



MOVE Handbook

A tool for promoting physical activity in socially disadvantaged groups

move



COLOPHON

TITLE: MOVE Handbook

A tool for promoting physical activity in socially disadvantaged groups

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The co-ordination of the MOVE project was carried out by the International Sport and Culture Association (ISCA), Vester Voldgade 100, 2nd floor, DK-1552 Copenhagen V, Denmark, www.isca-web.org

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Moving ideas – **MOVING PEOPLE**

MOGENS KIRKEBY
PRESIDENT OF INTERNATIONAL SPORT AND CULTURE ASSOCIATION, DENMARK



The science is clear: physical activity is important for health and for physical and mental well-being. Keeping this in mind, we believe that everybody has the right to access physical

activity and to enjoy the personal benefits of a physically active lifestyle. But studies also show that socially disadvantaged groups face barriers preventing them from taking up physical activity and realising these benefits.

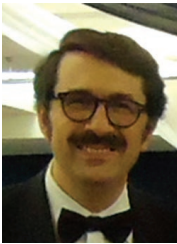
Across Europe there are many initiatives which assist citizens to keep active and encourage them to integrate physical activity into their everyday lives. Every single one of these initiatives is of great importance for the citizens who are directly involved. This is good! However, we believe that more people could benefit from these good practices. Activities which have proven to inspire, motivate and improve quality of life for citizens in one European community are most likely to work in other communities as well.

The European Union is founded on the values of respect for human dignity, freedom, democracy, equality and one of the principle ideas of the European Union is to promote the well-being of its peoples. However, it is well documented that participation in physical activity is strongly linked to socioeconomic factors such as income, education, employment and ethnicity. Socially disadvantaged groups tend to engage less in physical activity and are less healthy. This is neither fair, nor in line with the values and principles of the European Union.

With the MOVE project it has been our aim to enable the founding values of human dignity, equality and the well-being of the citizens to be put into action. I would like to thank all partners of the MOVE project and all who are committed to Moving ideas, Moving people and supporting the wellbeing of citizens. You are bringing the founding values of the European Union into action.

It is time to **MOVE**

GIOVANNI CAPELLI
FULL PROFESSOR, UNIVERSITY OF CASSINO AND SOUTHERN LAZIO,
DEPARTMENT OF HUMAN SCIENCES, SOCIETY AND HEALTH, ITALY



Collecting good practices for the MOVE project has been a journey:

A journey touching many countries, regions, cities and towns in Europe, as well as other continents.

A journey through the many different forms and faces of social disadvantage.

A journey seeking the factors that drive success in promoting health-enhancing physical activities to disadvantaged people.

Socially disadvantaged people are generally the less healthy people in their countries, towns or neighbourhoods, often due to their

reduced accessibility to information about healthy lifestyle and opportunities.

The partners of the MOVE project want to use their journey to inspire you, the reader of this handbook and the related web resources, to set up new successful practices in public health promotion through physical activity and sport.

Use this handbook to your advantage and start imagining what you can do in your nearest socially disadvantaged neighbourhood, involving the community and the best partners you can find out there.

It is time to MOVE...

Why this **HANDBOOK?**

Physical activity has proven to be one of the single most important determinants of a healthy life. According to the WHO, in Europe alone, one million deaths per year can be attributed to insufficient physical activity, and in many countries it is now considered one of the major risk factors for premature death (WHO Regional office for Europe, 2011).

But numerous studies also show that physical activity levels tend to be low in socially disadvantaged groups (hereafter SDG) and that promoting physical activity in such groups can be difficult. Lack of role models, disposable income, free time, accessible facilities, cultural norms and lack of awareness of how, where and why to engage in physical activity all constitute barriers for taking up physical activity.

In order to tackle these and other barriers to the uptake of physical activity among SDG and close the current gap of inequalities in physical activity levels, a variety of strate-

gies and interventions is called for. On the one hand, top-down policy work by health and other public agencies should work to remove potential barriers by taking into account contextual dimension for physical activity. On the other hand, there is also a strong need for on-the-ground programmes which focus on SDG (WHO Regional office for Europe, 2013). This can be done either through separate interventions specifically made for these groups or by opening up already-existing activities and offers to them. Regardless of the approach adopted, it is essential that the wishes and special needs of SDG are taken into account. Engaging SDG in physical activity is an area in need of attention and with a lot of potential for change, as the benefits of engaging SDG in physical activity are likely to be greater than those for other groups. So physical activity promotion in SDG should be placed high on the political agenda.



DEFINITION OF SOCIALLY DISADVANTAGED GROUPS (SDG)

Social disadvantage relates to **socio-economic aspects** such as income, employment, education and socio-economic status; to **socio-cultural aspects** such as gender, ethnicity, religion, culture, migrant status and social capital; **socio-geographical aspects** such as living in a deprived neighbourhood; and to age. SDG may actually be affected by more than one of these dimensions (WHO Regional office for Europe, 2011).

This handbook is written with project managers from sports organisations and other stakeholders who focus on sport and physical activity in mind, as they can play an important role in closing the gap. The first step is to embrace the idea that physical activity promotion in SDG is everybody's business, including yours. The next step is to consider how your organisation can become more inclusive and reach participants from a wider demographic by giving special attention to SDG. It is our sincere hope that this handbook will be a source of inspiration, learning and practical guidance for you and enable you to create positive impacts in the lives of SDG.

The handbook is structured in three main parts:

- A short description of the MOVE project and the MOVE good practice collection
- The MOVE guiding principles, illustrated with selected case studies
- A quantitative summary of the practices collected in the MOVE good practice collection

THE MOVE

project

This handbook is one of the important results of the efforts and activities undertaken in the MOVE project. The overall objective of the MOVE project was to strengthen organisations' capacities to design and carry out health-enhancing physical activity initiatives that target SDG while taking into account their particular needs and life situation. The MOVE project in particular focused on youth, ethnic minorities, immigrants, girls and women who experienced social disadvantage. The overall objective of the project was pursued by the Associated and Collaborating Partners of the project through three main lines of activity:

A) COLLECTING GOOD PRACTICES

A call for good practices in physical activity promotion in SDG was issued through the networks of the Associated Partners in Europe and elsewhere. The collected practices were reviewed and qualified, focusing on identifying good practice elements and learning points and served as the basis for the formulation of the present MOVE handbook and guidelines. University of Cassino and Southern Lazio was in charge of this work.

B) IMPLEMENTING PILOT PROJECTS

Inspired by the MOVE good practice collection, 15 pilot projects focusing on diverse target groups were implemented by the MOVE Collaborating Partners in 13 European countries. Each project identified an aspect of good practice to focus on during its implementation. The options included networking and building relationships for sharing knowledge and experiences and for learning from each other with a common goal in mind, sustainability defined in broad terms as improving the prospects for project continuation, and quality management which aimed at optimizing systems, processes and procedures to allow for continuous quality improvement. During the implementation phase, the Collaborating Partners established working relationships and exchanged their experiences, challenges and successes through an online forum. The University of Erlangen-Nuremberg was responsible for coordinating the pilot projects.

C) MOBILISING CROSS-CUTTING PARTNERSHIPS

Given the fact that social disadvantage is often multi-layered, consisting of several dimensions of social disadvantage, such as



socio-economic, socio-cultural and socio-geographical aspects, there is a strong need for cross-sector and multifaceted interventions. The MOVE partners therefore devoted a lot of effort to mobilising new cross-cutting partnerships and networks with organisations working with physical activity for SDG at local, national and European/international levels. Mobilisation of these partnerships was a joint effort by all the Associated and Collaborating Partners of the MOVE project.

The evaluation of the results and outcomes of these main activity lines was carried out by Johann Wolfgang Goethe University.

MOVE ASSOCIATED PARTNERS:

- 
International Sport and Culture Association – ISCA
- 
Johann Wolfgang Goethe University
- 
University of Erlangen-Nuremberg
- 
University of Cassino and Southern Lazio
- 
Confédération Européenne Sport et Santé – CESS
- 
European Health and Fitness Association – EHFA
- 
The Royal Danish Academy of Fine Arts, the Schools of Architecture, Design and Conservation
- 
Streetfootballworld - SFW

MOVE COLLABORATING PARTNERS:

- 
German Gymnastics Federation – DTB, Germany
- 
Italian Sport for All Association – UISP, Italy



Oltalom Sports Association – OSA, Hungary



Latvian Trade Sport Association – LTSA, Latvia



Lithuanian Culture and Sports Association – NEMUNAS, Lithuania



The Netherlands Institute for Sports and Physical Activity – NISB, the Netherlands



Sports Union of Slovenia – SUS, Slovenia



Street League, United Kingdom



South Lanarkshire Leisure and Culture – SLLC, United Kingdom



Associação CAIS, Portugal



DGI, Denmark



Community Games, Ireland



Union Barcelona of Association of Sport, Spain



StreetGames, United Kingdom



Romanian Sport for All Federation, Romania

PROJECT FACTS:

Project period: 1 March 2011 – 28 February 2014

Budget: 1.129.251 EUR

Co-funded by: European Commission's Agency for Health and Consumers

Agreement number: 2010 12 06

The MOVE collection OF GOOD PRACTICES

From October 2011 to June 2012 an extensive collection to gather experiences from organisations implementing initiatives for SDG, was launched. The launch was done via several channels: the MOVE web platform (www.wemoveyou.eu); direct emails to members, partners, stakeholders and network contacts of the Associated Partners in the MOVE project; direct contact with European physical activity and sport networks; websites as well as electronic newsletters.

Prior to the launch of the MOVE collection of good practices, the MOVE Associated Partners had worked on defining a framework of analysis which would be evidence-based, take into account the scope of the project and offer a common framework for reviewing the collected practices. Based on an in-depth literature review carried out by the University of Cassino and Southern Lazio, a framework for analysing the practices collected was developed by the same university in close collaboration with the

International Sport and Culture Association (ISCA) and the University of Erlangen-Nuremberg. In this process all Associated Partners of the project were also offered the opportunity to give their input to the framework.

Alongside these activities, a group of reviewers was established, also under the coordination of the University of Cassino and Southern Lazio. It comprised prominent researchers, experts and practitioners willing to offer their support in the analysis and assessment of practices collected.

The collection resulted in a total of 162 practices submitted of which 146 were found eligible for further analysis. Each of the practices was analysed by the reviewers in a double-blind review process¹ using the framework and criteria developed and was assessed according to an evaluation scale of up to 60 points. Using a minimum score of 30 points (50% of the maximum points available) as the cut-off point, 109

¹This means that the reviewers – two for each of the assessed practices – did not know the name of the project and organisation they evaluated. The purpose of this was to avoid biases while at the same time maintaining credibility and objectivity throughout the evaluation process.



practices were considered as highly relevant and included in the MOVE good practice collection. These practices are all accessible on the MOVE web platform (www.wemoveyou.eu)

and are also summarised in the quantitative summary of the practices collected at the end of this handbook.

FOR MORE INFORMATION:

Readers who want to know more about the methodology adopted for the data collection and the review process, the literature review and the procedure of analysing the practices collected are kindly invited to access the following additional resources:

- Assessment protocol
- Assessment tool
- Literature review

These resources are all available on the MOVE web platform at www.wemoveyou.eu



Defining good **PRACTICE**

The concept of good practice is widely recognised across many fields. However, it has also been acknowledged that attempting to arrive at a general definition of ‘good practice’ is difficult.

Rather than aiming for a general definition of good practice, the fields of education, health-care and project management, among others, have taken a different approach. Instead they have identified key criteria that must be fulfilled by a successful practice. In light of this, the MOVE partners applied a broad working definition of good practice:

Based on the above working definition, key elements in this definition – evidence of success, sustainability, structural quality, process quality and outcome quality – were then used to develop the MOVE questionnaire and the reviewing framework for assessing the submitted practices.

WORKING DEFINITION OF GOOD PRACTICE APPLIED IN THE MOVE PROJECT:

An initiative in a specific area that has had a significant, sustainable impact on its target group, has successfully met its objectives in a well-documented way, and uses an innovative and fertile concept that has the potential to be applied elsewhere.

