, who controls and finances the projects.
The next step was to understand how Cascais COP could establish a partnership and integrate the existing projects into the COP.
At this point we had already realized that it was essential to establish a preferential partnership with the Cascais City Hall, which is a partner in many other projects with ESSA. To build partnerships and healthy networks, we need to invest in strong relationships and this has always been one of the strategies used by ESSA. That's our strong point and we think that's the right way to respond to a complex environment, such as community change behavior.
But it was necessary to build a bridge with benefits for both parties. What we offer was:

1. Consulting services for existing projects in the region (based on evidence of the approaches that makes the difference for behaviors change):

   a. Training of future trainers - The importance of qualifying people to continue the project in schools, not being dependent on external training entities
   b. Peer-led approach - young people are supported in promoting changes that increase health among peers (teaching and / or sharing information, values and health behaviors to peers who have similar social experiences or life experiences)
   c. Being an S + Ambassador (passing the testimony) - young people acting as "change agents" in all contexts of their life
   d. Reverse Mentoring - health education sessions for the elderly, given by young people. In young people, it produces a sense of responsibility for others, a sense of

caring, and heightens awareness of the importance of changing behaviors as early as possible

2. Measuring the impact of existing projects

Still we wanted to expand the network by creating new partnerships, addressing, in a first phase, the most important problems shown by the literature:
- Low levels of physical activity
- Poor eating habits
- Inadequate sleeping habits

Through personal contacts and according to the nature of the projects we wanted to develop, we established partnerships with:
- National Scout Corps
- Estoril Higher Institute for Tourism and Hotel Studies and the High School

At this moment the methodology of the projects is defined and the planning done
We intend to start the first steps during the year 2019

Process

Once we have established the objectives of the partnerships and chosen the most appropriate partners, much of the work is done. However the real work between the partners will start only now, with the implementation of the projects.

WP5
Local COP DK

COMMUNITIES OF PRACTICE FOR HEALTHY LIFESTYLE

Local Community Building report: a retrospective overview

EU Midterm reporting April 2019

Introduction

During the first year of the COP4HL project, every community of practice invested a lot of time in setting up and developing their local community of practice. During the first year you have done quite a lot of evaluation activities (e.g. needs analysis, evaluation survey April 2018, Odense data). Below, we ask you to provide answers to a number of topics. The reason we do this, is that the midterm reporting for the EU is due soon. For this, we need to bring the different (and perhaps partly overlapping) information together in a structured way.

Some of the questions below, you are currently addressing in the network analysis (visualisations). Some of the other questions (ones in blue) might help you doing the network analysis, comparing the results between a year ago and now, and to elaborate on your COP development so far.

Where to send the data?

1. If possible, please upload the network visualisations (old and new situation) on Teamwork.com prior to the upcoming Portugal meeting. Please follow the instructions provided in the document sent earlier this month (document *CoP change agents online meeting,* discussed during a Skype meeting in March 2019).
   If you can't manage to upload the information in advance, please bring the outcomes to Portugal.

2. In addition, please answer the below questions and bring the answers to Portugal (4-5 April 2019), as there will be a workshop committed to this topic.

Thank you very much in advance for your input; we really appreciate your help in this matter!

If you have any questions, please contact Johan de Jong (jo.de.jong@pl.hanze.nl)

Goals

- Can you describe in one sentence the shared goal (moon shot) of your COP?
  Making all senior people live a healthy, long live by producing proper education for students to target all senior people nomatter socioeconomic back-ground.

- Is the shared goal clear to and supported by the COP members?
  Yes.

- Have you agreed on your final shared goal? If so on what date? (Not sure if I understand this question?)
  If I cant clearly say "yes" to this, I assume this must mean no ☺ - however, we agree on the direction but don't have a specific data on which we agreed on that.

Stakeholders

- Which stakeholders were actively taking part of your local COP right from the start (how many organizations, type of organizations, how many persons per organization et cetera.)
  3 researchers from University of Southern Denmark, 2 administrative persons from Fit&Sund, 10 senior people from two of the existing Fit&Sund houses (the seniors only by interview though).

- Which stakeholders are currently active in your local COP?
  3 researchers from University of Southern Denmark, 2 administrative persons and 3 trainers from Fit&Sund, 19 students (participating in the development of a training program to be used for the fitness industry and for the municipalities).

- What was the dynamic in your group of stakeholders during the first year? (e.g., increase/decrease in number of stakeholders, planned/spontaneous et cetera.)
  In the beginning, primarily University of Southern Denmark and Fit&Sund participated in the development of our local COP. The idea at that time was to also include the municipalities. However, due to practicalities like figuring out what exactly we wanted to do woth our COP, the inclusion of municipalities has been postponed. The next step (taking place right after the summer holiday of 2019) is to involve the municipalities to take part in the local COP.

- If you want to describe more characteristics of your group of stakeholders, please do so.

Collaboration

- How was the collaboration between the stakeholders in your COP?
  The collaboration has been really good. The development of the education has been equally split between educators from the SDU and trainers from Fit&Sund. On a project management level, it has primarily been SDU taking lead on that part.

- Did the quality of collaboration change? If so in which direction and why?
  In the start-up process, much work was done by SDU, however, following some meetings between Fit&Sund and SDU having gone through the project plan and timeline, Fit&Sund took

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over on the parts in which they are specialists – training the senior people and knowledge about how to motivte them.

