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The Framework Programme for Research and Innovation

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D1.2 Stakeholders engagement Action Plan
First update

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Abstract: The **objectives** of this report are **twofold**. **First**, to provide a first update on the implementation of the actions aiming at the better engagement of EIP on AHA Reference Site and Action Group members. Areas covered include governance, communication, cooperation mechanisms, synergies and coordination, and impact.
Second, to present actions to engage more partners in the three horizontal initiatives: Blueprint, I2M and MAFEIP.

History

Version	Date	Changes made	Modified by
0.1	09.08.2019	First draft	Anett Ruszanov (ERRIN)
0.2	09.12.2019	Second draft	Jose Usero (FUNKA)
0.3	18.12.2019	Third draft	Frans Folkvord, Christianne Lavin, Diane Whitehouse, Jose Usero
0.4	20.12.2019	Final version	Anett Ruszanov (ERRIN)
0.5	23.12.2019	Quality review	Jose Usero

Table of contents

List of tables

List of abbreviations

Table 1: Abbreviations

Acronym	Explanation and/or abbreviation
AAL	Active and Assisted Living Programme
AG	Action Group/s
AHA	Active and Healthy Ageing
AP	Action Plan/s
ASM	Administrative Support Manager/s
AST	Administrative Support Team
Blueprint	Blueprint Digital Transformation of Health and Care for the Ageing Society
CoP	Conference of Partners
CSA	Coordination and Support Action
CTT	Commitments Tracker Tool
DoA	Description of the Action
DSM	Digital Single Market
EC	European Commission
EIP on AHA	European Innovation Partnership on Active and Healthy Ageing
EIP SCS	European Innovation Partnership on Smart Cities and Communities
EIT-Health	European Institute of Innovation and Technology - Health
EAP	Stakeholders engagement Action Plan
ESIF	European Structural and Investment Funds
HPP	EU Health Policy Platform
I2M	Innovation to Market
JPI MYBL	More Years, Better Lives Joint Programming Initiative
MAFEIP	Monitoring and Assessment Framework for the EIP on AHA
NCP	National Contact Point
NHS 24	Health Information and Self-care Advice for Scotland
NGO	Non-governmental Organisation/s
Partnership	The whole EIP on AHA membership
PC	Project coordinator
PO	Project officer

PROMIS	Progetto Mattone Internazionale (initiative of the Italian Ministry of Health for the coordination of the Italian Regions in the health and care sector)
REP	Repository of Innovative Practices
RS	Reference Site/s
RSCN	Reference Site Collaborative Network
SME	Small- and medium-sized enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats
VCOT	Virtual Communication Office Team
WE4AHA	Widening the support for large scale uptake of Digital Innovation for Active and Healthy Ageing
WP	Work package/s

Executive summary

This **second version** of the stakeholders Engagement Action Plan provides an update on the implementation of the actions drafted and validated by the EIP on AHA community from September 2018 to August 2019 only. The original version of the stakeholder Engagement Action Plan edited in 2018 can be found at the end of this report. It is related to RSs and AGs in the following **five areas**: governance, communication, cooperation mechanisms, synergies and coordination, and impact.

This first update includes t**hree new areas** where the Action Plan wishes to engage more EIP on AHA partners i.e., the project's three horizontal initiatives: the Blueprint, I2M, and MAFEIP. They are outlined especially in sections 4, 5, and 6 of the report. The commitment of the engaged partners is already high in these three initiatives, but the **number of partners should be increased and their communities broadened**.

With the new call for Reference Sites, now is the **right moment to build appropriate strategies** on how to reach out to new partners.

The Blueprint will launch **a call for engagement** to enlarge their community and to diversify the types of actors in their community later in 2019. The **gap analysis** undertaken and the **engagement actions** proposed are in line with these calls for engagement. MAFEIP's endeavours to engage more partners in using the **MAFEIP tool for the purposes of impact assessment** is continuous and ongoing.

The 2019 updates on the stakeholder engagement activities related to the Reference Sites and Action Groups are written in **blue** in order to easily distinguish them from the first version of the deliverable submitted in 2018.

1. Introduction

1.1. Scope and objective of deliverable

The 2019 version of the deliverable provides an update of the implementation of the actions approved by the partners in 2018, that targeted RS and AG. This first update also broadens the scope of actions to the three horizontal initiatives of the EIP on AHA: the Blueprint, I2M and MAFEIP.

1.2. Methodology of work

Blueprint and I2M horizontal initiatives followed the same methodology as the RS and AG stakeholders EAP as outlined below.

Gaps and corresponding mitigation actions were identified and discussed within the Blueprint partner group related to building a more balanced composition of stakeholders involved in the Blueprint as well as more effective communication of the Blueprint results across all AGs.

Currently, Open Evidence, with its MAFEIP team, continuously supports organisations that want to conduct analyses using the MAFEIP tool. Organisations that have started an analysis receive reminders that the MAFEIP team can support the analysis and that – if they need help – the team can improve their understanding of the tool.

1.3. Structure of the document

The 2019 update of the Stakeholders engagement Action Plan builds on the version produced in 2018. It preserves the content and adds, where relevant, a "2019 update" by using a different colour palette (i.e., dark blue). In Chapter 2, a new line is added to each mitigation action that explains the "State of play by September 2019": this lays out clearly what additional measures have been taken over the September 2018-September 2019 timeline.