FOR FURTHER INFORMATION ABOUT HOW THE DEFINITION AND CRITERIA WERE OPERATIONALISED PLEASE REFER TO THE ASSESSMENT TOOL AVAILABLE ON THE WEB PLATFORM WWW.WEMOVEYOU.EU

FOR MORE INFORMATION:
SEE THE LIST OF RELEVANT RESOURCES AT THE END OF THE HANDBOOK AND THE LITERATURE REVIEW AVAILABLE ON THE WEB PLATFORM: WWW.WEMOVEYOU.EU

The MOVE guiding PRINCIPLES

This part of the handbook aims to provide background information and key concepts for those involved in the design and delivery of initiatives focussing on SDG by using physical activity as the main means of intervention. The general purpose of this section is to provide an evidence-based framework through which effective initiatives can be developed and implemented.

As described in the previous section on the MOVE collection of good practices, 109 of the total number of practices collected were considered as highly relevant and included in the MOVE good practice collection based on the reviewing process. These are all currently showcased on the MOVE web platform. However, for the purpose of this specific section of the handbook, a number of the highest scoring practices were analysed in-depth with the aim to identify key factors of success. For this analysis, a threshold of 45 points was established (75% of the maximum points available) which resulted in a pool of 41 practices. In the analysis of these highest scoring practices a series of hypotheses were formulated and tested in order to identify success factors,

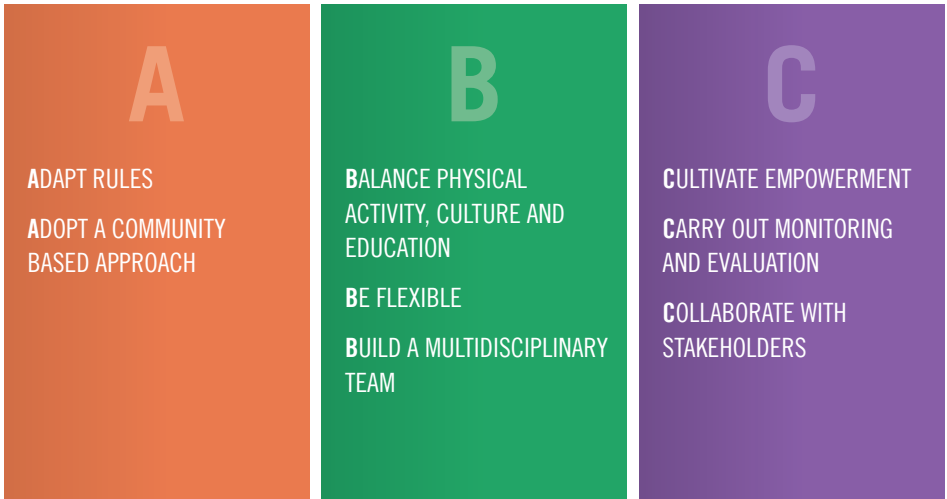
that is, organisational and project variables which were associated with outcomes reported by the highest scoring practices. As a result, eight factors of success were identified as being crucial to the quality and effectiveness of the initiatives. Hence these success factors, along with important input from the literature review, were then used to formulate the MOVE guiding principles for physical activity promotion among SDG. These guiding principles are formulated in “ABC” terms in order to make them easier to remember and in this way increase the likelihood of them being applied in practice.

The following section presents the eight guiding principles. For each principle the underlying success factor is introduced, its importance in relation to SDG is explained and practical guidelines are offered in the section on “Things to consider”. The presentation of the guiding principles is also accompanied by case examples that are illustrative of the individual principles. It should be noted that all of the case examples derive from self-descriptions which respondents provided in the MOVE questionnaire. Finally, the boxes “If you

want to know more” provide additional references. These include high quality documents,

research papers and articles that are available on-line and therefore easily accessible.

Figure 1: Overview of the MOVE guiding principles







Adapt the rules

This success factor is about adapting the rules of the game itself, that is, of the sport or physical activity at hand to make it more accessible to a broader range of participants. With its convening power and flexibility, sport has the potential to be functional and inclusive, enabling full and equal participation for everyone, regardless of the social, physiological, physical limitations that they might experience. But due to the barriers that SDG face in taking up physical activity, they are often not able to participate on normal terms and according to the standard rules.

WHY IS IT IMPORTANT?

Adapting the rules of the game itself can be a relatively simple and yet powerful way of breaking some of the barriers which SDG are facing to taking up sport and physical activity. However, it is up to the individual organisation to strike its own balance between implementing activities that are specifically adapted to target groups such as SDG on the one hand, and on the other hand implementing standard activities that cater for wider population groups. This balance will depend on several factors such as the mandate and mission of the individual organisation, the resources it has at hand and its external environment.

Educators, trainers and specialists can operate as “developers” of sport activities and disciplines. They can develop and modify standard elements of the game such as the equipment used, the size of the field and teams, requirements for players, etc. In doing so it is important to take into account the needs, resources and skills of the target group. Since SDG are not homogenous, it is difficult to formulate recommendations that apply to all. Instead adaptations should be explored by adopting a case-by-case approach. However, when considering adapting the setting and rules of a sport discipline, some guidelines include to:

- **Know your target group** and their particular needs, wishes and expectations very well. Research is important but will only take you so far. It takes time to build a rapport with target groups and win their trust and confidence, but working with peers from the same group as facilitators has proven to be an effective way of doing so.
- **Be creative, innovative and keep an open mind.** Drastic digressions from the standard rules might give unexpectedly positive results.
- You might have to rely on people with **special competences and knowledge**, such as instructors and trainers with a special professional background. This also underscores the need for investment in human resource development within your organisation.
- Be aware that adapting the rules and/or establishing separate teams with modified requirements can be perceived as inclusive for some while exclusive to others. Some participants will feel included because they are among people that are similar to themselves. But other participants might feel excluded because the adapted rules or separate teams make them stand out and highlight that they are different. **Paying attention to the individual participants** is therefore very important.

IF YOU WANT TO KNOW MORE:

UNOSDP (2011). Achieving the Objectives of the United Nations through Sport, Geneva.

http://www.un.org/wcm/webdav/site/sport/shared/sport/pdfs/Achieving%20the%20Objectives%20of%20the%20UN%20through%20Sport_Sep_2011_small.pdf

Borgogni, A., Digennaro, S., Manzo, S., and Vannini, E. (2010). Towards sustainable didactics. Exercise and Quality of Life-Equol, *Journal of Science in Sport*, 2(2), 43-49.

http://tsfvns.rs/images/files/EQOL_Journal/Volume%20II,%20Issue%20II/5_Borgogni%20et%20a1_fin.pdf

THINGS TO CONSIDER

GOOD PRACTICES

Just add water

ORGANISATION:
Scottish Swimming
COUNTRY:
United Kingdom –
Scotland

MAIN CONTACT:
s.macdonald@
scottishswimming.com

WEBSITE:
www.scottishswimming.com

Integrated project for promoting health among elderly people

ORGANISATION:
UISP Rovigo
COUNTRY: Italy
MAIN CONTACT:
rovigo@uisp.it

WEBSITE:
www.uisp.it/rovigo/

Just add Water

ORGANISATION:	Scottish Swimming
COUNTRY:	Scotland, United Kingdom
MAIN CONTACT:	s.macdonald@scottishswimming.com
WEBSITE:	www.scottishswimming.com

BRIEF DESCRIPTION OF THE ORGANISATION



Scottish Swimming is the national governing Body for Swimming in Scotland. It is a not-for-profit organisation. The vision of Scottish Swimming is: Everyone Can Swim. The over-arching goal is to work with partners to ensure that every single person in Scotland has access to and the opportunity to progress through quality swimming programmes, regardless of their age or ability.

PROJECT GOALS



Just Add Water is Scottish Swimming's exciting participation programme for getting more people involved in swimming for health, fitness and fun. Just Add Water aims to increase participation in swimming and aquatic activity. The programme celebrates the inclusive nature of our sport, reaching out to people of all ages and ability. The main goals of the programme are: To get currently inactive people of all ages to become active through different swimming/aquatic programmes and activities with a particular focus on disadvantaged and hard to reach groups; Increase participation in swimming by attracting non users, non swimmers, nervous swimmers and swimmers who currently ac-

cess pools; Ensure that all children in Scotland can swim; Build an effective and qualified workforce to deliver appropriate programmes for the groups identified.

Just Add Water's vision is to educate and encourage all ages and abilities to become and remain physically active through quality swimming programmes and activities. It is a resource based programme which is focused on engaging target groups such as older adults, pre-school children, primary aged children and women and girls using a menu of swimming and aquatic products and programmes.

The project's approach is to work in partnership with local authorities, sports development, community health partnerships, health boards, youth groups and schools. Initially a number of projects were piloted and later developed into four core programmes: SwimStart, a programme aimed at providing free or discounted swimming lessons to pre-school children in the more socially disadvantaged areas of Scotland; the National Top Up Swimming programme, which aims to ensure more primary aged children can swim before they leave primary school (currently approximately 30% of primary children cannot swim); Active Adults, which aims to engage adults aged 45+ in becoming physically active through aquatic activities; and, finally, Swim 4 Change, which is a swimming leadership programme for young people aged 15-25 years who are not in education, employment or training.

Over 1,000 four-year-olds from the most socially deprived areas of Scotland have gained water confidence and basic swimming skills through SwimStart. Over 7,500 adults aged 45+ across Scotland have become active through swimming and aquatic based activities through the Active Adults programme. Over 10,000 primary aged children have improved their swimming ability and several have achieved the NSA standard through the Top Up learn to Swim programme. Over 200 youths in need will secure employment through the Swim 4 Change programme.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Integrated project for promoting health among elderly people

ORGANISATION:	UISP Rovigo
COUNTRY:	Italy
MAIN CONTACT:	rovigo@uisp.it
WEBSITE:	www.uisp.it/rovigo/

BRIEF DESCRIPTION OF THE ORGANISATION



The Rovigo Local Committee, with more than 100 associated organisations and almost 10,000 members, represents one of the most active organisations in the local district. UISP is an association aiming at increasing awareness of everyone's right to practice sport. Sport for all encompasses health, quality of life, education and sociability. We decided to focus on citizens – male and female – of all ages. Everyone with his/her own rights, motivations and differences must be acknowledged and valorised. UISP supports the positive values of sport against any kinds of injustices, discriminations, and marginalisation. UISP is also against doping or similar kinds of “pollution” of the sport and physical activity landscape. This approach has a wider meaning: it is more than the simple promotion of the most popular sport disciplines. It means to design sport activities that are people-oriented.

The project aims to offer a wide range of opportunities to be physically active at the community level. It targets young people, adults and elderly people, both healthy and suffering from chronic diseases. The 'Integrated project for promoting health' is developed in collaboration with the Local Health Authority and it is implemented by sport science specialists who operate to improve the quality of life of the target population. The main goal is to promote active movement in the daily life of individuals involved in the project.

The project encompasses different target categories: youth, young adults, adults, older adults.

It is a community-based approach aiming at developing an integrated system of intervention that promotes active lifestyles within the target populations. Sport science specialists offer a wide array of opportunities to be physically active: walking, gymnastic, postural training, etc.

After four years of activity, the project is now turning into a service that is offered to all members of the community. At the moment, 1,500 individuals are taking part in the activities provided, and the numbers are increasing. Evidence shows that the level of inactivity is decreasing, as the members of the community now tend to have an active lifestyle in their daily routines.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Adopt a community-based approach

Community, in the context of SDG, refers to the different elements that surround individuals, from their family and closest friends, to neighbours, local authorities and public agencies providing services and support. The community, as a dynamic, interconnected entity, must be seen as an ecosystem in which all components are linked together through constant interaction.

WHY IS IT IMPORTANT?



Working with a community-based approach means that organisations offering services to SDG are required not only to provide activities focusing on individuals, but they must have the potential to impact on the community. A process that embraces inclusive participation must create networks of all relevant stakeholders and integrate activities provided by different agencies in a common strategy of intervention.

The use of a community-based approach is contextual and dynamic. It is influenced by variables such as socio-economic conditions, environment, target groups, public opinion, policy decision and stakeholders' strategies, etc. However, the following key points can be taken into account:

- Ensure direct participative involvement of a large part of the community.
- Know what other organisations in the field are doing.
- Integrate your strategy of intervention with all the different agencies affecting members of a community and, in particular, the target group.
- Set common objectives and goals, and support an integration of all the activities implemented.
- Facilitate cross-sector collaboration among actors such as public agencies and local municipalities, involving the community in a collaborative way.
- Assist the community in developing its capacity with activities that harness its potential (community capacity development).

