

Your intro to the first gate-experience

Dear SUSWELL-team member

Our journey with SUSWELL started about a year ago. It has been a dazzling but also challenging journey with online meetings, web-based capacity building activities, creative online brainstorming, local creativity in the landing workshop, virtual cafés to learn to know each other ..

Our meeting in Groningen will be the first real-life contacts but also hands-on workshops with our international SUSWELL-community.

This Blue print is a document that will guide you as a change agent for the preparation of the first GATE to share the state of art but also to get inspired by the different communities. The concept of the Blue print is part of the developmental evaluation to map the current situation but particular to draw up a 'Blue print' for the further development of the project.

The target group of the Blue print are the change agents but it can also be a tool to inform the team members in the preparation of the gate and will be shared on MS TEAMS.

On behalf of the SUSWELL-team



Photo: Filip Dejonckheere

*Narrative and a metaphor
.....along the Silk Road.....*



The first thing I found out about the Silk Road is that it does not exist. Yes, there are Karavaanserails in Istanbul and yes, there is the wish to bring spices and tea from the East to the West. But there is no 'one road' to bring this home but there are many roads over mountains, across forests and desserts, along very different canyons and valleys. Every road has it challenges and every road has its 'oases'.



I would like to use the metaphor to compare our journey. Our Project to create Communities of Practice has also different paths and different challenges to face. The companions differ in background, their rhythm and their dynamics. It is a challenge to get to know the co-travellers. It is a challenge to find the customers for our products. And we can work only when we get to know these fellow-travellers and customers.



Under the sky we were dreaming about the moon and how to get there. During the journey we collected a lot of luggage. We met tools and instruments that are valuable to take in our luggage and to bring home. We got inspired by messages from other caravans or got surprised that we found easy solutions they did not see. Along the campfire, we got to know new people and teams.



Photo: Filip Dejonckheere

After one year we move to the first gate. It is an open gate where behind there are new roads and challenges. It is not a closed gate. We are welcome and we want to meet other people and listen to their stories, laugh about missed roads and learn about interesting findings. We all go through the same gate. Behind this gate we will make our next plans and design the way we want to follow. We call it a Blue print: a map of the road we want to follow.