New chapters, entitled Chapters 3, 4 and 5 respectively, have been added for the three horizontal initiatives. Gaps and mitigation actions are included in these three chapters.

2. The consolidated Engagement Action Plan (EAP)

This chapter presents the five areas of actions organised under the gaps that were identified in D1.1 report. Each action is described according to the following criteria:

- priority
- ownership
- responsibility for implementation
- relation with WE4AHA task
- starting date
- deadline for implementation
- description of activities
- cost
- state of play in 2019.

In the scoring of priorities from 1 to 3, the values mean the following:

- 1: action which needs attention but has a low level of priority
- 2: action which is important to plan and implement with a medium level of priority
- 3: action with relevant priority in terms of impact for the stakeholders' engagement

For each gap identified, one or more mitigation action has been proposed detailing priority, ownership and responsibility for implementation, related task/s to WE4AHA workplan, deadline for implementation, short description, how the cost for implementation will be covered, and what is the state of play in Sept 2019 (following 2019 actions).

2.1. Governance

The first gaps handled related to the challenge of how to govern the AG and the RS. First, mitigation actions proposed by the AG are listed. This is then followed by mitigation actions involving both he AG and the RS.

GAP1: Increased difficulties to govern the AG due to the growing of the Partnership.	
Mitigation action 1: Appoint one AG coordinator leader (and a deputy) as main contact and entry point.	
Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Define these roles, terms and duration; Provide template for and organise on-line election process; Appoint and publish on the EIP on AHA Portal.
Cost	WE4AHA budget
State of play by September 2019	Due to GDPR limitations, we could not publish personal information on the EIPonAHA portal. We have started a process to re-structure

	and merge the AGs, so the management and future sustainability can be facilitated.

Mitigation action 2: Set up small task-forces within AG coordinators team with clear mandate and responsibility to cover specific topics addressing governance issues, i.e.: communication with AG members, interaction with WE4AHA, reporting on AG activities, representation, etc.

Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T5.1
Starting date	2019-01-01
Deadline for implementation	2020-12-31
Description of activities	Provide template and guidelines for the identification and set-up of small task-forces (within and between AGs) and for the appointment of members of these small task-forces and grant them clear mandates.
Cost	WE4AHA budget
State of play by September 2019	Several of the AG have shared and extended their governance mechanisms, and have demonstrated a wider engagement in the Action Plans 2018-2020: A1: Each specific objective has one or two persons in charge. B3: The group has identified five action areas with one or two persons in charge. C2 and D4: Each general and specific objective has a main coordinator and contributing partners.

GAP2: Lack of information about governance mechanisms and responsibilities.

Mitigation action 1: Clearly state the contact details of the AG coordinators and their role on the EIP Portal (section AG) and create an e-mail account for each AG.

Mitigation action 2: Include information on AG coordination team (name, role, contact) in the Action Plan under renovation in the period 2018-2020.

Priority	3
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.1, T5.4
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Create an email account for each AG; Clearly publish the role, name and contact details of the AG coordinator team (including leader and deputy) on the EIP on AHA portal.

Cost	WE4AHA budget
State of play by September 2019	Due to the implications of the GDPR 2018, this action was not possible to implement. Instead, the We4AHA created a mailing list for internal use with the consent of all AG coordinators.

GAP3: Limited capacity of the AG to evolve dynamically.	
Mitigation action 1: Foresee periodical rotation of AG coordinators securing the possibility to AG members to take the role.	
Priority	2
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T5.1
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Set up a calendar for the rotation of the AG co-ordinators and update the AG co-ordination election process. Update the coordination team contact details on the EIP on AHA Portal.
Cost	WE4AHA budget
State of play by September 2019	We have not been successful in setting up a formal calendar for the rotation of the coordination role, but the AG coordinators have interiorised the need of welcoming new partners and giving them the opportunity to actively participate in the management of the AG.

GAP4: Low level of involvement and lack of ownership by the individual partners in the orientation and definition of priorities, due to the centralised management of the AG.	
Mitigation action 1: Improve the Commitment Tracker Tool to allow AG coordinators and partners to better monitor the commitments progress.	
Priority	3
Owner	AG and WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.1, T5.4
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Include yearly reporting in the Commitment Tracker Tool in order to continuously follow up the evolution of the commitments.
Cost	WE4AHA budget

State of play by September 2019	During the CoP in Aarhus, we agreed with the AG members to postpone the new call for commitments and reflect about important measures for the future of the AG sustainability. In the context of the We4AHA we are doing a datamining analysis of all commitments to understand better the work done, the impact achieved and the key topics areas of interest.

Mitigation action 2: Recall the added-value for partners to join and remain active in the EIP on AHA leveraging on the experience of "senior partners".

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, AG and RS
Related WE4AHA task	T2.1, T5.1, T5.2, T5.4, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Include best practices, success stories, showcase and testimonials ("senior partners") in dissemination and communication activities (events, webinars, newsletter, Portal main page and news section, articles, videos, calls for action, etc).
Cost	WE4AHA and RSCN budget
State of play by September 2019	Different areas of the portal have been intensively updated with information from the "senior partners". Funka has developed a monthly online newsletter with key information, foremost from senior partners and WE4AHA partners.