- Did new forms of collaboration between partners start? Did certain stakeholders step out/quit? Please describe this briefly.
  Despite the senior people being our final beneficiaries, they have only been involved as interviewees and as test personnel during our first pilot phase. Further, the students was not involved until the piloting of the educational program. Next up, as described, we have the municipalities.

Process

- What was the nature of learning and/or working together? (Not sure if I understand this question?)
  We have been meeting with each other through face to face meetings and Skypemeetings. The collaboration has been very good – primarily led by SDU at the beginning, however, as we have been progressing, Fit&Sund has become more and more an "equal" partner as well.

- What was the biggest positive learning experience and/or result of working together?
  Having the practical input combined with the theoretical knowledge – and working like a business not just for the scope of science.

- What was the most difficult moment in your COP so far?
  The most difficult moment has been expanding the COP and finding the right time for including the municipalities. Perhaps they could have added something to the project by being involved earlier on. However, on the other hand, municipalities are also busy doing all kind of stuff, and therefore, the core idea of our COP had to be identified before going to the municipalities. It will be exciting to discover, how they will respond to joining the COP at this time.

- How sustainable is your COP right now? Please motivate your answer briefly.
  It is quite sustainable. It will be included into the Fit&Sund curricular and – at least – parts of the program will be used during a course about elderly at the University of Southern Denmark. Wether it will be used in a municipal setting is probably where the sustainability question is most vague (at this time at least).

- What are the most important next steps (three steps maximum)?
  The far most important next step is expanding the community to see if this can have a life at the municipality level as well. Then, another important step is to adjust the educational material based on the evaluation of the first pilot finished by the end of April 2019.

Meetings
Please provide details of the project meetings organised from the start of the project till now (partnership meetings, workshops, seminars, training events, et cetera) and the partners that attended.

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Meeting Location	Date	Partners that participated	Purpose of the meeting
Kick off meeting Groningn	January 17-19 2018	Thomas and Danielle (SDU=	Also mark the beginning of designing our COP.
SDU internal meeting on a monthly basis (give and take)	(Not nessesarily organized in our calender, therefore the exact dates cant be stated)	SDU (Paolo, Thomas and Danielle)	Status meetings.
University of Southern Denmark, Odense	5th of March 2018	SDU and Fit&Sund	Kick-off meeting of the Danish COP – developing and sharing ideas.
Skype	11th of April 2019	SDU and Johan de jong	COP status discussions and needs analysis.
University of Southern Denmark, Odense	25th-26th of April 2018	SDu and Johan de Jong	Project status, COP development and status.
Fit&Sund Ballerup	12th of April 2018	Danielle (SDU) and Sebastian (Fit&Sund)	Experiencing the Fit&Sund house, seeing parts of their education and talking with the new project participant from Fit&Sund, Sebastian. Telling him about the COP, project etc.
Fit&Sund Esbjerg	13th of April 2018	Danielle (SDU) and senior people in Fit&Sund house Esbjerg	Interview with the senior people (our beneficiaries)
Skype	September 4th 2018	Danielle and Thomas (SDU) with Johan and Chris	Project status
University of Southern Denmark, Odense	September 7th 2018	SDU and Fit&Sund	Project status and next steps – further developing the COP.
Skype	December 10th 2018	SDU & Fit&Sund	Developing the educational idea and planning the process of the pilot and testing.
Groningen	January 22nd-23rd 2019	WP leaders in the project	Status meeting and next steps.
Skype	Janury 28th 2019	SDU & Fit&Sund	Planning the EQF 3 education
Odense	February 4th-6th 2019	Full consortium project meeting	Project status and next steps.
Skype	March 15 2019	Danielle (SDU) and Johan, Saskia and Marije.	Evaluation of the COP and the project.
SDU, Odense	March 14-16 2019	Paolo (SDU), Martin (Fit&Sund) and 19 students	The EQF 3 qualification education
Skype	April 8th 2019	Paolo and Danielle (SDU) and Sebastian (Fit&Sund)	Planning the content of the ATT pilot.
SDU, Odense	April 25th-28th 2019	Paolo (SDU) and Sebastian (Fit&Sund)	The ATT pilot.

Results from the ATT evaluation

Introduction

The following answers were given by the students taking part in the pilot of the educational program in the Danish COP in the COP4HL project.

The information was collected using an online questionnaire, and the students responded to the questions immediately after finishing their education.

The education in total contained an EQF3 course followed by the newly developed course produced as part of the COP4HL project. The aim of this new course is 1) that it is usable in a university and in the private sector as a stand-alone course; and 2) that it targets a broad group of senior people – both those who are able to pay for a program and to transport themselves around, and those who do not have these possibilities.

Responses

Question 1:

On a scale from 1-5 (1=nothing; 5=a lot): *From the content of the course, how much did you learn about managing the training of senior people?*
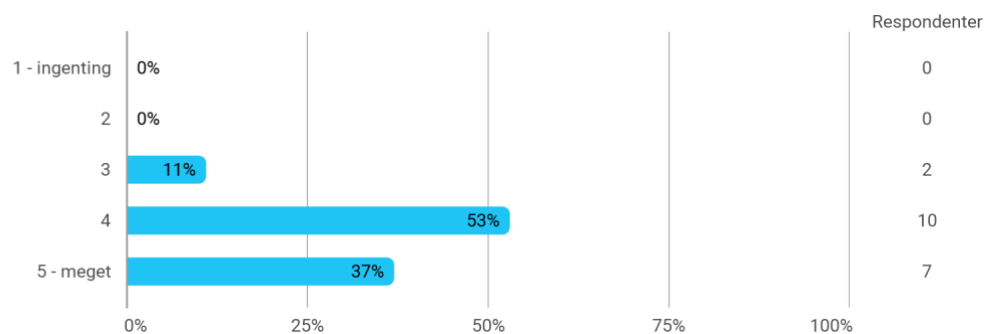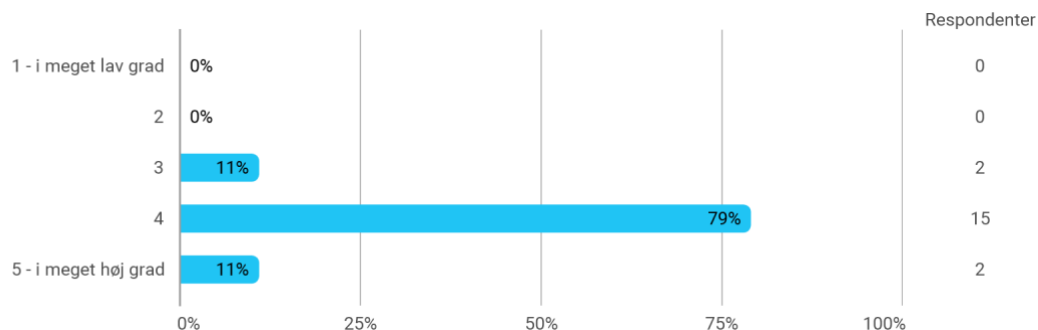

Elaboration of the answers above:
- Nice that senior people were included in the course so that the theories could be tried out in practice. They could maybe be included even more throughout the course and for a longer period of time.
- Well organized theoretical and practical sessions and nice with the focus on assessments.
- Generally an interesting course, but for some, it was very much repetition. Think about who is receiving the course in order to make the content suitable.

Question 2:
On a scale from 1-5 (1=nothing; 5=a lot): *To what extent do you experience, that the course has qualified you to work with senior people under the auspices of the fitness/association industry?*

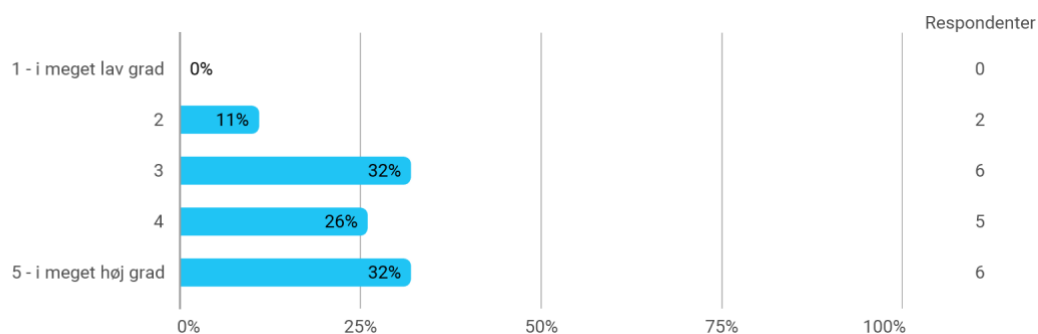| Scale	Percentage	Respondenter
1 - i meget lav grad	0%	0
2	0%	0
3	11%	2
4	79%	15
5 - i meget høj grad	11%	2

Elaboration of the answers above:
- After the course, I feel more secure in working with the senior people despite having worked with them previously on.
- More focus on training as playing with a focus on combining strength training with balance training etc. Also, more focus on what limits the different kinds if illness senior people possesses means for their training.
- Generally, it would be great with a more specific exposition of the areas of which we are focusing (fitness/association and municipality for example) that are the areas in which we are expected to work in afterwards.

Question 3:
On a scale from 1-5 (1=nothing; 5=a lot): *To what extent do you experience, that the course has qualified you to work with senior people under the auspices of municipalities?*

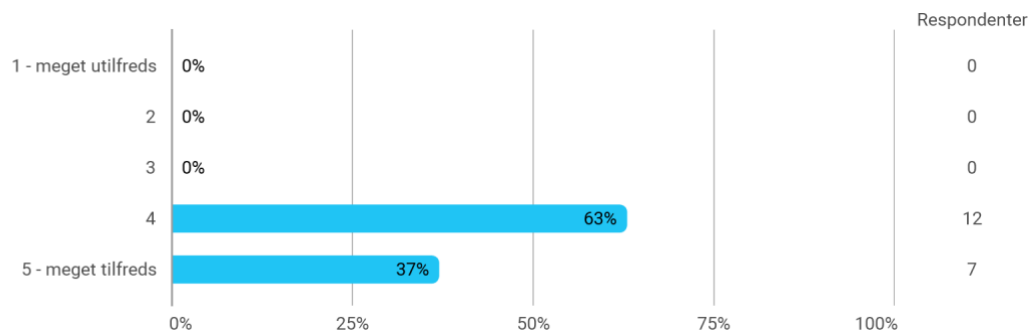| Scale	Percentage	Respondenter
1 - i meget lav grad	0%	0
2	11%	2
3	32%	6
4	26%	5
5 - i meget høj grad	32%	6

Elaboration of the answers above:
- More information on the differences between training in the fitness/association industry and training in the municipality area.

Question 4:

On a scale from 1-5 (1=nothing; 5=a lot): *How satisfied are you generally with the course?*

Scale	Percentage	Respondenter
1 - meget utilfreds	0%	0
2	0%	0
3	0%	0
4	63%	12
5 - meget tilfreds	37%	7

Elaboration of the answers above:
- Generally, there were a great combination between practical exercises and theory, however, more practical teaching and more homework would be preferred.