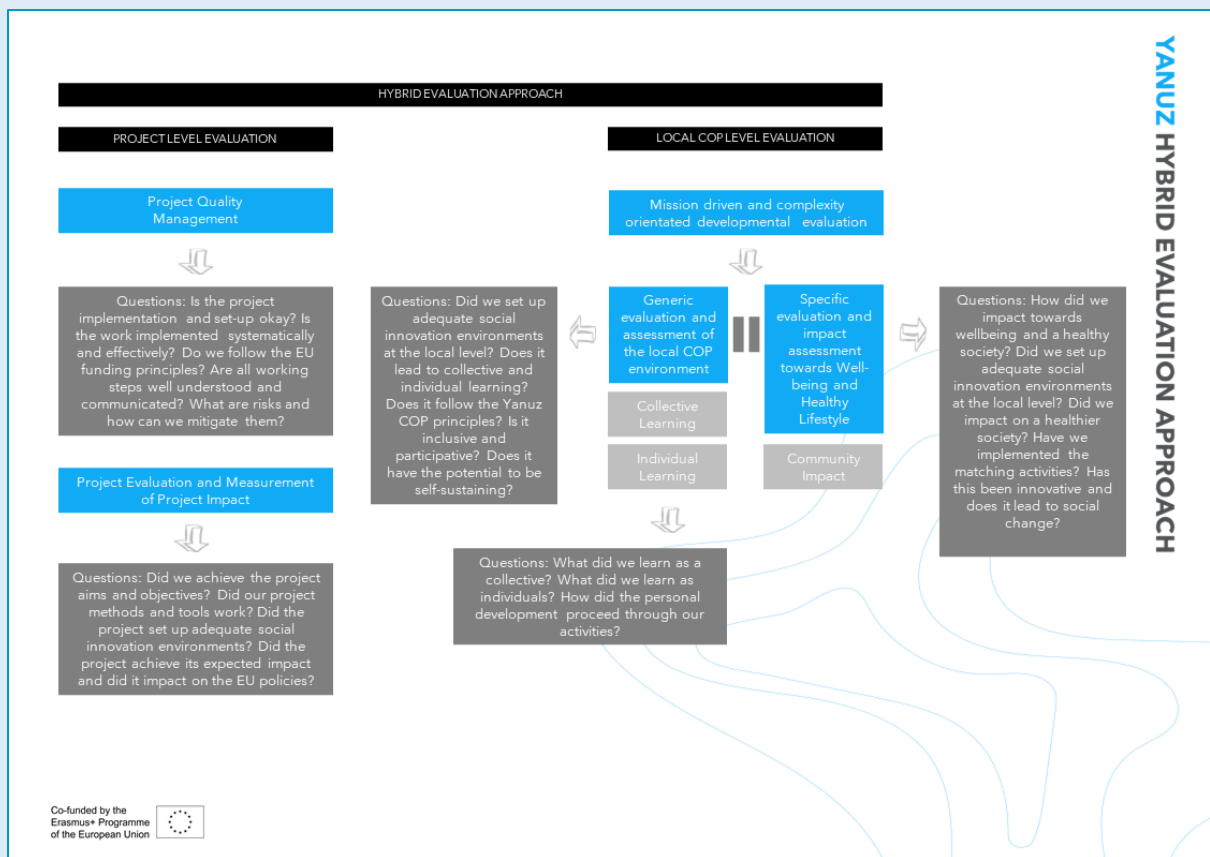
Hybrid Evaluation approach

.... from a project approach to a ‘community of practice approach’

The ultimate goal of SUSWELL is to have impact towards improving and sustaining health and well-being in the five local communities in Kosovo and Russia.

The hybrid evaluation approach is part of the quality management process. It wants to combine the perspectives between a project level evaluation and the local community level (CoP) based on the social innovation process. It separates the project level evaluation from the developmental evaluation of the results at COP level.

The goal of this blueprint as a guideline is to focus on developmental process and to ‘map’ the process and some important stepstones.



Project level evaluation focuses on the results of the EU project and the project quality management which is based on EU project principles. It incorporates outcomes that can be defined from the beginning with a clear description and has clear outcomes. It brings questions on the implementation and monitoring of the project plan. But also questions related to how adequate we developed project methods and tools. Question on the measurement of the project impact. How did we worked adequate in this social innovation and how much impact we have locally and on EU policy.

The responsibility for this quality assurance is part of the project management team but also of an external evaluator and expert.

The developmental level focuses on the ‘social innovation’ nature of the long-term aim of the local Communities of Practice (COPs). In this it is important to consider and validate complexity and the long-term character of these mission orientations.

The evaluation plan is based on two different perspectives:

The first is the generic evaluation and assessment: what impact do we have with the mission statement to the local community? It raises questions about how we set up an adequate social environment? How do we learn individual and as a team? Are we inclusive and participative with our users? How do we think to make this sustainable? Etc.

The second perspective is the social innovation process that builds up or at least contributes to the envisioned health transition, with all its activities and results.

Consequently, in the following, we mostly describe the social innovation-based evaluation plans and instruments to support the activities that are undertaken in each of the local COP. This local COP level developmental evaluation will be undertaken during the project time but also beyond. Because the nature of the local COP is to be self-sustained after the EU funding period. At the end of the EU project funding period, however, each local COP delivers a case study report. This then provides a transferable (selection of) the lessons learned in each of the local COPs during the three years of the SUSWELL project.

Two tools:

During this process of managing the quality assurance, two documents will be developed. Both document are ‘living documents’ that will bring insights and gained knowledge of the project process together.

A **Handbook** with describe all insights and expertise on the quality assurance of the developmental process. This document include also the tools and instruments that are developed for the capacity building of communities.

The **Blue print** wants to guide you as a team and the change agents through an evaluation of the social-based evaluation plans and the instruments and to support activities that are undertaking in each of the local COP.



Multi-layer learning: goals has been set on three levels

SUSWELL has a three year timeline with a mission statement and goals to implement the social innovation project.

The mission statement is an ambitious goal that combines describing and illustrating future dreams with societal necessities.



SUSWELL project goals:

The SUSWELL project is built on this mission statement that guides us to improve social innovation process in our different communities.

The project design is written in terms of terms of output, outcomes and impact but also from a developmental perspective.

The local CoP developments are embedded within the SUSWELL project activities and the overall project framework.



CoP goals:

As a local CoP you developed your own moonshot and your goals setting.

This local mission statement is your own plan how to develop the local community in a very specific developmental context.

The blue print supports the local CoP to apply this moonshot.



Individual learning path - Personal goals

During this process, we all learn a lot as professionals and as team members.

In this collaborative work, we work also towards more personal competences as a self-regulated and self-directed professional.

During our meeting in Groningen, we will incorporate this personal goal setting as an underpinning individual learning path.

Itinerary

... the path we followed

During the first year of the project, the focus was the foundation of the project based on the development of tools and instruments. Capacity building activities underpinned this process.