Mitigation action 3: Support more participatory and bottom-up online and face-to-face activities with partners in smaller groups where responsibilities and roles are decentralised and shared (task forces/sprints/collaborative works to achieve small mission helping to fulfil bigger EIP on AHA objectives).

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, AG and RS
Related WE4AHA task	T2.1, T5.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote the organisation of online and physical participatory activities.
Cost	WE4AHA and RSCN budget
State of play by September 2019	Most of the AG are working using task forces, sprints and collaborative work, in many cases derived from research projects and in other from common interests.

Mitigation action 4: Launch "call for webinars" giving partners the possibility to propose themes of interest; webinars could see the participation of experts coming from (other) AG and RS.

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, AG and RS
Related WE4AHA task	T2.1, T2.2, T5.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Set up "call for webinars" term of reference (selection criteria, evaluation criteria); launch call for webinars and follow-up (recording, publishing on the EIP on AHA Portal).
Cost	WE4AHA and RSCN budget
State of play by September 2019	WE4AHA has organised a wide range of webinars with presence of experts from different AG and RS.

GAP5: Difficulties to attend AG meetings due to lack of time and resources.

Mitigation action 1: Make broader use of online facilities to organise regular AG on-line meetings devoted to specific topics. Also facilitate the remote participation of members to AG physical meetings.

Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T2.2, T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote the use of remote and on-line meetings through WE4AHA facilities; secure the organisation of AG meetings where on-line participation of members is always possible; Publish minutes on the EIP on AHA Portal.
Cost	WE4AHA budget
State of play by September 2019	Twelve (12) online meetings were organised between September 2018 and September 2019.

Mitigation action 2: Organise AG meetings as side-event of another event (workshop, project conference, etc).

Mitigation action 3: Organise AG meetings back-to-back with each other so it offers partners the possibility to exchange between AGs or attend several meetings at once.

Priority	3
Owner	AG

Responsible for implementation	AG (WE4AHA only to support the AG)
Related WE4AHA task	T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Map relevant events and AG meetings and widely distribute information.
Cost	n.a.
State of play by September 2019	This is now the more common approach that has been implemented in AG A1, A3, B3 and D4.

GAP6: Shortage of AG meetings.	
Mitigation action 1: Organise regular AG on-line meetings devoted to specific topics.	
Priority	3
Owner	AG
Responsible for implementation	AG (WE4AHA only to support)
Related WE4AHA task	T1.2, T2.2, T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Support AG to plan and organise on-line meetings.
Cost	WE4AHA budget
State of play by September 2019	In general AG meet once a month to catch up with specific topics.

GAP 7: Lack of knowledge about the possibility to scale up through collaboration.	
Mitigation action 1: Foster the use of the Repository on Innovative Practices by AG members.	
Priority	2
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.4
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Encourage partners to use the Repository of Innovative Practices; finalise the procedure peer review assessment of the innovative practices.
Cost	WE4AHA budget

State of play by September 2019	In the call for twinnings the repository has been promoted as key source of information and also in the EIPonAHA newsletter, some new practices of the repository are highlighted.

GAP8: Insufficient exchange and collaboration across AG on themes of common interest.	
Mitigation action 1: Encourage joint activities amongst AG on specific topics (ref. the recent initiative C2-D4).	
Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T1.2, T2.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote cooperation between AGs for delivering joint activities on specific topics.
Cost	WE4AHA budget
State of play by September 2019	There are several important joint activities, mainly between C2-D4 and A3-B3.
Mitigation action 2: Schedule and secure regular update of AG activities through simple and effective report to be disseminated to the AG members (i.e. AG newsletter) through mailing lists, EIP on AHA portal and HPP.	
Priority	3
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.1, T5.4, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Provide template for collecting regular update of AG activities from AG co-ordinators; Post updates on the portal and disseminate through communication channels.
Cost	WE4AHA budget
State of play by September 2019	A newsletter for AG and RS with relevant activities and news was launched in August 2019. The newsletters were built through a request to EIP on AHA partners and members for more frequent submission of news to the "news items" section on the EIP on AHA portal: https://ec.europa.eu/eip/ageing/news_en

GAP9: Complexity and lack of flexibility of the AG Action Plans in terms of objectives and content; overlapping of topics between Action Plans' objectives.

Mitigation action 1: Renovate the Action Plans addressing simplification with few macro-objectives and priorities aligned to the Digital Transformation of Health and Care strategy (ref. EC Communication) and other major policy agenda such as the WHO model, the UN Sustainable Development Goals and the EU Pillar on Social Rights.

Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T5.1
Starting date	2018.09.01
Deadline for implementation	2019.03.01
Description of activities	Provide a template for the AG consultation in view of the renewal of the Action Plans; orient the renewal of the Action Plan towards simplification and coherence with policy strategies.
Cost	WE4AHA budget
State of play by September 2019	The renovated Action Plans 2018-2020 were produced according to this template. They were published on the portal during summer 2019.

Mitigation action 2: Update the Commitments Tracker Tool aligning it with the renewed Action Plans 2018-2020.