Question 5:

What worked well?

- The combination between practical exercises and theoretical education worked really well. Even more practical exercises could be included. The more, the better – even though practical experiences also comes when we enter the "real world".
- The scientifically grounded education supporting the recommendations on education we have received has been great.
- The use of graphs that was very easy to read and understand was really helpful. I will use them on other occasions as well.
- The knowledge we've obtained about different kinds of tests and the importance of power and physical fitness and why those aspects look as they do in senior people.

Question 6:

What has worked less well?

- More testing on our own bodies.
- The EQF3 possessed a lot of knowledge about strength training. Perhaps that part of the new educational material would be less important, whilst adding knowledge on training senior people with other disabilities (like arthritis) would be very useful in the ATT.
- More focus on the importance of doing the exercises correctly would be important to include.
- More practical exercises with course participants being used as examples for the theory we are being taught would be great. If so, it would be easier to ask relevant questions throughout the demonstration rather than saving them for later on.

- Better information on what to read and practical information, in general, would be preferred. Also, having the materials forwarded earlier on.
- There have been some overlapping between the EQF3 and the ATT courses which don't seem appropriate to a new educational form.
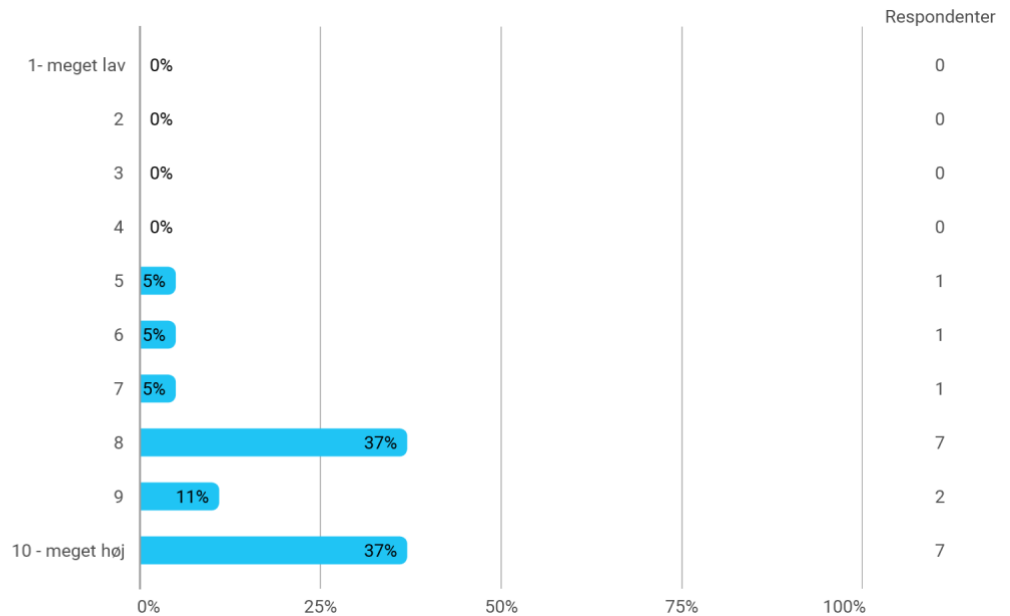
Question 7:

What are your good advice for further development of the course?

- More focus on kinesiologic, pains and problems and health psychology and pedagogy should also be more included topics – in relation to training with the senior people and in relation to producing interventions.
- In the ATT education, a less focus on training learning is needed since it has been the focus of the EQF 3. More practical focus on strength, aerobic fitness and flexibility are on the other hand needed.
- More practical exercises with the senior people and in testing the theory in general.

Question 8:

On a scale from 1-10 (1=very low; 10=very high): *How big is the probability that you will recommend the course to your fellow students?*

	Respondenter
1- meget lav	0%	0
2	0%	0
3	0%	0
4	0%	0
5	5%	1
6	5%	1
7	5%	1
8	37%	7
9	11%	2
10 - meget høj	37%	7

Question 9:

Do you have any other comments?
- More information before the course to be better informed on what happens – e.g. forward the materials earlier, are lunch included, in which room will the teaching take place, etc.
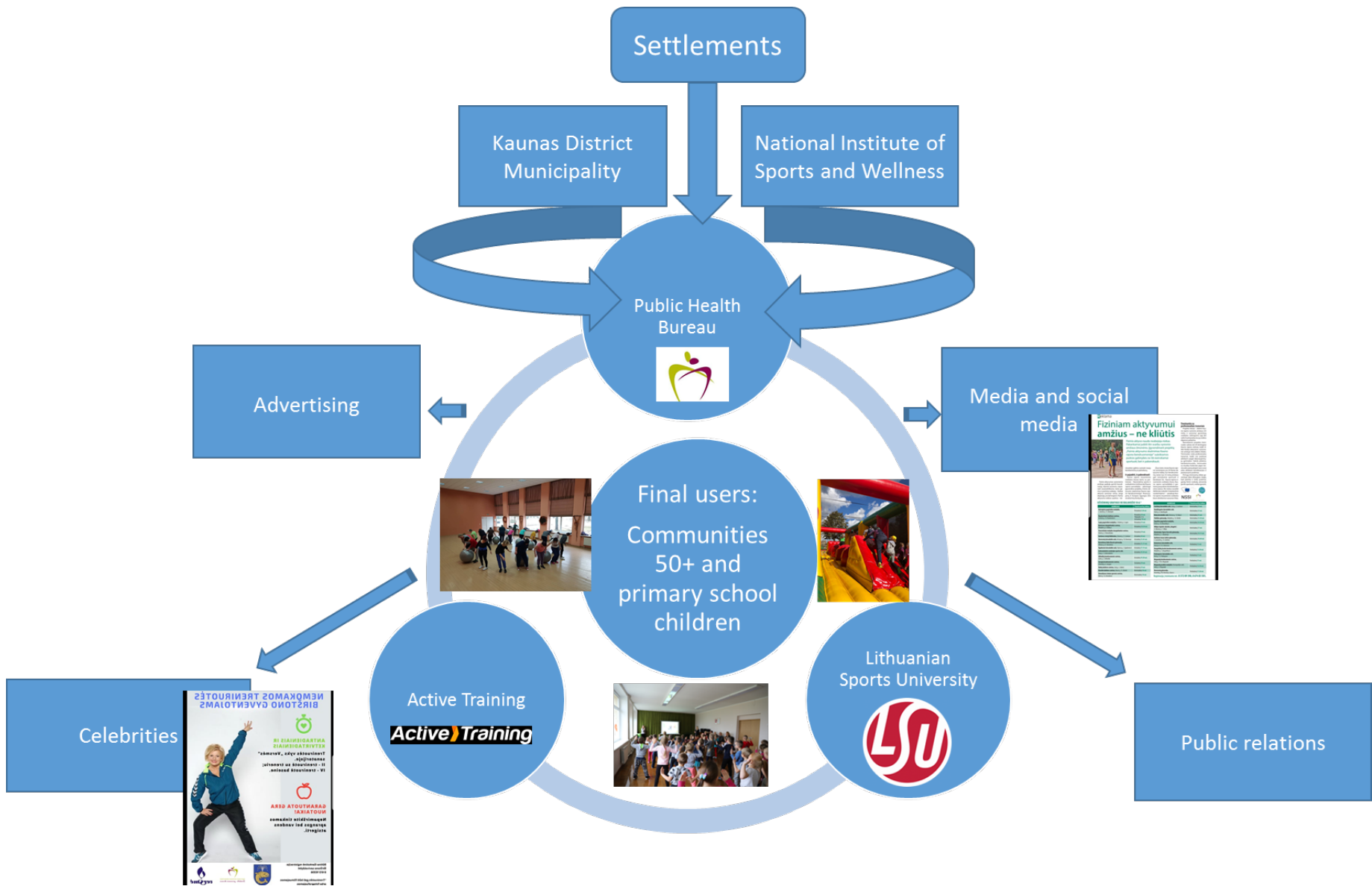- Good and motivating teachers.

WP5
Local COP LT

COMMUNITIES OF PRACTICE FOR HEALTHY LIFESTYLE

Local Community Building report: a retrospective overview

EU Midterm reporting April 2019

Introduction

During the first year of the COP4HL project, every community of practice invested a lot of time in setting up and developing their local community of practice. During the first year you have done quite a lot of evaluation activities (e.g. needs analysis, evaluation survey April 2018, Odense data). Below, we ask you to provide answers to a number of topics. The reason we do this, is that the midterm reporting for the EU is due soon. For this, we need to bring the different (and perhaps partly overlapping) information together <u>in a structured way</u>.

Some of the questions below, you are currently addressing in the network analysis (visualisations). Some of the other questions (ones in blue) might help you doing the network analysis, comparing the results between a year ago and now, and to elaborate on your journey so far.

Where to send the data?

1. If possible, please upload the network visualisations (old and new situation) on Teamwork.com prior to the upcoming Portugal meeting. Please follow the instructions provided in the document sent earlier this month (document *CoP change agents online meeting,* discussed during a Skype meeting in March 2019).
    If you can't manage to upload the information in advance, please bring the outcomes to Portugal.

2. In addition, please answer the below questions and bring the answers to Portugal, as there will be a workshop committed to this topic.

Thank you very much in advance for your input; we really appreciate your help in this matter!

If you have any questions, please contact Jacqueline Selker (j.l.j.selker@pl.hanze.nl)

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Goals

- Can you describe in one sentence the shared goal (moon shot) of your COP?
  Provide opportunity for Kaunas district community members older than 50 to exercise.
  The adjusted goal now is to double the number of people who attend training sessions 2 times/week
  Also to provide more opportunities for primary school children to be more active.
- Is the shared goal clear to and supported by the COP members?
  This goal is in line with other obligations in the project that funds these training sessions. So, COP members are responsible for this task anyway.
- Have you agreed on your final shared goal? If so on what date?
  We agreed on the goal and are in the process of achieving it. The final date is not yet decided.

Stakeholders

- Which stakeholders were actively taking part of your local COP right from the start (how many organizations, type of organizations, how many persons per organization et cetera.)

From the start:
- The Kaunas District Public Health Bureau (governmental organization)
- Active training is a training school providing VET (Vocational Education and Training) qualifications and continuing education courses (private organization)
- Lithuanian Sports University (University)

Joined in 2018:
- The association of Young Leaders of Kaunas district
- 18 communities (18 leaders), 11 schools, 1 kindergarten
- National Institute of Sports and Wellness (non-governmental organization)
- Joined in 2019
- 10 communities (10 leaders)

- Which stakeholders are currently active in your local COP?
  Each mentioned above.
- What was the dynamic in your group of stakeholders during the first year? (e.g., increase/decrease in number of stakeholders, planned/spontaneous et cetera.)
  Number of stakeholders is increasing.
- If you want to describe more characteristics of your group of stakeholders, please do so.