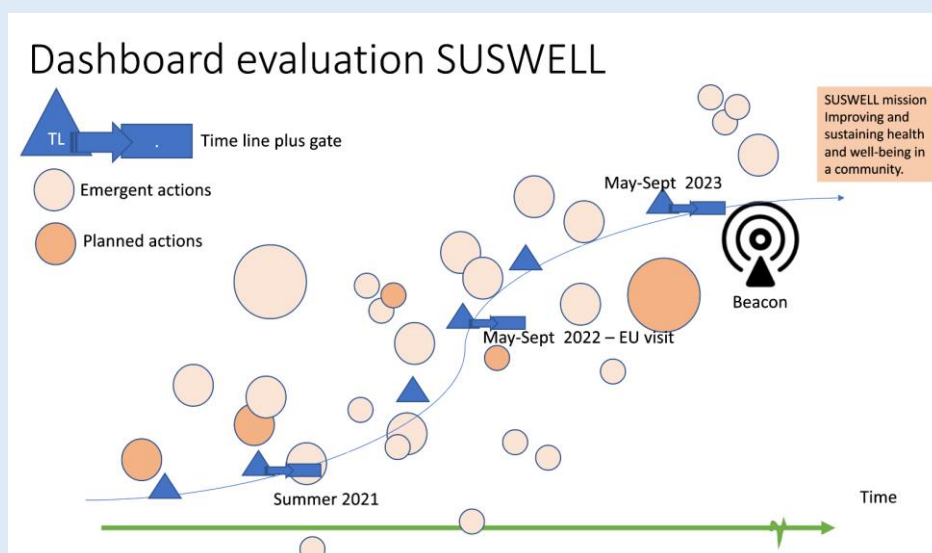
You made different steps in this process (tools or instruments).

- Mission state development
- Developing Process perspective implementation (change agents, mentoring, landing workshop, gate)
- Key performance indicators Identification
- How to develop a timeline?
- Landing workshop: State of the art

5 Capacity building activities for change agents have been underpinning this process

- State of Art in the CoP
- Case study methodology: the case methodology is used to generate a multi-faceted understanding of a complex issue in its real-life context. The goal of this cases are to make the learning during this project available for education and practice.
- Developing an evaluation methodology
- Development of the Guiding principles: central values
 - Guiding principle 1: Stakeholder involvement
 - Guiding principle 2: Collaborative practice and collective ownership
 - Guiding principle 3: Continuous learning and business modelling
- Interprofessional work
- Stakeholder involvement

The SUSWELL project is a developmental process of three years with the gates as collective moments of reflection and wrapping up the learnings but also to make the plans (blue print) for the future.





Time line YEAR 1:

Phase 1: February 2021 till April 2021

- Introducing developmental evaluation
- Setting up an evaluation framework
- Doing timeline evaluation
- Design of local COP evaluation plans
- Introduction of case study methodology

Phase 2: April 2021 till September 2021

- Introduction to the method of guiding principles
- Development of local COP guiding principles
- Preparation of first Learning Gate



SUSWELL talks: common understanding of vocabulary, terminology and key concepts

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| Mission statement | This is the long-term goal towards the health transition in the local community |
| Moonshot | This is the main goal that is clear for all project participants and is a 'source' for further orientation |
| Social innovation process | Envisions the health transition with all activities and results |
| Change agents | The implementation of local COP is supported by change agents or change agencies. These are one or more people who facilitate and take different roles during the set-up and running of communities of practice. They support the local COP in a way that these promote mutual learning and the development of social innovation in order to enable social change. The change agent ensures that the learning and innovative practices developed are bridged towards (higher) education so that the local COP becomes an instrument for education to anticipate contemporary challenges and gives a structure for lifelong learning. (|
| Makersspace | The goal of a makerspace is to create a specific environment for cocreation and collaborative learning. The Makerspace encourages to learn together and gain practical hands-on experience with new technologies and innovative processes to design and build projects and innovative solutions for the local communities |
| Mentor | Each HEI who act as local COP facilitator will have a mentor who will at least once visit the COP on-the spot. The role of the mentor is to monitor, coach and reflect on the ongoing process and action plan. In between the face-to-face meetings, the SUSWELL Communication and Collaboration Platform will be exploited for additional virtual meetings. |
| Developmental evaluation | Developmental evaluation informs and supports innovative and adaptive development in complex dynamic environments |
| Critical friends | These are external guests to the process to give feedback on the ongoing process. Critical friends can be users or experts of the different fields of the CoP. |
| End-criteria of indicators: points of reference | These are concrete targets within a challenge that act as frames and stimuli for contextualised innovation (Mazzucato, 2019) |
| Guiding principles | During the process every CoP is developing his own 'guiding principles' such as stakeholder involvement, collaborative practice and collective ownership, continuous learning and business model |

‘Gate’ as a stepstone on this journey

We use the metaphor of a gate to symbolize how all communities (CoP) had a different journey and followed a different path. Going through the same gate, we all pass a moment of sharing good practices and reflection before we continue our journey within the local CoP’s.