IF YOU WANT TO KNOW MORE:

Larkin, A. (2008). Sport and recreation and community building, Literature Review for the NSW Department of the Arts, Sport and Recreation.

http://www.dsr.nsw.gov.au/assets/pubs/industry/study_communitybuilding.pdf

Coalter, F. (2002). Sport and Community Development: A Manual. SportScotland.

http://www.sportni.net/NR/rdonlyres/F48468F0-87F8-48F6-8EBC-B3EDB995E4AE/0/Sport_and_community_Development_A_manual.pdf

THINGS TO CONSIDER

GOOD PRACTICES

BIG project

ORGANISATION:
University of
Erlangen-Nürnberg
COUNTRY: Germany

MAIN CONTACT:
big@sport.uni-erlangen.de

WEBSITE:
www.big-kompetenzzentrum.de

Gym'tremlin

ORGANISATION:
Comite regional
education physique et
gymnastique volontaire,
Pays de la Loire.

COUNTRY: France

MAIN CONTACT:
faubetchristine@orange.fr

WEBSITE:
www.sport-sante.fr



BIG project

ORGANISATION:	University of Erlangen-Nurnberg
COUNTRY:	Germany
MAIN CONTACT:	big@sport.uni-erlangen.de
WEBSITE:	www.big-kompetenzzentrum.de

BRIEF DESCRIPTION OF THE ORGANISATION




The University of Erlangen-Nuremberg is a German public university with 28,677 students (2,537 of whom are international students) and 12,000 members of staff in five faculties, which offer an extensive range of subjects from the Humanities to Law and Economics as well as Sciences, Medicine and Engineering.

PROJECT GOALS



The BIG project aims to make full use of the potential effects of physical activity by going beyond a bio-medical focus towards fundamental psycho-social and environmental functions of health promotion through physical activity. In doing so, BIG combines behaviour-oriented activities with actions geared at structural changes in currently 10 locations across Germany. The approach aims at reaching women in difficult life situations, as they are one of the target groups most in need.



BIG is aimed at women with low income or social welfare, low educational attainment, working shifts in unskilled occupations, unemployment, living as a single parent or belonging to ethnic minorities. The women themselves suggested using 'women in difficult life situations' as the most appropriate term to describe their situation.

The key activity of BIG is the so-called cooperative planning, a systematic approach in which women in difficult life situations, local experts/professionals and policymakers collaboratively plan and implement activities. Cooperative planning systematically fosters participation and the enabling/empowerment of all relevant participating groups. BIG offers exercise classes at a low price, with child care if needed, to achieve better health, health behaviour and social effects for the participating women. Women-only indoor pool hours have been implemented with the aim to create new infrastructures for physical activity. Furthermore, instructor seminars for women have been implemented in order to develop the women's individual capacities as well as building social and political capacities for physical activity promotion with this target group. Finally, project offices have been established and integrated into locally existing infrastructures to build social and political capacities for physical activity promotion with women in difficult life situations.

BIG is an initiative that combines behaviour-oriented activities with actions geared at structural change. Process evaluation techniques provided insights into assets for policy-making in health promotion as well as organisational readiness for the implementation of physical activity promotion among women in difficult life situations. Outcome evaluation strategies revealed the ability of BIG to reach its intended participants as well as demonstrating effects concerning the participating women's physical, mental and social wellbeing. BIG overcame political barriers that inhibited women's access to sport facilities. It is sustained through integration into local public administration and has been proven to be transferable to other regions.

TARGET GROUP



WHAT THE INTERVENTION IS ABOUT



ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS





Gym' Tremplin

ORGANISATION:	Comite Regional Education Physique et Gymnastique Voluntaire, Pays de la Loire
COUNTRY:	France
MAIN CONTACT:	faubetchristine@orange.fr
WEBSITE:	www.sport-sante.fr

BRIEF DESCRIPTION OF THE ORGANISATION



Originating in a sports movement founded in 1988 to improve public health through the widespread practice of sports, the FFEPGV is France's first non-competitive sports federation and the fifth largest federation, all sports included, with 540,000 members and 7,200 associations. It aims at developing sport practice, encouraging physical exercise and promoting social and community values, and addressing everyone at every stage of life. Classes offered in EPGV sports clubs are for everyone, whatever their age or physical shape, and they include a wide variety of physical activities: team sports, stretching, fitness, soft gymnastics, dancing, rambling, bicycle touring, dynamic walking, etc. Since 1990, the FFEPGV has been especially involved in fighting against sedentary life-styles, which have become the plague of our century. As a result, it has developed the 'sport-health' concept: sporting activities aiming first and foremost at wellbeing, personal fulfillment, skills development and increased body-awareness.

The project aims at promoting interpersonal relationships through physical exercises involving cooperation and group dynamics to create a sense of belonging and social links. It also seeks to provide participants with renewed self-esteem, self-knowledge and ability to act independently.

The project targets women facing social and economic difficulties and suffering from violence at home.

The project uses diversified physical activities such as music and dance, team sports, stretching and muscular development. The course runs over 12 weeks (weekly session of 1h30) and involves small groups of no more than 15 participants to allow for personal advice and support. The project also provides a follow-up booklet for each participant showing progress and possibilities for further development in their day-to-day lives, useful routines/exercises and changes in lifestyle and behaviour.

The project is still operating thanks to the contribution coming from different funding sources. A permanent network of relationships across a wide geographical area was developed, involving sources of finance and project organisers operating in the synergy. Through a development counselor working in each department much greater interest was expanded geographically through contacts with new organisations. The project was also defined and supported through teaching and administrative tools that are transferable. The project requires annual adjustment of project methods, involving input from and feedback to support sports coaches as part of their continuous training.

PROJECT GOALS



TARGET GROUP



WHAT THE INTERVENTION IS ABOUT



ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS





B **B**



Balance physical activity, culture and education

The use of sport and physical activity to tackle social problems has become very popular in recent years and experience has demonstrated that they can be effective tools for this purpose.

However, it should be noted that sport and physical activity are in themselves neutral tools. Their impact, positive or negative, depends on the goals toward which they are directed, the skills and competences of the people involved and the social context. Sport and physical activity can actually serve undesirable ends and, when used badly, even reinforce social problems and barriers.

WHY IS IT IMPORTANT?



Sport and physical activity are often perceived as fundamentally competitive. Working with communities and groups, who are more focused on “winning” rather than “inclusion”, can make sport and physical activity challenging tools to use. But introducing components such as culture and education can reduce the competitive aspects of sport and physical activity. In other words, the balance between physical activity, culture and educa-

tion should be considered carefully. To achieve relevant impacts for SDG, sport and physical activity should be adopted as part of a package in which other measures, such as training programs, social and cultural activities, information campaigns, etc., are combined. This will offer participants a multidimensional intervention that is more relevant and better suited to their specific needs.

It is not possible to prescribe a specific combination of the above-mentioned components—physical activity, culture and education—that would apply to all initiatives for SDG. This is something that should to be done on a case-by-case basis. However, the following four points should be taken into account:

- The components must refer to a **shared design of intervention**, and be based on clear and measurable objectives that will contribute to the overall goals of the intervention.
- Adapt each component to the **developmental needs of the target group** while also taking into account the effects of its interaction with the other components.
- When evaluating the initiative, the **evaluation design** should assess the individual components of the initiative and how they interact to meet the overall goals.
- Be aware continuously of the risk of unbalance among the different components and be ready to make **adjustments on a running basis**.

IF YOU WANT TO KNOW MORE:

Europe Sport Health

http://www.eurosporthealth.eu/en/default_en.asp

UNOSDP – Sport for development and peace

<http://www.un.org/wcm/content/site/sport/home>

Levermore, R. (2008). Sport: a new engine of development?, *Progress in Development Studies*, 8: 183-190

<http://www.udec.edu.mx/BibliotecaInvestigacion/Documentos/2009/Marzo/Dep%20Sport,%20a%20new%20engine%20of%20development.pdf>

THINGS TO CONSIDER

GOOD PRACTICES

StreetGames Canterbury

ORGANISATION:

Canterbury City Council

COUNTRY: UK - England

MAIN CONTACT:

giles.seaford@canterbury.gov.uk

WEBSITE:

www.canterbury.gov.uk

DGI Underground

ORGANISATION: DGI

COUNTRY: Denmark

MAIN CONTACT:

frederik.sperling@dgi.dk

WEBSITE: www.dgi.dk

StreetGames Canterbury

ORGANISATION:	Canterbury City Council
COUNTRY:	United Kingdom - England
MAIN CONTACT:	giles.seaford@canterbury.gov.uk
WEBSITE:	www.canterbury.gov.uk

BRIEF DESCRIPTION OF THE ORGANISATION



Canterbury City Council is one of the main providers of local services. It is one of the largest employers in the Canterbury district and is committed to providing equality of opportunity and tackling discrimination, harassment and disadvantage. StreetGames believes that the diversity of its communities is an asset that should be valued and seen as one of the district's great strengths. The Sports Development function is part of Canterbury City Council.

PROJECT GOALS



StreetGames Canterbury's main goals are: providing "Doorstep Sport" opportunities to local communities that would not actively seek sports activities and don't currently take part in any local sports clubs and reducing anti-social behaviour in these areas by various sporting activities delivered in the most disadvantaged areas of the district.

The project targets young people (13-19 years). As part of the National StreetGames initiative, StreetGames Canterbury offers sporting activity at a time, in a place and in a way that young people aged 11-19 want activities to be run. It offers young people in the districts' most disadvantaged estates activities that do not only help them to reduce their levels of anti-social activity, but also support and help those that are out of work to find employment.

Activities run on a Tuesday and on 2 other estates on a Thursday and Friday evening. At the end of the 9 weeks of activity, all estates come together to compete in an estates competition and build links with local clubs for all of the sports on offer. StreetGames organises various sports and activities such as football, street dance, dodgeball, handball and fishing to young people aged 11-19 within specific communities. Coaches work with young people to programme activities and organise estate competitions based around the style of competition that they desire. Activities last 8 weeks in an estate with a competition at the end of the 8 weeks. The competition involves each of the 5 estates that have received the StreetGames activities.

395 young people have been involved with the project. Of these, 170 have taken part in 70% of the sessions or more. 15 young people have joined local sports clubs and physical activity levels within the community have increased considerably outside of school. Antisocial behaviour has reduced in some areas. A number of these young people were keen to play for local clubs, but had never been able to access them due to a number of barriers, such as cost, transport and knowledge of where the sessions took place. The session coaches were able to break down these barriers and introduce the young people to their local clubs. A number of them have been identified as NEET (not in education, employment or training) and have completed a Sports Leadership training course. Since the project started, 175 young people have attended at least 60% of the 9 weeks sessions, while 395 young people have attended at least 1 session. 18 have so far

TARGET GROUP

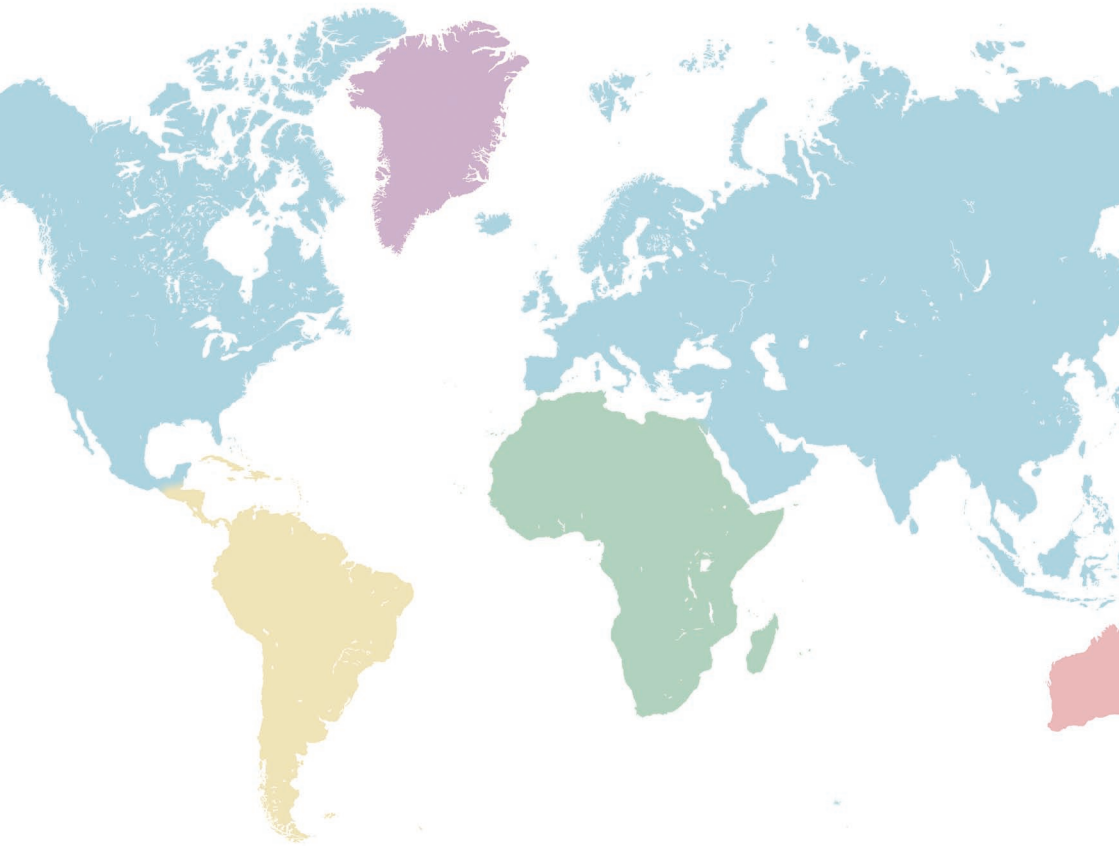
WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS

joined local sports clubs, compared to just 8 out of 395 that were already members within a club setting. Of the 395 young people, 1 is homeless and 5 are not currently in employment, education or training. The numbers of anti-social behaviour calls to the police have been reduced in 7 out of the 9 areas in which the project has run. 6 people have been referred by the Youth Offending Service to the project. Twelve 16-19 year olds signed up to work towards a sports leader's award taking place over the October (2010) half-term. Finally, a young person in the Criminal Justice System costs the tax payer over £200,000 by the age of 16. If you times that by the number of young people that have been directed to the project from the Youth Offending Service (6), these young people could potentially cost the tax payer £1million. If there were no new participants taking part, the project costs of £30,000 per year could potentially save the Youth Offending Service (and the taxpayer) £970,000!





move

DGI Underground

ORGANISATION:	Danish Gymnastics and Sports Associations – DGI
COUNTRY:	Denmark
MAIN CONTACT:	frederik.sperling@dgi.dk
WEBSITE:	www.dgi.dk

BRIEF DESCRIPTION OF THE ORGANISATION



DGI is a national umbrella sport for all organisation which represents +1.5 million individual members and +5,500 sports clubs in Denmark. DGI educates coaches, instructors, board members, etc. and provides activities for competition and voluntary involvement among other things. In recent years, DGI has implemented a number of programmes targeting groups with special needs like immigrants, overweight people, parents and the street sport project DGI Underground.

PROJECT GOALS



The overall goal of DGI Underground is to strengthen multicultural communities of young people throughout Denmark by introducing them to well-working and capable street sport social networks. The project works to promote the self-organisation of the communities and their ability to organise large groups in activities such as football matches, competitions, etc. DGI Underground also strives to promote recognition in the local, regional and national authorities regarding the resources of these youngsters.

Young people aged from 9-25 years who belong to an ethnic minority live in deprived neighbourhoods and/or lack social opportunities such as access to cultural activities. About 50% ethnic Danes and 50% ethnic non-Danes are involved in the project.

The underlying assumption of the project is that youngsters involved in street sport are resourceful. DGI Underground's methodology therefore involves promoting these resources in order for the youngsters to run their activities themselves. DGI Underground provides sports training, by educated coaches who train the youngsters to execute their own projects and arrange competitions. Approximately 100 youngsters are currently being educated as coaches and junior project managers on an annual basis and there are +3,000 participants in training and competition.

As an intervention, DGI Underground has achieved important results. Since its launch in 2009, DGI Underground has educated around 700 youngsters, coaches and junior project managers on an annual basis and there are +25,000 participants in training and competition.

Since 2009, DGI has made some changes in overall strategy with great influence on DGI Underground. The Board of DGI has approved street sport (DGI Underground) as one of 9 strategic paths in the coming years. This implies that all 15 DGI regional associations are now obliged to offer street sport activities to the citizens. By the end of 2013, new objectives were formalised mirroring a raise in estimated activities of about 20% per year.

This change also affects the role of DGI Underground staff, who in 2014 will focus even more on consultancy and supporting the DGI offices in carrying out street sport activities. For at least the rest of the year, this will reserve resources for the development of new activities. The development of new methods and activities will start from the year 2015 onward. This will include new trends emerging in street sport throughout Europe, including sports such as panna, freestyle and street soccer.

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Be flexible

Organisations working with SDG are required to operate in a complex environment. This requires a certain degree of flexibility from organisations to meet individual needs and adapt to changes that might affect the social context in which the organisations are implementing their initiatives.

WHY IS IT IMPORTANT?



Flexibility is an important issue for an organisation that wants to operate with SDG in an effective manner. Flexible organisations are more able to be proactive, adaptable and resilient. They also have a better chance of surviving in a changing and complex environment.

An organisation that wants to achieve an adequate level of flexibility must take into account the following key elements:

- **The organisational structure** should be ready to respond to potential changes, both internal and external.
- **The processes** should be designed to respond to uncertainty in order to ensure good performance. Flexibility and effectiveness can be increased by adopting a participatory approach that involves the target group and all the relevant stakeholders in the processes.
- **The human resources** must be equipped with a wide range of competences and skills. This which underlines the importance of continuously dedicating attention to human resource development.
- **The activities** must be adaptable to external changes, especially in relation to the target group in order to increase the scope of participation.

THINGS TO CONSIDER

GOOD PRACTICES

Know your neighbour

ORGANISATION:
Mifalot – The Education
and Social

COUNTRY: Israel

MAIN CONTACT:
gal.p@mifalot.co.il

WEBSITE:
www.mifalot.com

Changing the Physical Activity Landscape (CPAL)

ORGANISATION:
County Durham Sport

COUNTRY: United
Kingdom - England

MAIN CONTACT:
andrew.power@
durham.gov.uk

WEBSITE:
www.countydurhamsport.com

IF YOU WANT TO KNOW MORE:

Physical activity and health alliance project:

<http://www.paha.org.uk/Home/>

Guidelines for Good Governance in Grassroots Sports:

http://www.isca-web.org/files/GGGS_WEB/Files/Guidelines_for_Good_Governance_in_Grassroots_Sport.pdf



Know your neighbour

ORGANISATION:	Mifalot – The Education and Social
COUNTRY:	Israel
MAIN CONTACT:	gal.p@mifalot.co.il
WEBSITE:	www.mifalot.com

BRIEF DESCRIPTION OF THE ORGANISATION

Mifalot is the largest and most diverse sport for development organisation operating in Israel, Palestine and Jordan, as well as in Cameroon, Angola, Benin, Rwanda and Haiti. Founded in 1997 by the owners of the Hapoel Tel Aviv soccer team at the time, its mission is to provide all youth with opportunities to learn, grow, excel and to be active members of their community and their world. Mifalot's core business is education and youth development through football. Currently, over 20,000 children are active in Mifalot programmes throughout the region and around the world.

PROJECT GOALS

Contemporary society's influence on Israeli and Palestinian children paints a bleak picture for the future of the two nations. Palestinian and Israeli kids are growing up in a world filled with messages presenting the other as a distrustful enemy. Today's youth will grow up with the same opinions about the other exactly as past generations have. Peace will remain a distant hope if we fail to teach our children to view the other with an understanding, open mind and to treat one another with respect. The lack of any contact between Palestinian and Israeli youth increases the problem. This project reaches out to underprivileged and marginalised communities on both sides, which are most vulnerable to feeling excluded from society and from one another. The goal is

to eradicate these negative stereotypes through two main actions: education and interaction. The project teaches Palestinian and Israeli children that coexistence is possible and that acceptance and mutual respect are important. Ultimately, working with these communities will promote them individually as well as promote greater social integration and inclusion between the groups.

The “Know Your Neighbour” project annually targets 200 Palestinian and Israeli boys and girls aged from 9–13 years. Beyond the immediate participants, the programme aims to reach a wider population: Participants will return to their homes, schools and villages carrying the messages of coexistence and respect and sharing their inspirational experiences with their communities.

The range of activities is oriented around football, social outings and various educational activities. The idea is to create an environment in which the participants feel comfortable, enjoy themselves, build their self-esteem, and to give them positive influences. The project also encourages them to bring questions regarding their school work to their group leaders. Each participant feels supported, encouraged and safe – almost as if they were part of a family. A group leader or coach is assigned to each team and the leader’s main job is coordinating and leading the youth in the group. He or she is responsible for running the social activities, football practice and serving as a positive, pro-peace influence for the youth. In addition, each group has educational leaders who are responsible for the educational lessons – for example, how to handle emotions during joint meetings with Israelis and Palestinians and how to integrate and build relationships. Once the teams are formed, football activities are used to bring the two sides together and get to know one another on and off the field.

The “Know Your Neighbour” project has successfully achieved its goals of bringing the two sides together and assist in promoting values of tolerance, respect, inclusion and integration in both groups. The survey conducted at the conclusion of the project shows that the attitudes of both Palestinian and Israeli past participants in the Mifalot project are much more positive than they were at the beginning. These results indicate that positive attitude changes are possible through participation in joint soccer programmes. This project has been valuable in promoting peace and coexistence and should therefore be expanded to reach more people.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Changing the Physical Activity Landscape (CPAL)

ORGANISATION:	County Durham Sport
COUNTRY:	United Kingdom - England
MAIN CONTACT:	andrew.power@durham.gov.uk
WEBSITE:	www.countydurhamsport.com

BRIEF DESCRIPTION OF THE ORGANISATION



County Durham Sport is one of 49 County Sport Partnerships in England responsible for the strategic co-ordination of sport and physical activity at a local level as part of the delivery system for sport and physical activity nationally. We work with a range of partners with a vision to become the most active county in England and our priorities are to grow and to sustain participation through high quality and inclusive pathways, aiming to reduce health inequalities, developing a quality workforce, accessible facilities and places and increasing awareness of the benefits of sport and physical activity through partnerships and in sustaining and developing the local delivery system.

PROJECT GOALS



The primary goal of the Changing the Physical Activity Landscape (CPAL programme) is to increase participation in physical activity among people aged from 40-74 years who have either an estimated or actual risk of cardiovascular disease greater than 20% and to sustain the increase in activity 6 months on.

The main target group of CPAL is men and women aged from 40-74 years who have either an estimated or actual risk of cardiovascular disease (CVD) greater than 20%. The project also targets family members as a secondary support mechanism and 'others' who by definition would not have an increased risk of CVD but who may be of the same 40-74 years age group. Over 7,000 people have benefited from the programme and we expect this figure to rise to 15,000 before the project ends.

County Durham Sport was commissioned by the NHS locally to manage and co-ordinate the CPAL programme, which is a £4.5m physical activity intervention in support of the NHS Health Check programme. The focus is to provide a menu of options for participants to become more active, with the primary goal being to increase physical activity at 6 months and beyond among those who participate. We have funded 28 projects in over 23 different organisations/partners to offer traditional (walking, cycling and swimming) and non-traditional (rowing, rugby officiating and tennis) opportunities tailored to suit the needs of the age demographic. To support the case for both sport and physical activity, we have also developed a model that allows calculation of the return on investment for those who participate and successfully demonstrate an increase in physical activity at 6 months, and we hope to apply this model to other interventions in the future.

By the end of September 2011 the project had recruited 6,710 people to the various interventions, with approximately 62% having demonstrated an increase in participation from baseline, thus achieving an estimated return on investment after 18 months of delivery of £1.26 for every £1 invested. We also commissioned some 'added value' work to develop clinically accredited on-line professional development packages around physical activity for clinical/medical professionals, with accompanying patient resources and toolkits to facilitate and improve the quality of discussions between patients and primary care teams.

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Build a multi-disciplinary team

Acknowledging the importance of a competent and qualified workforce - both paid and unpaid, mixing different competences and skills and working together within a common framework - is crucial for the success of an initiative.

WHY IS IT IMPORTANT?



To ensure that initiatives implemented for SDG are successful and have long-lasting effects, it is important to establish work groups in which specialists with different competences work together towards common goals and objectives. Multidisciplinary teams will be better equipped to respond to complex environments and cope with the changing needs of the target groups.