Collaboration

- How was the collaboration between the stakeholders in your COP?
  We communicate formally (meetings of COP main members) and informally (phone calls, emails).
  Did the quality of collaboration change? If so in which direction and why?
  Public health Bureau and LSU had good previous experience in collaboration. Initially, there were a lot of misunderstandings in COP activities and responsibilities. After a year, especially when mentor was involved collaboration become more reasonable and smooth.

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- Did new forms of collaboration between partners start? Did certain stakeholders step out/quit? Please describe this briefly.
We have meetings, exchange of ideas on the phone or social media. The stakeholders stay the same.

Process

- What was the nature of learning and/or working together?
Dissemination of experience and constructive collaboration is the main features of working together between the COP members. Each member of the COP is a professional in his own field and flexible in decision making.
- What was the biggest positive learning experience and/or result of working together?
Firstly, shared values – physical activity as one of the health-related priority.
Active training as business entity provide recommendations and suggestions in organization of activities, marketing, attracting sponsors. LSU provides scientific background and innovative programs. LSU also evaluates effect of activities. Public health Bureau has the executive function and is a main link with the final users (kindergartens, schools, communities) and other stakeholders (Municipality, neighborhoods).

- What was the most difficult moment in your COP so far?
We struggle a lot at the beginning. Then there were a lot of ambiguities how to achieve the goal, even what is a goal and tasks. Situation became much better when COP got the guidance of Jacqueline Selker joining our team.
- How sustainable is your COP right now? Please motivate your answer briefly.
At the moment we have shared responsibilities between the members of the COP and everything goes more or less fluently. More and more people are involved into activities that COP is organizing.
- What are the most important next steps (three steps maximum)?
Summer camp for Kaunas district community members
Initiative for primary school children "Me and my grandparent"

![COP4HL]

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Meetings

Please provide details of the project meetings organized from the start of the project till now (partnership meetings, workshops, seminars, training events, et cetera) and the partners that attended.

Meeting Location	Date	Partners that participated	Purpose of the meeting
Groningen	15-19 01 2018	LSU, Kaunas District Bureau, Active training	Participation in kick-off meeting, introduction about project activities
Kaunas LSU	14 05 2018	LSU, Kaunas District Bureau, Active Training	Meeting with local COP members. Overview of the work done, action plan preparation
Kaunas LSU	28 05 – 01 06 2018	LSU, Kaunas District Bureau, Active Training;	Partners meeting activities, discussion, debates, presentation of main points of local COP development.
Kaunas LSU	20 08 2018	LSU, Kaunas District Bureau, Active Training;	Meeting with local COP partners. Development of action plan (steps to build local COP)
Kaunas, Public health Bureau	15 09 2018	LSU, Kaunas District Bureau, Active Training; 28 leaders of communities	Meeting with Kaunas region communities
LSU	09 10 2018	LSU, Kaunas District Bureau, Active Training	Skype meeting with Jacqueline Selker
LSU	05 11 2019	LSU, Kaunas District Bureau, Active Training	Meeting in order to plan Jacqueline Selker visit
Kaunas LSU	12-16 11 2018	LSU, Kaunas District Bureau, Active Training, Jacquelinee Selker, primary school, kindergarten in Kaunas district.	CoP4HL-meeting
Kaunas LSU	10 01 2019	LSU, Kaunas District Bureau, Active Training, Jacquelinee Selker	Skype meeting with Jacqueline Selker. Discussion about extending COP target group
Kaunas district, Zapyškis	25 01 2019	LSU, Kaunas District Bureau, Active Training, 25 leaders of communities, ….	Non-formal COP meeting with final users on evaluation of activities provided and discussion about future plans.
Odense	4-6 02 2019	LSU, Kaunas District Bureau, Active Training,	Meeting in Odense
Kaunas LSU	March 13	LSU	Skype meeting with Jacqueline Selker
Kaunas LSU	22 03 2019	LSU, Kaunas District Bureau, Active Training,	Evaluation midterm EU report

WP5
Local COP SP

COMMUNITIES OF PRACTICE FOR HEALTHY LIFESTYLE

COP MALAGA 2018

Communication
(Internal & External)