Blue print as a guideline



This blue print is a ‘living document’ guiding you through the first gate. Based on these experiences a guideline for gate 2 & 3 will be developed.

Three gates during the process

The gate is planned as a result of the work of the CoP during every year of the project. During the SUSWELL project, three gates are planned according to the three main phases of the project. The three gates are a tool to monitor the ongoing process. The main goal are reflections and re-sourcing of the mission statement.

Gate 1: Learning Gate

Gate 2: Prototyping of the CoP

Gate 3: Sustainability and transfer into practice

Gate Preparation

The gate is a formal key moment during the process where reflection of the state of art and the start of a new process of re-defining the mission meet at the same time.

During this gate reflection the local CoP presents the results of the timeline towards the fellow CoP’s in the consortium. It is the start of a dialogue based on the experience of the different CoP’s. The local CoP can ask specific feedback of fellow CoP on the developmental process, the challenges, the pitfalls and the opportunities in the strategy.

The gate is also a moment to bring **different goals (cf. multi-layer) and learning lines** together. During the process on the development of the Community, we focus not only on project goals and the local CoP-team-goals but also on Individual growth and personal developmental goals. (cf. Individual contribution and development)

Critical friends:

At the same time, during gate 2 and 3, invited ‘critical friends’ can reflect from an outsider perspective. They can, based on their own experiences and the project aims, give critical questions aiming to clarify the goals, the strategy and give feedback on the ongoing process. Critical friends are external guest and can be ‘users’ or ‘experts’ of the different fields of the communities.

These reflections and dialogues during the gate are input for the further innovation process of the local CoP and will feed into the Developmental Evaluation Meeting.

Preparing for the GATE 1 – state of art and reflections



As the gate is a **state of art on the ongoing process**, all steps of the actions during this first phase are incorporated. This includes the results of the capacity building activities such as the design of the CoP evaluation framework and the development of the CoP guiding principles.

The gate is the foundation towards the Developmental Evaluation Meeting within the local CoP. The aim of the gate is to reflect and to create a Blueprint for the next steps in the process

Transversal workshops: Goals is to have ‘time’ to discuss the key components of the developmental process and to learn from each other. Within the programme in Groningen, there are 5 time slots’ related for these workshops: Kick-off workshop and 4 transversal workshops to inspire each other.

Kick-off workshop: Micro workshops from every CoP

The goal of the first workshop is to present the state of art of all communities. It is the kick-off for further reflection and elaborating workshops transversal between the different CoPs.

Every CoP can make choices to select what is relevant to include.

The **format** is a micro workshop. It can be creative and explorative, dynamic and interactive. So powerpoint is not an option but rather living theatre, exhibition, role-play, ... The message is: surprise and be different.

It is also the warming-up or the ‘unfreezing’ of the further training.

Timeslot: 30 minutes per presentation or 20 minutes presentation + 10 minutes Q&A

Inspiration workshop 1: End-users

The strength of a local CoP is based on the transversal connection between professionals and end-users. During the gate we reflect on the involvement of the end-user.

- Did we 'map' the end-users in a good way?
- Do we have a broad representation of the end-users
- How do we explore the needs of the end-users
- What did we learn from desk-research on our approach with the end-users
- How do we empathize with the end-users?

Inspiration workshop 2: Moonshot

The moonshot is the inspiration and a clear goal for all project participants and is a 'source' for further orientation.

- Did we set up adequate social innovation environment at the local level to make the moonshot possible?
- How far are we in reaching the mission statement and how does it the envisioned future take form given the contemporary situation? Does it need change?
- Could we start to put the mission on the agenda of all participants
- Did we reach the different levels: micro/meso/macro

Inspiration workshop 3: Personal growth

- What are our personal ambitions
- How did the project had an impact on personal learning and insights
- How did we personal grow during the first journey?
- What personal goals do we have for the further development of the project

Inspiration workshop 4: Inspiration for the Makerspace

- Intro on the makers space
- Inspiration for each other
- What is innovative and lead to social change?

The workshops make the link to make the Blue print for the development on the **Continuous Professional Development courses (CPD)**

- What is needed in the Community of Practice to work best in our (intended) activities towards the mission statement? What are necessary (learning) activities?
- Do we know what are the possible matching activities?
- Do we know the real needs of the community?
- What tools can we use?
- What is innovative and lead to social change?



Debriefing of GATE 1

After the meeting of GATE 1, a debriefing is needed to the local community.

Part 1: Reflections, results and conclusions;

Part 2: Making plans for the next phase (Blue print)