Organisations are recommended to establish multidisciplinary work groups taking into account these considerations:

- Keep in mind that **mutual respect** is a prerequisite for effective multidisciplinary collaboration.
- Facilitate collaboration by setting up spaces in which all parties can meet, exchange ideas and make decisions together.
- Define individual team members' **tasks and responsibilities** clearly and share them among the team.
- **Improve communication** by exploring different approaches to see what works best according to the team members' proximity, availability and personal preferences.
- Acknowledge that interdisciplinary collaboration takes **time**.
- Be prepared that conflicts might occur and consider adopting a **conflict management plan**.

THINGS TO CONSIDER

IF YOU WANT TO KNOW MORE:

European Social Fund

<http://ec.europa.eu/esf/home.jsp?langId=en>

Innovative methods and practices to facilitate social inclusion

www.socialmobility.eu/

GOOD PRACTICES

*“Ça marche, ça roule”
 (“it walks, it rides”)*

ORGANISATION:
Pignon sur Rue

COUNTRY: France

MAIN CONTACT:
elise@pignonsurrue.org

WEBSITE:
www.pignonsurrue.org

Fight for peace

ORGANISATION:
Fight for peace

COUNTRY: United
Kingdom - England

MAIN CONTACT:
m.ride@fightforpeace.net

WEBSITE:
www.fightforpeace.net

“Ça marche, ça roule” (“it walks, it rides”)

ORGANISATION:	Pignon sur Rue
COUNTRY:	France
MAIN CONTACT:	elise@pignonsurrue.org
WEBSITE:	www.pignonsurrue.org

BRIEF DESCRIPTION OF THE ORGANISATION



Pignon sur Rue is a non-profit association. Its goal is to promote downtown bicycle use and other manpowered mobility. Pignon sur Rue opened its doors in Lyon in September 2005 and it now employs 4 employees and about 50 occasional voluntary workers from 130 member organisations. As a federation of local bicycle associations, it aims to appeal to the broadest possible public by offering a coherent set of services around the bike: events, lectures, exhibitions, a repair workshop, bicycle skills training and a bike-school, walking and cycling routes, guidance to public policy-makers as well as a unique resource centre dedicated to the bicycle and non-motorised transport modes. The centre was recognised by the national award “Trophée du vélo 2008” and opened to the international public via an informational web portal “actuvelo.fr”.

The goal of the bike school is to train people who have never ridden a bike or not done so for a very long time; to teach them space localisation and help them find the best routes and learn how to manoeuvre in heavy traffic in a safe way and with confidence.

The project targets unemployed people who are facing difficulties in entering the labour market. The majority of the participants are women who have a low educational level, are unemployed or in part-time jobs and with a precarious financial situation. Most of them live in deprived neighborhoods; they do not have a driver's license and depend on expensive public transport. They are typically French but of migrant origin, and are often isolated due to insufficient knowledge of the French language.

This project provides a healthy and low-cost mode of transport for people in difficult financial situations, thus facilitating their entry into the labor market. In addition, the social aspects of the project allow the participants to practice their French, meet another people and practice a physical activity which is good for their health. Thus riding a bike becomes a tool for inclusion, autonomy, mobility and freedom.

Ça marche, ça roule has been implemented in partnership with a community centre since 2006 and has trained approximately 100 people. At the end of the sessions, all participants are able to ride a bike. Feedback from participants highlights gaining self-confidence and a sense of freedom, as they can now go anywhere they want, when they want. Besides riding a bike and gaining the liberty of movement, the participants realised that were able to do what they set out to do, despite their age, gender and other circumstances, and this strengthened their self-confidence. The participants were also encouraged to buy their own bicycles so they could continue practicing and commuting in this way on a daily basis.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Fight for peace

ORGANISATION:	Fight for peace
COUNTRY:	United Kingdom
MAIN CONTACT:	m.ride@fightforpeace.net
WEBSITE:	www.fightforpeace.net

BRIEF DESCRIPTION OF THE ORGANISATION



The story of Fight for Peace (FFP) began before it was founded in 2000. The English researcher Luke Dowdney completed his Master's degree in Social Anthropology at Edinburgh University in 1995, writing his dissertation on the violence suffered by street children in Brazil, specifically in Recife. During his research, Luke lived with young people in situations of high risk and had his mind opened to questions of human rights and violence. In 2007 Fight for Peace was established as an NGO in Brazil (Associação Luta pela Paz). In the same year, Fight for Peace also replicated its methodology with the opening of the Fight for Peace Academy in London.

FFP aims to address the problems of youth involvement in violence, crime and gangs in non-conflict areas through an integrated five pillars model. The Open Access boxing and martial arts pillar is predominantly what attracts young people to the Academy. The Open Access sessions aim to benefit the young people in a number of ways, including the provision of positive role models and a chance to make new friends. The sessions aim not only to increase the participants' fitness, but also to improve their discipline, self-confidence and sense of identity. They also aim to provide a constructive way for the young people to channel their aggression and

to keep them away from hanging out on the streets. Additionally, the Open Access sessions feed young people into the other pillars and are the crucial hook in getting young people to engage in FFP. Young people attending Open Access must attend monthly personal development sessions and regular one-to-one mentoring sessions. The mentoring service aims to identify any issues the young people are experiencing and refer them to other services within FFP such as employability support or education, or externally.

While the FFP Academy's facilities are available free of charge to all young people aged from 11-25 years, FFP actively targets the hardest to reach young people who are most adversely affected by or involved in crime, gangs, violence, ex-offenders, those not in education, training or employment (NEET) or who have been excluded from school.

The project implements the following actions: 1. Boxing and martial arts training and competition including boxing, Muay Thai kickboxing, mixed martial arts and Fighting Fit Gym; 2. Education: two formal education programmes; the first is the equivalent to 4 GCSEs (General Certificate of Secondary Education) and the second offers increased numeracy and literacy and a level 3 YMCA Gym instructor qualification; 3. Employability support for young people looking for employment or training opportunities; 4. Youth support services including mentoring, casework and personal development for the hardest to reach and at risk groups; 5. Youth Leadership including a level 3 accredited Youth Leadership course.

After attending Open Access sessions, 95% of participants felt fitter; 87% felt better about themselves; 78% felt calmer; 82% felt safer in their local area; 62% are less likely to disrespect people and 87% find it easier to make friends. Also, 22 external competition events were attended by members of FFP. Two inter-club events and two amateur boxing club shows were held at the Academy. Achievements from other areas of FFP's work (only possible due to Open Access sessions attracting participants to the Academy). Almost 90% of participants of the Pathways Education Programme passed their courses; 83% of members who completed the Module 2 Pathways Education Programme said they were less likely to commit a crime or join a gang and 78% of Module 2 Pathways participants achieved employment.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS





Cultivate empowerment

Empowerment, when fostered according to evidence-based approaches, can serve as an equaliser in the realm of social justice, where individual and societal potential become realised and acted upon. The term empowerment possesses a large array of meanings and concepts in fields ranging from health promotion, sociology and psychology to business disciplines and economy. In the context of this handbook and its practical purposes, empowerment is about equipping SDG with the skills, knowledge and confidence to take charge and make positive changes to their lives.

WHY IS IT IMPORTANT?

Empowerment approaches have the potential to strengthen participation by involving target groups and all main stakeholders in decision-making during all processes of an initiative. Empowerment is important because it can help organisations turn social responsibilities into concrete opportunities for SDG. It can be used, for example, to encourage personal development, self-efficacy and more active participation in the community. It can also help support activities that might offer a return to employment and, more generally, greater access to existing opportunities in communities and society as a whole.

The process of empowerment must be seen as being directed both within the organisation itself (internal empowerment) and towards community/society (external empowerment). In both cases, organisations should work with approaches that imply openness, transparency and above all participatory approaches towards in particular their target groups but also other stakeholders. Participatory processes linked to such approaches can, and should, change and evolve over time and should ultimately bring about changes in power relations between professionals and the target groups. In these processes an organisation should:

- Ensure that your target groups and stakeholders **know how your organisation** operates and what it can offer to them.
- When developing your initiative you should consider how to integrate components that facilitate development of **social, practical and/or professional skills** in the target group.
- Consider establishing **peer leadership programmes** in which selected participants from the target groups are appointed as role models.
- **Involve target groups and stakeholders in decision-making processes** at all stages of your initiative so that they can contribute to improving important aspects of the initiative.
- Based on participatory decision-making processes **define and delegate clear responsibilities** for different parts of your organisation and for the target group and stakeholders.

IF YOU WANT TO KNOW MORE:

Empowerment kit for immigrant women with low educational background
<http://socialempowerment.eu/>

UNICEF, Sport, Play and Recreation
www.unicef.org/publications/index_23560.html

Using community-based research to address health disparities, Health Promotion Practice
<http://hpp.sagepub.com/content/7/3/312.short>

THINGS TO CONSIDER

GOOD PRACTICES

Get Walking Keep Walking

ORGANISATION:
The Ramblers
COUNTRY: United Kingdom – England
MAIN CONTACT:
simon.barnett@ramblers.org.uk
WEBSITE:
www.ramblers.org.uk

SmokeFree Sports(SFS)

ORGANISATION:
Liverpool John Moores University
COUNTRY: United Kingdom - England
MAIN CONTACT:
l.foweather@ljmu.ac.uk
WEBSITE:
www.ljmu.ac.uk/sps/121287.htm



Get Walking Keep Walking

ORGANISATION:	The Ramblers
COUNTRY:	United Kingdom - England
MAIN CONTACT:	simon.barnett@ramblers.org.uk
WEBSITE:	www.ramblers.org.uk

BRIEF DESCRIPTION OF THE ORGANISATION



The Ramblers is Britain's walking charity, working to safeguard the footpaths, the countryside and other places we go walking, and to encourage more people to take up walking. With 115,000 members in England, Scotland and Wales, we've been working for walkers for over 75 years. We want Britain to be a place where people choose to go walking, and where it's easy and enjoyable to do so. With 65 staff and 15,000 volunteers we work for a walking Britain, where walking is a popular choice for its people, both for relaxation and in daily life. We want walking to be an enjoyable experience for all, whether in the countryside or in the city, on gentle paths or challenging hillsides. We believe that walking contributes to health and wellbeing and supports a more sustainable way of life.

PROJECT GOALS



The main goals of the project were to create an innovative new model that gave people from socially disadvantaged backgrounds a kick start to increase their activity. It was designed to complement other nationally established walking programmes, specifically a national project offering short health walks (1-3 miles) currently led by Natural England and the Ramblers own volunteer led programme of 38,000 group walks each year (range 3-20 miles, average 7 miles). Get Walking Keep Walking set out to increase the activity levels of: 12,000 residents in inner city

areas through the delivery of face to face 12 week programmes; and 73,500 people from across England through the provision of a 12-week logbook and step counter. The programmes were facilitated by the recruitment, training and support of 750 volunteers.

The project targets previously inactive and insufficiently active people and gives special priority for groups such as black and minority ethnic communities, people with mental health problems, families with young children and those who live in areas of deprivation, who suffer disproportionately from both ill health and low physical activity levels.

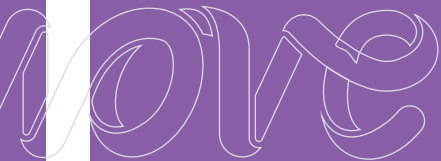
Get Walking is based around a 12-week walking plan which, presented with a suite of materials including a logbook, could be used independently. There is also an online version of the plan and associated materials available to anyone through the project website called My Get Walking. A Get Walking programme typically includes six weeks of facilitated activities including informal workshop sessions on the benefits and barriers of walking, and walks led by trained staff and volunteers along several different routes developed by volunteers, with an emphasis on local discovery; six weeks of independent walking and less formal walking opportunities; support materials including a 12-week walking plan, logbook, route cards and e-newsletter; support from volunteer walking ambassadors trained to enthuse and inform beneficiaries about walking locally; regular celebration events running across a cluster of local centres; signposting to other walking opportunities during and after the programme including Walk for Health; promoted walking routes; the local footpath network and Ramblers' activities.

A recent project evaluation showed that Get Walking has been successful in reaching its primary target audiences and in supporting positive changes in behaviour. Some of the findings, based on comparisons with a control group of 300 adults reflecting a wider UK demographic base, include: 43% of all face-to-face beneficiaries increased their reported physical activity levels three months after the intervention; 56% of programme beneficiaries retained increased physical activity levels 12 months after registering; face-to-face beneficiaries increased their levels of independent walking by over 1 day per week, on average; for every £1 spent, £3.61 had been returned in terms of health, environmental and social benefits.