Priority	3
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.1, T5.4
Starting date	2019.03.01
Deadline for implementation	2020.12.31
Description of activities	Re-design the Commitment Tracker Tool according to the priorities of the renewed Action Plans.
Cost	WE4AHA budget
State of play by September 2019	The new call for commitment has been postponed. Therefore the CTT has not been updated. According to the latest conversations with AG members, no further call for commitments will be launched.

Mitigation action 3: Collect narrative Action Plan activity reports on regular basis with description of overall results, testimonials and examples of successful commitments.

Priority	3

Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T6.1
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Provide a template for reporting overall progress of the Action Plans implementation including success stories, testimonials, outputs, outcomes, joint activities, upcoming activities/calls, etc.
Cost	WE4AHA budget
State of play by September 2019	Funka is mainly responsible to gather this information under EC petition or some other players demands (AAL, JPI MYBL, PROMIS, etc.)

GAP10: Lack of resources and funding enabling effective participation to the Partnership activities.
Mitigation action 1: Encourage synergies with regional/national/EU projects and initiatives funded by ESIF or other source of funding.

Priority	3
Owner	AG and RS
Responsible for implementation	EIP on AHA partners
Related WE4AHA task	T2.1, T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Provide examples of synergies with projects and initiatives supported by external source of funding through testimonials and showcases.
Cost	WE4AHA and RSCN budget, partners' own cost
State of play by September 2019	We have featured some examples in the twinnings (Andalusia - Zagreb) but also Projects with funding from JPI MYBL that came from AAL prototypes and from an idea matured in the EIPonAHA.

Mitigation action 2: Encourage National and Regional (RS level) partners to put in place and develop regional/national coordination mechanisms that facilitate the optimal and coordinated use of resources to participate in EIP on AHA activities. It also includes capacity building by the national partners of the local authorities (regional and municipal stakeholders).

Priority	3
Owner	AG and RS
Responsible for implementation	EIP partners
Related WE4AHA task	T2.1, T5.2

Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Encourage to establish coordination mechanisms and promote the existing successful examples, including the added value of the EIP itself. Foster the organisation of twinning pairs and peer learning to enhance capacity building.
Cost	WE4AHA and RSCN budget, partners' own cost
State of play by September 2019	Besides the well-known PROMIS initiative, the Nordic RS (Denmark, Finland, Sweden and Norway) set up a territorial/Nordic coordination mechanism, the UK Reference Sites. In the South, especially Spain where there is a larger interest in the EIP on AHA at regional level after the 3rd call for RS a movement has started to organise and coordinate at national level. This process will culminate in 2020.

GAP11: Lack of recognition of the results achieved by individual commitments.	
Mitigation action 1: Collect "success stories" by the AG and RS through a "call for success stories" to incentivise Partnership members to share commitments results and achievements.	
Priority	3
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.2, T6.1, T6.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Provide template and guidelines for the description, selection and publication of success stories. Publish call for success stories, select the best ones and disseminate them across the EIP on AHA and beyond.
Cost	WE4AHA budget
State of play by September 2019	Commitments seem to be very granular and we have based our recognition in the innovative practices of the Repository and specific projects.
Mitigation action 2: Publish "success stories" on the EIP Portal and the HPP.	
Priority	3
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.4
Starting date	2019.01.01

Deadline for implementation	2020.12.31
Description of activities	Boost online dissemination of the success stories
Cost	WE4AHA budget
State of play by September 2019	Relevant news and achievements were regularly published on the portal and HPP. Average: 5/month. They were also promoted in the newsletter launched in August 2019.

GAP12: Lack of representativeness of the partnership geographically speaking (absence of Eastern Europe partners).	
Mitigation action 1: Intensify the visibility of the EIP on AHA in key conferences, events and fora in Central and Eastern Europe. **Mitigation action 2**: Support EIP on AHA partners from Central and Eastern Europe in dissemination activities.	
Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T1.2, T2.1, T5.2, T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote the next EIP on AHA call for commitments and call for RS in Eastern European countries; mobilise current EIP on AHA members established in Central European countries to disseminate the Partnership goals and results; identify relevant events in the region and delegate speakers who can play the role of ambassadors of the EIP on AHA.
Cost	WE4AHA and RSCN budget and partners' own budget
State of play by September 2019	Active preparatory work began in September 2019 to promote associations with Eastern European partners e.g., through WE4AHA partner members; relevant EC projects, and various upcoming workshops and conferences. We have launched a call for reference sites specifically for these countries.

GAP13: Insufficient coordination between AG and RS in terms of governance, ownership and synchronisation of activities.	
Mitigation action 1: Invite RS representatives to AG meetings for updating on RS/RSCN activities and reverse. **Mitigation action 2:** Include 1 RS representative amongst the AG coordinators team.	
Priority	2
Owner	AG and RS

Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Encourage exchange between RS and AG through meetings, webinars, thematic workshops.
	Include RS representatives amongst AG co-ordination team through provision in the election procedures.
Cost	WE4AHA and RSCN budget
State of play by September 2019	One of the thematic workshops that was awarded (led by Campania Region) fostered the collaboration between AG A3 and the RS. Workshop title: "Implementing a comprehensive approach to integrated care."

Mitigation action 3: Identify specific link between the AG and the RS activities in the Action Plans 2018-2020 also establishing more direct interdependencies between RS activities and AG commitments.

Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA partners, WE4AHA and RSCN
Related WE4AHA task	T2.1, T5.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Involve RS in the renewal of the Action Plans for the identification of specific links amongst the AG and RS activities.
Cost	WE4AHA and RSCN budget
State of play by September 2019	RS were encouraged to participate in the AG internal discussion in Aarhus where one of the topics was the synergy between AG and RS. This RS-AG synergy topic will continue in the next period.

Mitigation action 4: Organise Thematic Workshops where themes are identified by the RSs with the wide involvement of the AG members.

Priority	3
Owner	AG and RS
Responsible for implementation	EIP on AHA partners, WE4AHA and RSCN
Related WE4AHA task	T2.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31

Description of activities	Launch call for workshops (templates for candidatures, selection criteria, evaluation criteria, etc).
Cost	WE4AHA and RSCN budget
State of play by September 2019	See: Mitigation actions 1-2 (Gap 13).

Mitigation action 5: Promote the Policy Dashboard to help partners find and team up with their fellows in their region.	
Priority	3
Owner	AG and RS
Responsible for implementation	EIP partners and WE4AHA
Related WE4AHA task	T2.1, T5.4
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Explain the benefits of and promote the policy dashboard. Place it in a more accessible place, like a subsection in the section "About the Partnership" of the menu.
Cost	WE4AHA budget
State of play by September 2019	Policy dashboard is under updating after the 2019 call for reference sites. We have linked this mitigation action to the results of 5.6.

GAP14: Lack of visibility about the activities of the Reference Site Collaborative Network (RSCN).	
Mitigation action 1: Produce a regular RSCN newsletter informing RS activities, telling success stories, etc. to be disseminated at AG level through EIP portal and HPP.	
Priority	3
Owner	RS
Responsible for implementation	RSCN and WE4AHA
Related WE4AHA task	T1.2, T5.2, T5.4, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Support the RSCN in issuing regular online newsletters. This newsletter shall be made available also to the AG partners through its publication on the EIP on AHA Portal and the HPP.
Cost	WE4AHA and RSCN budget
State of play by September 2019	Funka has produced (for free) an online RSCN newsletter and it supporting the RSCN to produce different issues and distribute it automatically via mailing list.
Mitigation action 2: Get in touch with DG REGIO and the Committee of the Regions (CoR) to further identify opportunities for local decision-makers, spread results achieved with the EIP and have regional	

authorities (even on RS) endorse the participation of local stakeholders (including consultants and staff of organisations) to EIP on AHA activities.

Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Address EC officials and CoR regional politicians with the Partnership achieved results; lobby and disseminate outputs.
Cost	WE4AHA budget and partners' own budget
State of play by September 2019	We have involved CoR in the discussions about the next Horizon Europe Partnership.

2.2. Cooperation mechanisms

The gaps handled related to the challenge of various cooperation mechanisms. The gaps are handled largely by the AG and RS together, and much work has been done in 2019.

GAP1: Limited implementation of cooperation mechanisms at regional and national levels supporting the local EIP on AHA partners.	
Mitigation action 1: Promote and communicate benefits of cooperation mechanisms (such as PROMIS and the Nordic Reference Site Network) facilitating the transfer of know-how.	
Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Disseminate information about PROMIS, the Nordic Reference Site Network and other cooperation mechanisms through the EIP on AHA channels; foster active participation of AG members to the events organised by PROMIS, the Nordic Reference Site Network and other cooperation mechanisms; leverage on the RSCN to raise awareness about these cooperation mechanisms and extend adoptions by other countries/regions
Cost	WE4AHA budget

State of play by September 2019	Regular communication about the PROMIS activities has been fostered through the EIP on AHA portal, the @EIP_AHA Twitter account and the HPP. A discussion paper and report issued by PROMIS have been distributed through AG and RS mailing list. PROMIS was also involved as a member of the WE4AHA Advisory Board in the Blueprint activities, thus bringing the experience of Italian regions directly into the scaling-up activities.

Mitigation action 2: Reinforce functional cooperation between each regional RS with local AG members for reaching out communities.

Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.1, T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Secure better integration between AG and RS priorities within the renovated Action Plan; implement responsive governance model of the RSCN supporting RS.
Cost	WE4AHA budget
State of play by September 2019	The AG Action Plans renewal process was initiated through a consultation phase aimed at reporting achievements and lessons learnt during the 2016-2018 period. When renewing their Action Plans, the AG co-ordinators were requested to outline elements that should be taken into consideration to ensure a better alignment with, and an effective impact through, regional and national health and care strategies and policies (ref. Deliverable 5.1 – "Report on consultation for the development of the Action Plan 2018-2020"). The 2018-2020 renewed Action Plans also integrate views on reinforcing functional cooperation between regional ecosystems and local AG members.

Mitigation action 3: Leverage on the experience of the "senior" partners and experts for animating and coaching less experienced partners.

Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2018.07.01
Deadline for implementation	2020-12-31

Description of activities	Invite senior partners and experts to thematic workshops and webinars; improve recognition mechanisms for AG members; publishing and disseminate commitment and RS results (summary, highlight, newsletter).
Cost	WE4AHA budget
State of play by September 2019	RS and AG members are regularly invited to promote their activities on the portal, and HPP and EIP on AHA newsletters.