Needs analysis

External Aid

Focusing the goal

Healthy Lifestyle

Physical Activity Promotion

Outdoor Fitness Equipment

+ Training

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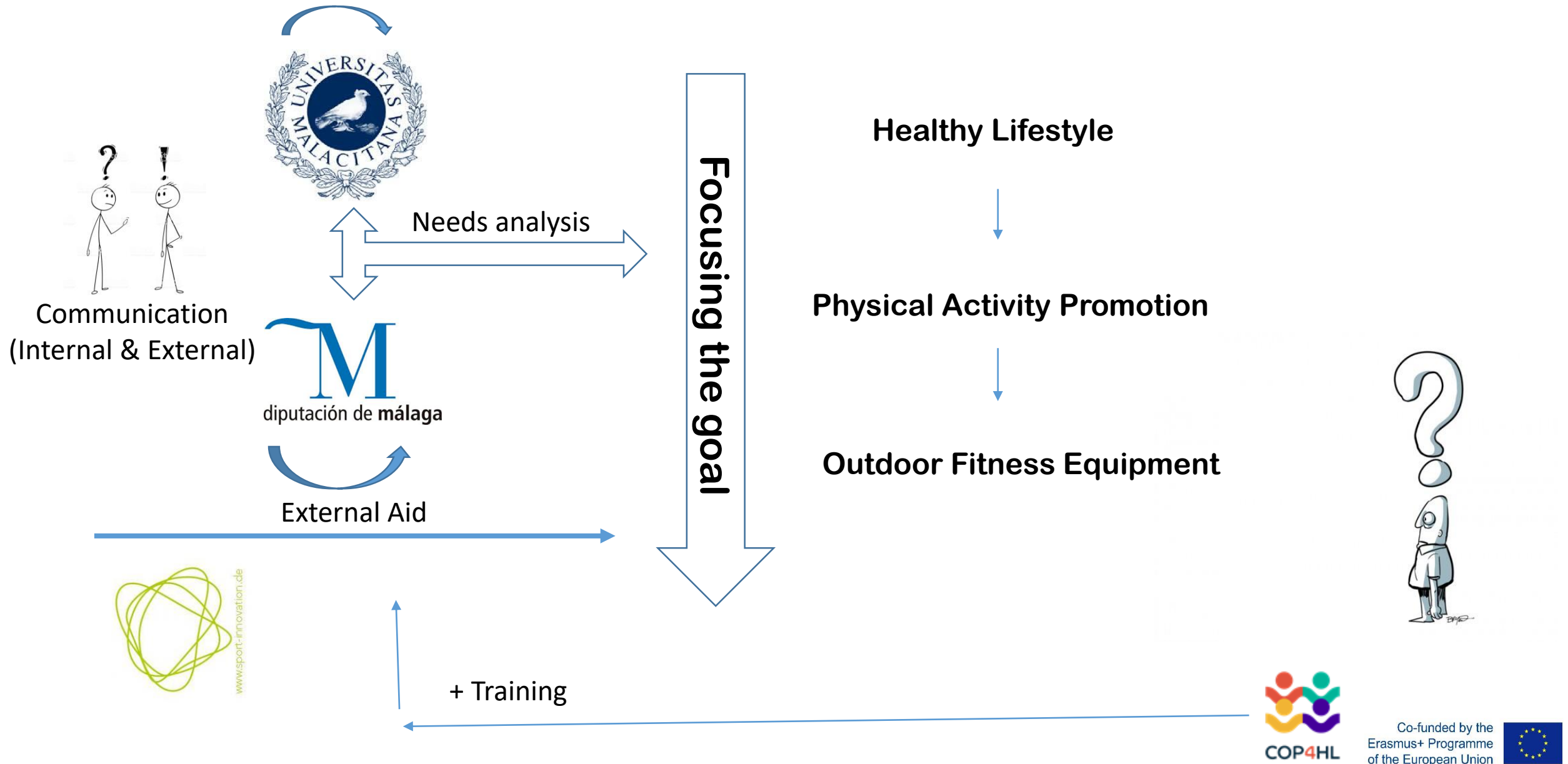
COP MALAGA 2019

Ideas

Knowledge

Network

Competition

Guidance

Share

End users

Research

Training

Coordination

Planification

Experience

Reward

COP4HL – Local Cop Malaga-Spain - April 2019

Stakeholder and process analyses.

Goals
- Can you describe in one sentence the shared goal (moon shot) of your COP?
  Encourage the practice of healthy physical activity in the outdoor fitness equipment of Malaga

- Is the shared goal clear to and supported by the COP members?
  Yes, it is clear for all of them. Moreover, all COP members share a common background: the promotion of physical activity.

- Have you agreed on your final shared goal? If so on what date?
  In the beginning, our goals were maybe too ambitious and unfocused. In June 2018, with the external aid of Matthias Guett (SPIN) and Johan de Jong (Hanze University of Applied Sciences Groningen) we were able to focus on one topic, so we could agree on our final shared goal.

Stakeholders
- Which stakeholders were actively taking part of your local COP right from the start (how many organizations, type of organizations, how many persons per organization etcetera.)?
  University of Malaga (3 persons).
  Malaga County Council (2 persons).

- Which stakeholders are currently active in your local COP?
  University of Malaga (10 persons).
  Malaga County Council (10 persons).
  Local governments - Municipalities (60 out of 100 in Malaga province).
  Enterprises: Inacua (Fitness Centre), Decathlon (Sporting goods retailer), Axaplay (Manufacturer of Outdoor fitness equipment) and Dimopark (Distributor of Outdoor Fitness Equipment).
  High Schools: IES Fernando de los Ríos (public) and MEDAC (private). Both of them include vocational training programs for sport technicians.

- What was the dynamic in your group of stakeholders during the first year? (e.g., increase/decrease in number of stakeholders, planned/spontaneous et cetera.)
  First, we invited more colleagues within initial partners (University of Malaga and Malaga County Council), so it was an internal growing. Once we had focused on our main aim, we conducted a strategic plan to achieve that aim. One of the four corners of the plan (the third strategic aim) was to expand the community of practice to incorporate other institutions or groups linked to outdoor gyms. We tried to answer this single question: Who else can help us to cope with the COP challenge?. There were three steps:
  1. Contact and invite other local public institutions.
  2. Contact and invite local private institutions.

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3. Make an inventory and contact and invite companies that manufacture o distribute machinery for outdoor gyms.