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



SmokeFree Sports (SFS)

ORGANISATION:	Liverpool John Moores University
COUNTRY:	United Kingdom - England
MAIN CONTACT:	l.foweather@ljmu.ac.uk
WEBSITE:	www.ljmu.ac.uk/sps/121287.htm

BRIEF DESCRIPTION OF THE ORGANISATION

The Research Institute for Sport and Exercise Sciences (RISES) was established in 1997 and currently employs 36 academic staff members. The aim of RISES is to “deliver cutting edge research and high quality research training, delivered by world class staff in state-of-the-art facilities”. In the most recent Research Assessment Exercise (RAE) 2008, RISES maintained its position as a leading research centre in the UK with recognition of its world leading and world-class activities. Since 2001 RISES staff have published over 400 peer-reviewed scientific papers (listed on the Web of Science), attracted over £3 million of external grants and seen 60 PhD and MPhil students graduate. SmokeFree Sports (SFS) is managed by the Research Institute for Sport and Exercise Sciences (RISES) at Liverpool John Moores University in Partnership with Liverpool Primary Care Trust.

PROJECT GOALS

SFS is a unique community-based initiative for children and young people within the SmokeFree Liverpool tobacco control programme. SFS is one of the first programmes in the UK to use physical activity and sport to promote the smoke free message among children and young people. The aim of SFS is to: 1) prevent the uptake of smoking among children and young people and 2) reduce the prevalence

of smoking in children and young people. These aspirations are met by incorporating social marketing strategies alongside the provision of sport and physical activities to: de-normalise smoking among children and young people, empower children and young people to stay smoke free, and increase awareness of the health consequences of smoking.

In the first year of SFS, the campaign targeted children and young people aged from 7-16 years, including those who have experimented with smoking and those who have never smoked. In the second year, the intervention focused on children in Year 5 at school (aged 9-10 years).

To achieve the SFS project's aims and objectives the following activities were implemented: **SOCIAL MARKETING** – Materials branded with the SFS logo and campaign message were disseminated across youth clubs and schools; **BRIEF INTERVENTION TRAINING** – A training course was delivered to sport coaches to provide them with a) key messages on smoking and its impact on health and sport performance, b) practical tools to encourage children and young people to adopt a healthier lifestyle, and c) skills to undertake brief intervention to encourage children and young people to quit; **SFS LAUNCH EVENT** – SFS held a public launch event offering children and young people free fun 'alternative sports activities'; **SFS COACHING SESSIONS** – children and young people received 6-12 weeks of sport coaching. The sessions gave children and young people the opportunity to be active and learn the art of the sport whilst raising awareness and enhancing their knowledge of the negative impacts of smoking on health and sport performance; **CELEBRATION EVENT** – To commemorate the end of the coaching sessions children and young people were invited to come and take part in sports activities; **SFS PLEDGE** – Coaches were encouraged to ask children and young people who attended their sessions to sign a pledge to stay smoke free. Opportunities for children to make the pledge were provided at other **COMMUNITY EVENTS** where SFS had a presence; **SFS CLUB POLICY** – Youth/sport clubs were encouraged to adopt a SFS policy; **FOOTBALL TOURNAMENT** – a SFS football tournament was organised for children (under 12's) across Liverpool. During the event, children were asked to sign the SFS pledge and clubs were encouraged to adopt the SFS policy.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT



SmokeFree Sports (SFS)

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



The project's achievements in the first year were to get 243 children and young people aged between 6 and 18 years to participate in SFS activities (dance/boxing/dodgeball) within 5 youth clubs. Consent was received for 71 children (Age = 11 ± 2.7 ; 56% boys) to participate in the research. Significant positive educational effects were observed in relation to attitudes and beliefs around smoking and weight gain, and smoking addiction. Focus group data also revealed that children's awareness of smoking factors increased and participants stated that the campaign made them more determined to stay smoke free. This was reiterated by youth club managers and coaches. 24 coaches enrolled onto the training, received training materials and agreed to adopt the SFS campaign. The coaches' self-efficacy to deliver smoke free messages significantly increased following their attendance at the 3-hour training workshop. 500 children and young people signed a pledge to be smoke free for life, including 110 from youth clubs.





Carry out monitoring and evaluation

Monitoring and evaluation activities are important project management functions that allow project managers and main stakeholders to ascertain whether projects are achieving their objectives. While monitoring is an ongoing function that provides indications of progress, or lack of progress, evaluation is a time-bound exercise that aims to assess in a systematic and objective way the relevance, performance and success of ongoing or completed projects. The review of the project descriptions submitted to the MOVE good practice collection showed that monitoring is quite common, but evaluation is less frequently carried out. This is despite the fact that there are large numbers of publications and tools about this important process.

Monitoring and evaluation should be regarded both as informative and formative, because it provides information that can lead to improvement of activities as well as organisations.

WHY IS IT IMPORTANT?

Monitoring and evaluation are important tools for assessing the impact of initiatives targeting SDG. Taken together they offer data that can assist organisations in terms of decision-making, effectiveness, and accountability, which in turn are crucial for upholding legitimacy. If organisations don't measure their

results, they have nothing to show for their efforts. These are important considerations for all organisations, but especially so for organisations that receive public funds.

Monitoring and evaluation activities:

- Should be based on **SMART objectives**, that is, objectives that are formulated using SMART criteria (Specific, Measurable, Achievable, Relevant and Time-bound) as well as appropriate indicators of performance and success. The principal advantage of SMART objectives is that they are easier to understand, to do, and reassure that they have been done. Assessing the impact of a project requires systematic data collection that goes beyond a simple count of participants and their subjective statements.
- Should take a **participatory approach** involving the target group and all relevant stakeholders. The views of the target group on how to measure and improve the relevance and performance of an initiative are particularly important.
- Are important **tools for organisational learning**. Due to time and cost evaluation should be undertaken on a selective basis. Criteria for this selection can include aspects such as scale of resources, duration of the project, the nature of the project e.g. innovative and/or strategic projects. Bad justifications for not evaluating an initiative are abundant.
- Require **adequate organisational skills and competences** and, where not available, the support of skilled and competent external reviewers.

IF YOU WANT TO KNOW MORE:

The Programme Managers Planning, Monitoring and Evaluation Toolkit – UNFPA
www.unfpa.org/monitoring/toolkit.htm

Coalter, F. (2006) Sport in development: process evaluation and organisational development. In: Y. vanden Auweele, C. Malcolm & B. Mulders (eds). Sport and development.

<http://www.toolkitsportdevelopment.org/html/resources/EC/EC0C4DA0-5743-4FBE-B435-4142E340AD36/Coalter%20ME%20SA%20Conference1.doc>

THINGS TO CONSIDER

GOOD PRACTICES

Football United

ORGANISATION:
Football United
COUNTRY: Australia
MAIN CONTACT:
ab.birouste@unsw.edu.au
WEBSITE:
www.footballunited.org.au/

Premier League Health

ORGANISATION:
Everton in the Community
COUNTRY: United Kingdom - England
MAIN CONTACT:
k.m.dunn@ljmu.ac.uk
WEBSITE:
community.evertonfc.com/health/premier-league-health/

US Girls Manchester

ORGANISATION:
Manchester City Council
COUNTRY: United Kingdom - England
MAIN CONTACT:
m.saycell@manchester.gov.uk
WEBSITE:
www.manchester.gov.uk/activelifestyles



Football United

ORGANISATION:	Football United
COUNTRY:	Australia
MAIN CONTACT:	ab.birouste@unsw.edu.au
WEBSITE:	www.footballunited.org.au

BRIEF DESCRIPTION OF THE ORGANISATION



Football United began in 2006 with the goal of supporting refugee and newly arrived young people and families in their transition into Australian society. The vision has evolved to become a programme combining a number of effective mechanisms for engaging and re-engaging young people with refugee experiences and disadvantaged youth into their communities, fostering their educational engagement and promoting cross cultural harmony. Football United®'s programmes focus on improving and supporting cross-cultural relationships for participants; key life stage transitions for young people, within school and beyond; engagement with school and academic work; personal, social and leadership skills; personal development, health and physical education curriculum, sport leisure and recreational goals and media and technology studies; community-based leadership, mentoring and volunteering.

PROJECT GOALS



To empower and engage youth to address equity gaps, promote social inclusion and racial harmony through a football for social development programme.

The project began with a goal to support refugee and newly arrived immigrant youth and families in their transition into Australian society. As the programme implementation progressed, the Football United leadership noted that community sport, as currently practiced, is often exclusive rather than inclusive. Participation is largely impossible for many socially-disadvantaged youth. This vision has evolved to become a programme which combines a number of effective mechanisms for engaging and re-engaging newly arrived, refugee, indigenous and disadvantaged youth into their communities.

Since its beginnings, Football United® has been working in Australia to deliver positive outcomes for over 4,000 participants. Working with over 50 community based organisations, including migrant resource centres, community and government groups and charities, councils, schools, universities, and football organisations, Football United® has worked with hundreds of young people, teachers, volunteers and community workers as participants, coaches and leaders in some of the country's most disadvantaged areas. Football United®'s localised programmes align with social and educational outcomes sought by each respective region, school and their broader community. The programme is open to both genders and has four key focus areas: 1) football activities, including regular Saturday and after school programmes, gala days and school holiday camps. In all activities, mentorship between coaches and players, between older and younger players, and between volunteers and participants is a focus; 2) capacity building, which involves young people and their families in local communities participating in courses and workshops and applying their learning to coaching and refereeing positions, mentoring and life-skills, leadership, first aid, project management and volunteering as part of Football United®' cooperation; 3) building linkages to local football clubs and between participants and partner agencies in the government, community and corporate sectors; and 4) creating awareness through advocacy, high profile partnerships, ambassadors and research to influence changes to government policy and public perceptions.

Impact on youth personal development, community engagement and social interactions as well as levels of youth engagement and stakeholder involvement with performance indicators around overall numbers, representation of specific cultural groups, gender mix and the successful implementation of the various events and weekly activities.

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Premier League Health

ORGANISATION:	Everton in the Community
COUNTRY:	United Kingdom – England
MAIN CONTACT:	k.m.dunn@ljmu.ac.uk
WEBSITE:	community.evertonfc.com/health/premier-league-health/

BRIEF DESCRIPTION OF THE ORGANISATION



Everton in the Community is a dynamic charity which uses the influential brand of Everton Football Club to motivate, educate and inspire diverse communities in the North West of England and North Wales. The organisation has undertaken community work since 1988 in response to the high prevalence of socio-economic deprivation in Liverpool's inner-city areas and the huge potential that football offers as a vehicle for positive social change. The charity currently employs a specialist team of 32 full-time members of staff, 45 casual staff and more than 150 volunteers, with an annual turnover of approximately £1.6m. Our key aim is to engage our communities in positive activities that will make a lasting impact on their lives. Working alongside a diverse network of multi-sector partners we deliver targeted projects focusing on a range of pertinent social issues, such as health, education, employment, disability, social inclusion and community cohesion.

PROJECT GOALS



The main aim of the programme is to motivate and inspire men aged from 18-35 years to make positive, healthy lifestyle choices. In particular, it focuses on men whose traditional communication strategies are limited through a lack of engagement

with health services and challenging social circumstances. Other main goals of the project include: 1) Delivery of exercise activities to improve health and fitness and increase level of physical activity; 2) Health and physical activity education/support sessions from key health partners running alongside the fitness sessions to increase awareness and motivation for positive behaviour change; 3) In-depth health screening and fitness testing led by staff at Liverpool John Moores University School of Sport and Exercise Sciences and Everton in the Community; 4) Work with regional education, training and employment agencies to provide programme participants with the opportunity to enhance their employment potential through accredited courses; 5) Providing sustainable pathways for participants so that they can continue with their increased level of engagement in health related behaviours; 6) Significant awareness-raising of key regional health themes through Everton Football Club's extensive variety of media platforms.

The programme targets men aged 18-35 years whose traditional communication strategies are limited through a lack of engagement with health services and challenging social circumstances. The project targets men in Liverpool with particular emphasis on areas of the city with a high percentage of Lower Level Super Output Areas falling within the most deprived 10% in England. In particular, the programme targets men with some of the poorest health statistics in the UK, including homeless men, recovering drug and alcohol users, men who are long-term unemployed and men who have recently been released from prison.