GAP2: Lack of political support and ownership at national, regional and local levels. Misalignment of strategies and priorities between the different levels of government (European, national, regional and local).
Mitigation action 1: Promote the EIP on AHA priorities and activities in regional or national events where Partnership members are invited. **Mitigation action 2**: Encourage partners to regularly update their regional/national policy makers about EIP on AHA achievements and priorities (meetings, events, etc).

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA and EIP on AHA members
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Invite policy makers and decision makers to EIP on AHA events (AG and RS meetings), disseminate AG and RS results at national and regional levels through local communication channels, prioritise active and healthy ageing topics in the agenda of national and regional authorities (lobbying).
Cost	WE4AHA budget
State of play by September 2019	AG meetings in 2019 took place according to the following calendar: A1: 27th June 2019, Barcelona (ES) A3 and C2: 14th-16th May 2019, Lyngby (DK) B3: 22nd May 2019, Brussels (BE) D4: 9th-10th May 2019, Krakow (PL) Most AG have embraced the advice of WE4AHA to hold their meetings at a local level – instead of organising them in Brussels – in order to invite/involve more proactively national and regional policy makers and decision makers. This option also facilitated connectedness with the local stakeholder communities and raised awareness of the theme of active and healthy ageing on the agendas of national and regional health and care authorities.

Mitigation action 3: Encourage the participation of EC officers (DG Connect, Health, Regio, etc.) in local events where they are invited to foster the policy message and alignment.

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA and EIP on AHA members
Related WE4AHA task	T5.1, T5.2
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Invite EC representatives to local events organised by AG and RS with the possibility to meet partners and national/regional policy and decision makers.
Cost	no cost
State of play by September 2019	WE4AHA team transferred the request raised by the AG coordinators to have EC representatives attending Action Groups events to personnel in the EC. The calendar of AG meetings was forwarded to the EC project officer to collect advice. DG CNECT and DG SANTE representatives attended the B3 AG meeting in Brussels.

GAP3: Unexploited potential for mutual learning from experiences and good practices.	
Mitigation action 1: Organise webinars and thematic workshops on mutual learning, scaling up and best practices.	
Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.2, T5.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Launch a call for topics to identify themes of relevant interest for the Partnership aligned with the priorities of digital transformation of health and care; establish a procedure for select webinars and thematic workshops; organise webinars and thematic workshops, consequently.
Cost	WE4AHA budget
State of play by September 2019	When launching the first call for RS thematic workshops (in February 2019), the WE4AHA team identified as a selection criterion the capacity of the workshop to align the content with the priorities of the Communication from the Commission "on enabling the digital transformation of health and care in the

	Digital Single Market; empowering citizens and building a healthier society" COM(2018) 233 final. The two selected workshops for 2019 demonstrated high relevance with respect to the topics addressed by the Communication: first, "5G enabling digital transformation in health and care", June 2019, organised by OuluHealth (Finland); and second, "Implementing a comprehensive approach to integrated care", October 2019, organised by Italian RS (Campania, Lazio, Emilia Romagna, Lombardy, Piedmont, Marche, Liguria, Apulia, Toscana, Trento, Veneto, FVG) together with the PROMIS Network.
Mitigation action 2: Promote twinning on scaling up technologies.	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Release terms of reference for twinning pairs selection; organise twinnings consequently.
Cost	WE4AHA budget
State of play by September 2019	The terms of reference for twinning schemes were released according to the activities plan and published on the EIP on AHA portal. The terms were based on past experience (i.e., in the SCALE-AHA study: http://www.scale-aha.eu/home.html) and synchronising activities with the twinning pairs' activities foreseen by the DigitalHealthEurope project (https://digitalhealtheurope.eu/). As a result, the WE4AHA twinnings terms were issued with a focus on digitally-enabled innovative ICT solutions for health and care delivery for ageing populations (in accordance with the priorities of the Communication of the EC "on enabling the digital transformation of health and care in the Digital Single Market). Five twinning pairs were awarded in June 2019 (with each twinning receiving support of 5,000 €). The twinning beneficiaries are Reference Sites. Those awarded in 2016 could apply in 2019 and likewise five pairs in January/February 2020 will be awarded amongst the Reference Sites awarded that applied to the 3rd call in 2019.
Mitigation action 3: Improve sharing of information amongst Reference Sites (newsletter, Portal, targeted communication).	
Priority	2
Owner	RS

Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.07.01
Deadline for implementation	2020.12.31
Description of activities	Collect, refine and openly distribute the RSCN newsletter to the RS community, promote the RSCN website.
Cost	WE4AHA budget
State of play by September 2019	Please refer to mitigation action 3 under GAP 1. The need to improve sharing of information amongst RS was an action raised by the EIP on AHA stakeholders, and implemented by the WE4AHA consortium, at the specific request of members of the Partnership.

Mitigation action 4: Reinforce the participation of organisations representing "older" citizens in the Partnership.

Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2019.01.01
Deadline for implementation	2020-12-31
Description of activities	Invite "older" citizens organisations to AG and RS events; encourage the participation of "older" citizens organisations to the next call for commitments.
Cost	WE4AHA budget
State of play by September 2019	The Partnership moved more in the direction of accepting the need for active and healthy ageing at all stages of people's life-course

GAP4: Growing needs for more opportunities to learn, share, network and benchmark.	
Mitigation action 1: Promote the organisation of "brokerage event" and match-making at local level on specific topics involving local EIP members.	
Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.2, T5.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31

Description of activities	Stimulate the Partnership to include brokerage and match-making sessions during AG, RS and other local events inviting EIP on AHA members belonging to the other AG and RS; communicate brokerage and match-making events through EIP on AHA dissemination channels.
Cost	WE4AHA budget, EIP on AHA members budget
State of play by September 2019	Matchmaking events are one of the actions envisaged by the Innovation to Market (I2M) Plan released by the WE4AHA consortium (first issue, October 2018). These events have the objectives: "*to facilitate networking and matchmaking between demand-side stakeholders and AHA solution owners and developers, and to support AHA organisations seriously looking to procure a digital health solution in the near future but not finding their perfect match in the market, either because there is no perfect or because the perfect match is outside their field of vision*". The WE4AHA consortium will organise a matchmaking event in the course of the 4YFN conference, in Barcelona, 24-26 February 2020.

GAP5: Limited opportunity to access twinning schemes due to limitation of resources.	
Mitigation action 1: Increase the frequency of calls for twinning schemes, their planning and integration in the scaling-up process.	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Plan with RSCN the possibility to anticipate part of the WE4AHA planned twinning schemes in 2019
Cost	WE4AHA budget
State of play by September 2019	According to the need to increase the frequency of calls for twinning schemes, the WE4AHA consortium planned five twinnings in 2019. The call for twinning ended on 15 June 2019; implementation occurred in the second semester 2019.

In terms of future planning: as recommended by the I2M Plan, twinnings will target the EU priorities on digital transformation of health and care and address the involvement of supply side (i.e. SMEs and start-ups) The remaining five calls will be operationalised and implemented in 2020. Integration will take place with the twinning calls operated by DigitalHealthEurope project. |

Mitigation action 2: Wider use of twinning scheme within the partnership (AG and RS as well) as a means of supporting learning, exchange and benchmarking.	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Verify with EC and WE4AHA consortium the possibility to devote more funding for the twinning schemes; design twinning pairs for enhancing mutual learning, exchange of know-how and benchmarking.
Cost	WE4AHA budget
State of play by September 2019	The total budget devoted to WE4AHA twinning amounts to 50,000 € for a total of 10 pairs of twins. This amount – allocated from the WE4AHA budget – remains unchanged. Further opportunities for twinning schemes will, however, be made available through the DigitalHealthEurope project. The cooperation between the two Coordination and Support Actions will ensure wider opportunities for scaling up digital solutions for active and healthy ageing across regional ecosystems. At the same time, they will target the three priorities of the digital transformation of health and care, and avoid any overlap amongst the different typologies of twinning schemes foreseen by the Actions.

2.3. Communication

The gaps handled related to the challenge of how to increase the visibility of the achievements of the AG and the RS and how to improve the internal communication.

GAP1: Inadequate communication within the Partnership, amongst AG members and between AG and RS. Drop in interactive communication (Yammer vs. HPP).	
Mitigation action 1: Solicit AG members to publish on the Portal (news and events sections) and on the HPP.	
Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01

Deadline for implementation	2020.12.31
Description of activities	Encourage the AG members and RS members to publish more effectively on the EIP on AHA portal and HPP. Improve communication through various channels (e.g., portal, social media, EU HPP).
Cost	WE4AHA budget
State of play by September 2019	Efforts have been made to increase the **communication** within the Partnership across AG and RS members. The AG and RS have updated the content of their **sections on the website** every three months. **News and Events** sections on the EIP on AHA portal have been regularly updated to promote activities planned and carried out by the members of the Partnership. Several interactions have been fostered through the thematic networks of the **HPP**. **Social media campaigns** have specifically targeted the members of the Partnership and external stakeholders: the number of social media campaigns carried out by the project has increased from four to seven the results exceeded initial expectations. **Statistics** and detailed information about these actions are reported under Deliverables D2.2, D6.1-6.2 and D6.3. Moreover, communication among RS has been fostered through the **new RSCN website and online newsletter** (ref. section on Cooperation mechanisms).

Mitigation action 2: Prepare infographics on AG status on members capacity to report and update.

Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Release infographics and visuals with statistics on AG.
Cost	WE4AHA budget
State of play by September 2019	Visuals have been designed for social media campaigns purposes. In the future, **infographics will be prepared on request** by AG and RS to report about results achieved.

Mitigation action 3: Increase the use of "EIP_AHA" twitter account to spread out information on AG and RS activities.

Priority	3

Owner	WE4AHA and EIP on AHA members
Responsible for implementation	WE4AHA
Related WE4AHA task	T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Animate the EIP on AHA twitter account.
Cost	WE4AHA budget
State of play by September 2019	From July 2018 to September 2019 @EIP_AHA **Twitter activities** increased according to the following figures: Number of tweets: from 8,467 to 8,792 Number of followers: from 9,169 to 9,582 Number of following: from 3,388 to 3,447 The @EIP_AHA account is managed by the WE4AHA team on request of the EC.