- If you want to describe more characteristics of your group of stakeholders, please do so.
  If you want more information, you can visit the web sites:
  University of Malaga. https://www.uma.es/
  Malaga County Council. http://www.malaga.es/
  Local governments – Municipalities. http://www.malaga.es/es/turismo/mapa/tpl-3/municipios
  Inacua. http://www.inacua.com/malaga/
  Decathlon. https://www.decathlon.es/es/
  Axaplay. https://axaplay.es/
  Dimopark. https://www.dimopark.com/
  IES Fernando de los Ríos. https://iesfernandodelosrios.com/
  MEDAC. https://medac.es/

Collaboration

- How was the collaboration between the stakeholders in your COP?
  One of the key points is that there are different levels of involvement. The initial partners, University of Malaga and Malaga County Council, are fully involved. The commitment of others stakeholders is more specific or occasional.

- Did the quality of collaboration change? If so in which direction and why?
  A new recruit (Anselmo) in September 2018 implied a quality improvement.

- Did new forms of collaboration between partners start? Did certain stakeholders step out/quit? Please describe this briefly.
  There have been several "starts" and "first times". We were not used to work in a cooperative way in a long-term project. It is the first time that the PE department (University of Malaga) and Sports Department (Malaga County Council) are working together in a project of these characteristics. Moreover, it is the first time that enterprises as manufacturers or distributors join a project with us in Malaga (they were very surprised and pleased at the same time). And it is the first time that university, high schools, municipalities and enterprises share a common goal and collaborate to achieve it.
  But the process has not been a bed of roses. Sometimes we knocked on the door and the door did not open or just the potential partner did not answer our request to join the project. One of the partners that was very enthusiastic of joining the COP during the first meeting has just disappeared. Even one of the stakeholders (Go-Fit, a fitness centre) step out last week. Why? Because we were asking them a higher level of involvement (the "key point": ask partners no more no less than their potential commitment)

Process

- What was the nature of learning and/or working together?

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It is not easy when you are not used to it. The coordination and the distribution of tasks is complex.

● What was the biggest positive learning experience and/or result of working together?
The trust and confidence that it comes when you know each other. That is the grounding of working together.
Be aware that you are not alone and that you share common goals with colleagues and with other stakeholders.

● What was the most difficult moment in your COP so far?
The start, without any doubt. We were lost and confused and we did not know what was expected of us. And the economic management of the project, including the paperwork involved. In the case of the University of Malaga, the department of international projects does not have the capacity to support us and the bureaucracy is exhausting.

● How sustainable is your COP right now? Please motivate your answer briefly.
The stakeholders are going to continue sharing the common background (promotion of physical activity in Malaga) when COP4HL finishes and, right now, we think that that is the engine of the project. Furthermore, and thanks to this project, contacts and trust have also been created or strengthened. We think that the collaboration may continue and that it will be extended to other projects and challenges, at least in a sporadic way.

● What are the most important next steps (three steps maximum)?
Perform a descriptive and correlational analysis of the recorded data (technician and end users surveys)
Design proposals to encourage the practice of healthy physical activity in outdoor gyms in Malaga (competition, training meeting).
Share and disseminate the evolution and results of the local project.

Meetings
Please provide details of the project meetings organised from the start of the project till now (partnership meetings, workshops, seminars, training events, et cetera) and the partners that attended.

Meeting Location	Date	Partners that participated	Purpose of the meeting
Groningen	17-19/01/2018	All partners	Kick-off meeting
Málaga (MCC)	26/01/2018	UMA, MCC	Explanation of general guidelines

Málaga (UMA)	21/03/2018	UMA	Internal coordination and steps to follow
Málaga (MCC)	09/06/2018 MCC	UMA, MCC	Review of need analysis
Málaga (MCC, UMA)	26-27/06/2018	UMA, MCC, Hanze Groningen, SPIN	Guidance meeting
Skype	28/06/2018	UMA, MCC, Hanze Groningen, Portugal, Denmark	Share needs analysis with other partners
Málaga (MCC)	4/07/2018	UMA, MCC	Set up of the strategic plan
Skype	17/10/2018	UMA, Hanze Groningen	Follow-up meeting
Málaga (MCC)	29/10/2018	UMA, MCC	Strategic plan follow-up
Málaga (Inacua)	12/12/2018	Inacua, MCC	Meeting with new partner
Málaga (Go-Fit)	13/12/2018	MCC, Go-Fit	Meeting with new partner
Skype and Malaga (UMA)	19/12/2018	UMA, MCC, Groningen	Follow-up meeting
Málaga (IES Fernando de los Ríos)	15/01/2019	MCC, IES Fernando de los Ríos	Meeting with new partner
Málaga (MEDAC)	21/01/2019	MEDAC, MCC	Meeting with new partner
Málaga (MCC)	23/01/2019	UMA, Dip, Ayto Malaga	Involvement of Malaga Municipality
Skype and Málaga (UMA)	24/01/2019	UMA, Dip, Groningen	Follow-up meeting
Málaga (UMA)	29/1/2019	UMA	Creation and distribution of work groups
Odense (Denmark)	04-06/02/2019	All partners	Partnership meeting
Málaga (MCC)	07/02/2019	MEDAC, MCC	Improve the collaboration with new partner
Málaga (MCC)	20/02/2019	Be-climb, MCC	Meeting with new partner
Skype	12/03/2019	UMA, Hanze Groningen, Te-Velde	Follow-up and training meeting
Málaga (MCC)	19/03/2019	UMA, MCC, Axaplay, Dimopark	Meeting with new partners

MCC: Malaga County Council; UMA: University of Malaga.

Note: We have included Sype meetings just when they were scheduled previously and lasted more than 30 minutes.