Based at the Everton Active Family Centre, the programme offers weekly fitness activities lifestyle/nutritional support and in depth health screening. Using Everton Football Club's extensive variety of media platforms, the programme tackles health themes covering: obesity, exercise, smoking cessation, cancer awareness, substance and alcohol misuse, mental and sexual health. The project also offers pathways into education, training, volunteering and employment. The project is jointly managed by the Research Institute for Sport and Exercise Sciences at Liverpool John Moores University (UK) to produce research outputs on the projects impact.

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

Premier League Health

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Delivery of exercise activities to improve health and fitness and increase level of physical activity: We provide a series of 12 week health and fitness programmes concentrated on football and football specific fitness. Additional funding enabled us to enrol the homeless, long term unemployed programme participants on two accredited health and physical activity related courses in order to improve their employment potential. Physical activity related employment and volunteer agencies to attend our exercise sessions and provide information on how to gain employment/ experience within their organisations.



US Girls Manchester

ORGANISATION:	Manchester City Council
COUNTRY:	United Kingdom – England
MAIN CONTACT:	m.saycell@manchester.gov.uk
WEBSITE:	www.manchester.gov.uk/activelifestyles

BRIEF DESCRIPTION OF THE ORGANISATION

Manchester City Council is the local government authority for Manchester, a city and metropolitan borough in Greater Manchester, England. The Active Lifestyles programme is delivered by the City Council. Manchester City Council's Active Lifestyle programme is the first city-wide, strategic service of its kind providing a preventative and population-based approach that is in direct response to the growing health risks and implications of physical inactivity. Active Lifestyles provides a unique service that delivers a bespoke physical activity programme in its own right and is Manchester's lead service for the development and delivery of supported physical activity. The primary aim of the Active Lifestyle's Service is to improve the health and wellbeing of all Manchester residents, so they are able to play an active role in their community and be connected to the economic success the city achieves and experiences. There is also a particular emphasis on sections of the population that face the most severe inequalities and who are at risk due to living a sedentary lifestyle. The key outcomes of this will be to reduce the number of residents who are at risk of diseases related to inactivity and obesity by increasing physical activity levels, improve well-being and therefore increase the overall health, life expectancy and quality of life of Manchester residents.

The project aims to prevent the typical drop off in activity engagement. This initiative forms part of a wider campaign strategy to address inequalities around participation and is supported by a wider team of officers target driven to ensure outcomes and outputs are met. The main aim of the project is to engage young women aged 16-25 from disadvantaged communities in sport and physical activity. Over the two years the project will generate: 2,500 young women engaged in sports participation; 40 coaches/leaders; 150 volunteers; 12 role models and peer champions; 50 sports related qualifications; 30 events/festivals. We are identifying and removing the barriers that exist that prevent women and girls from accessing sport and physical activity in disadvantaged communities. All activities are delivered at the affordable, accessible and are delivered in the appropriate style.

The project is targeting 16-25 year-old females in the most deprived areas of Manchester.

A range of female only sports and activity sessions are delivered including dance, fitness and more traditional sports such as football and basketball. The sessions consist of a wide range of funky and innovative activity programmes that appeal to a wide audience base that currently do not engage in sporting activities. Various female-only activity sessions are delivered in the most disadvantaged areas of Manchester. These include: swimming, fitness, dance, street dance, netball, roller sports, football and racquet sports. Activities are delivered in an appropriate style, venue and price to meet the needs of the young women. The young women have a say in what the sessions consist of – these may change each week depending on demand from the target group. In addition to the activities delivered we hold events, festivals and open days as a way of recruiting female participants and as a way to celebrate achievements.

After the first year, 1,164 participants, 22 coaches, 32 volunteers and 4 community champions have been engaged in the project. 16 new qualifications have been achieved, 6 female only event/festivals have been held and 60 women have gone on to join sports clubs/groups. New partnerships have been created at a local level. The barriers to participation in sport and physical activity amongst this target group are now understood and have started to be broken down. Us Girls is currently being mainstreamed into city wide female sporting activity through the Manchester Volunteer Bureau & Support.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



Collaborate with stakeholders

Collaboration can be time-consuming and frustrating, but often holds the key to achieving the most ambitious goals. Seeking out specific partners that can contribute something unique and valuable to your initiative broadens your possibilities and potential reach. In particular, stakeholders from other sectors deserve a lot of attention in this process.

WHY IS IT IMPORTANT?

When working with SDG, adopting an approach based on an effective collaboration among relevant stakeholders is necessary. In particular, a cross-sector approach can be key to creating significant and sustainable improvements. As social disadvantage is often multi-dimensional and therefore requires multi-dimensional approaches, effective initiatives should consider bringing into play stakeholders from different sectors such as health, education, employment, housing and urban planning. Cross-sector interventions will allow a combination of measures that focus both on the individual as well as the context of the individual.

At the practical level, all collaboration involves three fundamental questions: What can be done together that we cannot do alone? Who will collaborate to do this? How should we do it? A stakeholder analysis is a good place to begin the collaboration process in order to identify potential partners and determine their relevance and what they can offer to an initiative. To get the most out of collaboration, the following practical guidelines should be considered:

- A **comprehensive stakeholder analysis** should include identification of the most important stakeholders, their position and importance in relation to the initiative and the target group, potential conflict of interests, common interests and how they can be involved in your initiative.
- When identifying potential partners look for **shared or at least complementary goals** and objectives to explore where collaboration might be most fruitful.
- It pays to invest time in **discussing how to work together**. The who, how, what and where of the collaboration are important fundamentals to be discussed and decided upon at an early stage.
- Pay attention to establishing **good working relationships**. Collaboration takes place among equals; nobody is the manager or the managed which means that everyone can decide to opt out of the collaboration. Listening carefully and asking questions are useful tools for finding a common ground and creating ways of working together that will suit everyone.

IF YOU WANT TO KNOW MORE:

Schmeer, K. Stakeholder Analysis Guidelines. World Health Organisation.
[HTTP://WWW.WHO.INT/WORKFORCEALLIANCE/KNOWLEDGE/TOOLKIT/33.PDF](http://www.who.int/workforcealliance/knowledge/toolkit/33.pdf)

Sport for Development Platform Stakeholder analysis toolkit
www.toolkitsportdevelopment.org/html/topic_8CDA4F41-E42E-4845-BE2B-947190-BE8230_B3CA7D9A-2E9E-44B6-B934-5C024F05386F_1.htm

A practical guide to cross-sector collaboration, the Guardian
<http://www.theguardian.com/sustainable-business/practical-guide-cross-sector-collaboration>

THINGS TO CONSIDER

GOOD PRACTICES

*Highland Homeless Trust
Active Referrell Scheme*

ORGANISATION:
Highland Homeless Trust
COUNTRY: United
Kingdom – England
MAIN CONTACT:
[paul.monaghan@
homelesstrust.org.uk](mailto:paul.monaghan@homelesstrust.org.uk)
WEBSITE:
[www.homelesstrust.
org.uk/](http://www.homelesstrust.org.uk/)

*Perth & Kinross Go4Gold
Care Home Olympics*

ORGANISATION:
NHS Tayside
COUNTRY: United
Kingdom - England
MAIN CONTACT:
carolynwilson@nhs.net
WEBSITE:
[www.nhstayside.scot.
nhs.uk/](http://www.nhstayside.scot.nhs.uk/)

*Promoting health-enhancing
physical activity in the
area of mental health*

ORGANISATION:
Centre Assistencial Sant
Joan de Déu d'Almacelles
COUNTRY: Spain
MAIN CONTACT:
miguel.vega@sjd-lleida.org
WEBSITE:
www.sjd-lleida.org



Highland Homeless Trust Active Referell Scheme

ORGANISATION:	Highland Homeless Trust
COUNTRY:	United Kingdom – Scotland
MAIN CONTACT:	paul.monaghan@homelesstrust.org.uk
WEBSITE:	http://www.homelesstrust.org.uk/

BRIEF DESCRIPTION OF THE ORGANISATION



The Highland Homeless Trust is a registered charity that provides supported housing, housing support and guidance to a range of clients/residents over 16 years old who are homeless, living in temporary accommodation or working towards independent living while addressing social and/or housing needs. The Trust offers structured developmental support to clients/residents in preparation for planned moves to independent accommodation and continues to offer on-going support following move on. The Trust extends this support provision through outreach work which follows clients who require continued support as they move towards independent living and secure tenancies. This work is delivered through teams of qualified outreach workers who provide follow up support to clients 24 hours per day 7 days per week.

PROJECT GOALS



The aim is to manage, co-ordinate and deliver a structured programme of activities, exercise and healthy living opportunities which benefit homeless service users. The project establishes a supportive framework within which training/exercise interventions are facilitated to allow individuals and groups of service

users to undertake and participate in exercise and healthy living activities. The project develops and implements a person-centered, motivational and health behaviour change supporting approach to service delivery. It enables service users and service users to realise the benefits of sustainable, positive lifestyle change. It provides support to homeless service users to build confidence in undertaking exercise regimes and healthy living activities and encourages independent attendance at exercise regimes and healthy living activities. The project and its activities develop the capacity to implement self-reflective reviews of progress towards achieving healthy living objectives. It also develops and monitors partnership working and provides statistics and other reports to develop efficiency and effectiveness. The project also aspires to evaluate and understand the role and impact of complementary skills taught through the scheme.

People within the Inverness and immediately surrounding area who are receiving services from homeless support organisations located in the city and who demonstrate a base level of readiness that indicates they would be able to access the programme with the right support.

The Active Referral Scheme's original aim was to provide, in the 12-month period from 1 April 2009 to 31 March 2010, a minimum of 25 supported individual interventions and 20 supported group interventions. All service users were accompanied to their initial fitness assessment by Highland Homeless Trust Support Staff and have been encouraged to access the continued support through the Active Referral Scheme as required. Group interventions included football, hill walking, fishing and badminton. Individual interventions included gym induction (leading to gym training), horse riding, running and swimming. The participants could engage with either individual or group interventions and often went on to participate in accessional activities. All service users undertaking individual activities were offered additional support at regular intervals while participating in the scheme, subsequent to the initial support provided at the time of joining the scheme. Service users were contacted after undertaking two unsupported training events to ensure their participation in the scheme continues.

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT



Highland Homeless Trust Active Referell Scheme

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS



The scheme significantly over performed in its first year and, at 31 March 2010, it had 83 registered members. In 2009/10 there were 128 supported individual interventions; 64 supported group interventions; and over 140 referrals to the scheme resulted in active participation. 125 service user assessments were undertaken in 2009/10 with 15 service users waiting for their assessment to take place as at March 2010. Involvement in the scheme had significant impact on participants' lives and helped them to develop complementary social skills. Some took the opportunity provided by the scheme to bring structure and forward planning into their lives, and with the assistance of support workers, returned to education and employment. Others found that membership of the scheme assisted them to build self-esteem and confidence and develop new friendships, and a number of service users who completed their activities chose to invest their own energies back into the scheme to ensure its continued success.



Perth & Kinross Go4Gold Care Home Olympics

ORGANISATION:	NHS Tayside
COUNTRY:	United Kingdom - Scotland
MAIN CONTACT:	carolynwilson@nhs.net
WEBSITE:	www.nhstayside.scot.nhs.uk/

BRIEF DESCRIPTION OF THE ORGANISATION

NHS Tayside employ around 14,000 staff providing a comprehensive range of primary, community-based and acute hospital services for the 400,000 people in Dundee City, Angus, and Perth and Kinross with an annual budget of over £750 million of public money. NHS Tayside's principal health organisations are Tayside NHS Board, the Single Delivery Unit and three Community Health Partnerships in Angus, Dundee, and Perth and Kinross. Developing community-based services is an essential feature of NHS Tayside's commitment to modernise services. The goal is to ensure that more people receive clinical care closer to their homes and in community settings and to forge even closer links with social care so that they can work together and strengthen their joint commitment to health improvement and tackling health inequalities. Perth and Kinross Council employs around 6,000 staff providing a wide range of services, many vital to the 137,520 local residents, from a budget circa £380m. The Council's vision is for a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve; and for the area to be vibrant, successful, safe, secure and healthy and a place where people and communities are nurtured and supported.

The aim of the project is to work with local older people to understand a need to address a topic, identify issues and provide appropriate interventions to improve quality of life for themselves and their peers in their local community. Currently, the project is focusing on mental health and wellbeing and incorporates the 5 key findings from the Mental Health and Wellbeing in Later Life Report which are Poverty, Discrimination, Relationships, Participation in Meaningful Activity and Physical Health. One of the objectives under Physical Health is to increase physical activity opportunities for older people within their communities by: Delivering appropriately graded exercise sessions locally; Providing training for volunteers to become qualified chair based exercise instructors and walk leaders; Introducing new “fun” physical activity resources e.g. indoor curling, Wii ten-pin bowling and bocce in local venues; Community members spreading the above physical activity initiatives to sheltered housing and care homes.

The project targets: People who live within a community or surrounding area who are aged over 50 years; People of any age living in communities who have severe and enduring mental health conditions; People of any age with learning differences; People of any age who are carers or cared for, including both formal or informal carers; People of any age who would be interested in volunteering to assist with transport, delivering activities, buddying or sharing an interest with a local group.

The work is led by older people from specific communities who are supported by a staff team of four, to identify issues which negatively impact on the health, social and mental wellbeing of local residents. Team members attend community workshops to provide information and enable them to develop the skills and confidence to effect changes, which results in improvements for themselves and their peers and builds community resilience. In 2007 permanent funding was secured and by 2011 the initiative had extended from 3 original teams involving approximately 20 people to a total of 16 teams with almost 300 older people involved.

PROJECT GOALS

TARGET GROUP

WHAT THE INTERVENTION IS ABOUT

The project achieved the following results: Raised awareness and positively impacted on mental health and well-being in later life; Reducing isolation and increasing socialising opportunities; Local older people and staff trained as either Chair Based Exercise or OTAGO Instructors delivering suitably graded exercise sessions in the heart of communities; 46 new low impact exercise sessions with approximately 450 attending per month; Approximately 95% of those attending the exercise groups report they did not previously attend a formal exercise group; Approximately 80% of those attending the exercise groups report some form of health issue; Attendees report an increase in concentration, improved confidence, balance and flexibility; An increase in the number of older people attending community based activity groups including walking groups, indoor curling and bocce; Social capital and community cohesion have increased. Many of the local exercise groups are now self-sustaining, releasing capacity to focus on other communities.

ACHIEVEMENTS/
EXPECTED
ACHIEVEMENTS



Promoting health-enhancing physical activity in the area of mental health

ORGANISATION:	Centre Assistencial Sant Joan de Déu d'Almacelles
COUNTRY:	Spain
MAIN CONTACT:	miguel.vega@sjd-lleida.org
WEBSITE:	www.sjd-lleida.org

BRIEF DESCRIPTION OF THE ORGANISATION



The organisation operates in five continents. The concept of hospitality, within a broad concept of universality, embraces health promotion, day care, and support for the most vulnerable groups of the society. The “Centro Asistencial San Juan de Dios” was established in 1965 with the aim to support national institutions and agencies in the field of physical disability by offering qualified assistance. The mission of the organisation is to offer complete assistance and an enhancement of the life quality of groups in society facing difficult conditions and requiring a greater degree of help.

PROJECT GOALS



The main goals of the project are for the participants to experience the benefits of a supervised program of physical activity; maintain their participation in regular physical activity during and beyond the programme; know the basic skills needed to practice physical activity safely and attain their expected outcomes; and reduce the negative effect of physical inactivity.

The target group represents different physical and social profiles, and the programme takes into account the amount of therapy they require and their level of physical development. Generally, due to their physical conditions and the treatment received, they tend to be inactive, suffer from obesity and have bad habits such as smoking. Occasionally they are disoriented and sedated and they often have low perceptions of their body image and demonstrate low levels of fitness. Their economic status is linked with poor physical conditions: Those who were working when they became disabled or affected by a non-communicable disease received pay in compensation and if not the state offers a minimum aid.

TARGET GROUP

Within the project the following activities are implemented: activities for improving cardiovascular health and motor skills, as well as knowledge about the main features of health-enhancing physical activity; multisport activities; psycho-motricity; toning activities and postural education; waking groups; and activities with bikes. Promotion of physical activity is done in the form of competitions, volunteering, a football league for mental health services; a Working Group to promote healthy physical activity among people with mental disorders, and involving professionals from across the province in the activities.

WHAT THE INTERVENTION IS ABOUT

The achievements of the programme differ from patient to patient, but overall the activities help to counter the negative effects of institutionalisation on patients suffering from non-communicable diseases and physical disability. They help to improve their general condition and physical abilities; reduce cardiovascular risk (contrasting diabetes, weight gain, blood pressure); create healthy energy and decrease anxiety; facilitate social relations; empower them to practice physical activity autonomously and thus facilitate adherence; and promote inclusion.

ACHIEVEMENTS/ EXPECTED ACHIEVEMENTS

Practices collected: A QUANTITATIVE SUMMARY

This part of the handbook offers a quantitative summary of the practices collected in the MOVE good practice collection. As mentioned in the section on the MOVE good practice collection, the collection process resulted in a total of 162 practices submitted. Based on the quality and coherency of the information provided by the respondents, 146 of the total number of practices submitted were considered eligible for further analysis.

A group of reviewers comprising prominent researchers, experts and practitioners assessed the practices using an evidenced-based framework (assessment protocol) designed to support the reviewing process. Each practice was analysed in relation to the criteria established to identify good practices and was assessed according to an evaluation scale of up to 60 points.

Based on the scores obtained and using a minimum score of 30 points (50% of the points available) as the cut-off point, 109 practices were considered as highly relevant and were included in the MOVE good practice collection. These practices are summarised in the sections below.

Not surprisingly, given the fact that all of the partners in the MOVE project were European organisations, **Europe was the most represented region** in the collection (20 countries represented), and United Kingdom (40 practices), Germany (12), Denmark (10), Italy (8) and Spain (6) provided the highest numbers of eligible good practice examples, see figure 2. Submissions were also received from Africa, North America, Asia and Oceania.

Figure 2: Submitting countries in Europe



Table 1: Types of organisations represented

TYPES OF ORGANISATIONS
Municipality/Local authority including local councils)
Local association (association and local organisation, briefcase organisation, etc.)
Healthcare organisation
Social enterprise
Not-for-profit organisation and non-governmental organisation
Sports federation
University and research institute
Humanitarian organisation

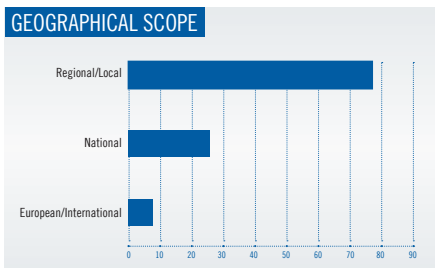
The collection received contributions from 95 different organisations. Among these, organisations, local associations, municipalities and local authorities were the most common types. As reflected in table 1, this wide array of organisation types indicates that physical activity promotion in SDG is **a key focus in many contexts and is a widely used means of social intervention**. It also underscores the effective reach of the MOVE call for practices, in that the MOVE Associated Partners, in their combined efforts to disseminate the call for good practices, managed to reach a diverse group of organisations.

Table 2: Project approaches employed by the initiatives

PROJECT APPROACHES
Coaching programme
Research and study programme
Organisation of sport activities and competition
Promotion of sport, physical activity and adapted physical activity
Camp and outdoors programme
Community development
Education/training courses
Campaigns
Consultation and mentorship for active lifestyle
Employment promotion
Urban renewal and regeneration

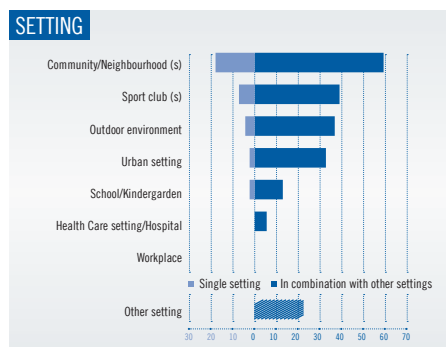
The organisations took **a number of different approaches** to promoting physical activity among SDG, as listed above in table 2. The most common approaches used in the projects were community development, campaigns, the organisation of sport activities and competitions, consultation/mentoring for an active lifestyle and education/training courses.

Figure 3: Geographical scope of initiatives



As is shown in figure 3, the overwhelming majority of the practices tended to be community-based, focusing on activities implemented at the regional or the local level (70.6%). Significantly fewer practices were implemented at the national level (22.9%) and very few at the European/international level.

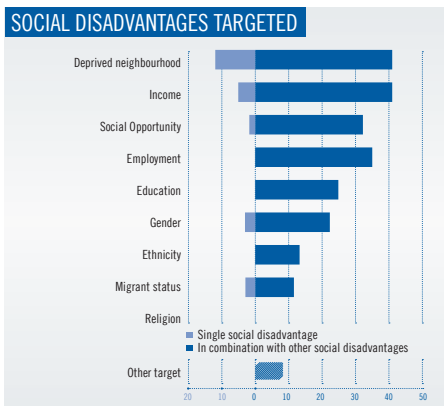
Figure 4: Setting of the initiatives



Note: "Single setting" reflects that the setting was the only setting indicated by the respondent. "In combination with other settings" indicates that the setting was indicated by the respondent in combination with one or more other settings.

In relation to the setting of the practices, meaning the physical space in which they were implemented, the **community/neighbourhood was the most common setting** (both as a single setting and in combination with other settings) for the activities implemented. The setting community/neighbourhood was followed by sports clubs, outdoor environment and urban settings, as shown in figure 4. Generally it is also worth noticing that project activities tended to have a multidimensional approach as they were implemented in two or more settings.

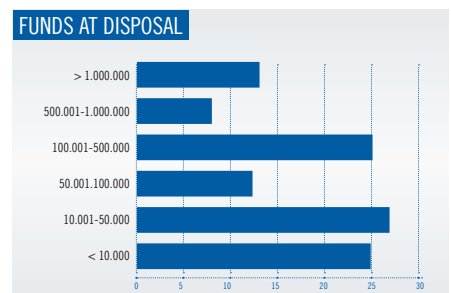
Figure 5: Social disadvantages addressed by the initiatives



Note: "Single social disadvantage" is used where respondents indicated that this was the only social disadvantage addressed by the initiative. In contrast "In combination with other social disadvantages" is used for cases where respondents indicated that the initiative addressed a specific social disadvantage in combination with one or more other social disadvantages.

It should be emphasized that the practices also tended to address more than one type of social disadvantage. Generally, **deprived neighbourhood, income, employment and social opportunity** were the four most common social disadvantages addressed in the initiatives. In terms of the age of the target groups addressed the initiatives were **well distributed across all the age groups** with young people aged from 13-19 years being the most common target group.

Figure 6: Funding amounts at disposal for initiatives





With respect to funding more than **50% of the practices were medium and large-scale projects** in terms of funds at their disposal, with budgets ranging from €50,000 to €1,000,000 and over, as is shown in figure 6. Only twelve practices reported a budget higher than €1,000,000; twenty-five had a budget lower than €10,000.

Generally speaking, the organisations tended to establish **cross-sector partnerships** directly involving different stakeholders from the health, urban planning, sport and tourism sectors, among others, to carry out the activities. This information indicates that organisations recognise the importance of establishing collaboration between different sectors and types of organisations in order to create significant and sustainable improvements in SDG.

Relevant RESOURCES

EuroHealth (2011). *European Guide of Healthy Physical Activity and Sports Programmes Methodology and compilation of best practices*.

EQUIHP, European Quality Instrument for Health Promotion: http://ec.europa.eu/health/ph_projects/2003/action1/docs/2003_1_15_a10_en.pdf (last access: September 2013).

Global Advocacy Council for Physical Activity, International Society for Physical Activity and Health (2010). *The Toronto Charter for Physical Activity: A Global Call to Action*.

Räty S. & Aro Ar. R (2005). *European Review Protocol for Health Promotion, In collaboration with GEP Strand I project team members and partners*.

Tampere University of Applied Sciences, Tampere University of Applied Sciences (FI), Regional Ministry for Youth and Sports (SP), University of Kent (UK), FORTH (GR), ACTIVE (DK), BDF (NL), (2009). *Relevant practice guide*, The S2-PORT Consortium.

United Nations Population Fund (UNFPA) (2004). *Programme Manager's Planning Monitoring & Evaluation Toolkit, Tool Number 1: Glossary of Planning, Monitoring & Evaluation Terms*.

World Health Organisation, Regional Office for Europe (2011), *Physical activity promotion in socially disadvantaged groups - a summary of European case studies*.

World Health Organisation, Regional Office for Europe (2013), *Physical Activity Promotion in Socially Disadvantaged Groups: Principles for Action*.

A more complete list of relevant resources is available in the document "Literature review" available at the MOVE web platform: www.wemoveyou.eu





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