Mitigation action 4: Publish commitment "success stories" and/or RSCN "newsletter" as suggested above.	
Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Redesign the online RSCN newsletter including success stories from AG commitments.
Cost	WE4AHA budget
State of play by September 2019	**RS success stories** have been published in RSCN newsletter releases since October 2018 (3 editions to date). The RSC newsletter was redesigned. (Please refer to the section on cooperation mechanisms.)

GAP2: Dissuasive jargon language used in communication that discourages participation.	
Mitigation action 1: Create dissemination material using a more attractive and market-oriented language.	
Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2, T6.3

Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Simplify the language used in all communications and create attractive marketing materials. Release the dissemination material and content for the online communication (portal, HPP, social media campaigns) using effective and targeted messages.
Cost	WE4AHA budget
State of play by September 2019	This action was particularly kept in mind when designing materials for **CoP 2019**. **Website language** has been simplified as far as possible.

GAP3: Lack of dissemination about commitments, results, and success stories.	
Mitigation action 1: Secure regular update of commitments through the Commitments Tracker Tool. **Mitigation action 2:** Disseminate "success stories" and "newsletter" as mentioned above. **Mitigation action 3:** Integrate commitments updates in RS activities.	
Priority	3
Owner	WE4AHA and EIP on AHA members
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Regularly update results on the Commitments Tracker Tool. Increase and share information about the Partnership success stories. Reinforce the links between AG activities and RS. Support with content and contribute to a broader dissemination of the RSCN newsletter.
Cost	WE4AHA budget
State of play by September 2019	In addition to the publication of success stories in the RSCN newsletter, an invitation to **update the commitments** was launched in February 2019. Around 50 new commitments were validated and published under the **Commitment Tracker Tool** since June 2019.

GAP4: Insufficient amount of communication about Partnership events (meetings, workshops, etc.).	
Mitigation action 1: Incentivise the use of the EIP Portal and HPP by the members of the Partnership. **Mitigation action 2:** Improve the administrative support services for securing wide and effective communication. **Mitigation action 3:** Secure publication of AG and RSCN meeting agenda and minutes on the EIP Portal and HPP.	
Priority	3

Owner	WE4AHA and EIP on AHA members
Responsible for implementation	WE4AHA, AG, RS
Related WE4AHA task	T2.1, T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Enhance the use of the EIP on AHA portal and the HPP as a source of information for the whole Partnership. Support EIP on AHA members in sharing information, documents, news, etc.
Cost	WE4AHA budget
State of play by September 2019	Under the three proposed mitigation actions, at least **five mitigation activities** were undertaken: (1) The WE4AHA Administrative Support Team **supported the Partnership on a daily basis,** as reported in WP2 deliverables; (2) **AG were specifically supported** in preparing their annual face to face meetings that took place during May-June 2019 (agendas set up and circulated); (3) **AG coordinators meetings and RSCN call conferences** were facilitated; (4) **Minutes and agendas of the AG meetings** were made available in a timely manner on the EIP on AHA portal in the AG sections (Ref. Documents of meetings); (5) **AG and RS-related information was published** on the EIP on AHA portal and published on the HPP both by the WE4AHA team and Partnership members.

Mitigation action 4: Plan pre-, on-site and post-communication activities for the major events organised by or in favour of the Partnership, such as the CoP, Summit, etc.	
Priority	2
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Secure timely information about the major events organised within the Partnership through detailed reporting widely accessible.
Cost	WE4AHA budget
State of play by September 2019	The WE4AHA Communication Team (VCOT) launched actions to plan **pre-, on-site and post-event**

	communication activities linked to the CoP 2019. The EIP on AHA portal was updated each day of the CoP with relevant news items.

GAP5: Lack of promotional materials.	
Mitigation action 1: Release more informative materials	
Priority	3
Owner	WE4AHA and EIP on AHA Partnership
Responsible for implementation	WE4AHA, AG, RS, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Release short information report on EIP on AHA progress. (state of play, PPTs based on AG B3, for instance). Issue documents with RS description and results. Create infographics and visuals.
Cost	WE4AHA budget
State of play by September 2019	**Summary reports of the achievements** attained by the AG over the 2016-2018 time-period were released and published on the EIP on AHA portal in spring 2019; similarly, materials about the AG action plans. Visuals for communication campaigns, such as the MAFEIP call for expression of interest, I2M Plan, I2M eHealth HUB platform for active and healthy ageing, call for RS twinnings, call for RS thematic workshops, and the CoP 2019, were created.

GAP6: Unexploited potential of social media.	
Mitigation action 1: Maximise and exploit the dynamism and benefits of social media (easy, user-friendly, targeted, focused, etc.), such as twitter, LinkedIn.	
Priority	3
Owner	WE4AHA and EIP on AHA Partnership
Responsible for implementation	WE4AHA, AG, RS, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Incentivise the use, and better targeting of, social media by all the members of the Partnership. Plan and launch social media campaigns.

Cost	WE4AHA budget
State of play by September 2019	Since June 2018, the following **social media campaigns** have been carried out. The campaigns were especially intensified in spring/summer 2019: 1) June 2018: communication campaign to promote the renewed EIP on AHA Portal. 2) February 2019: invitation to submit application for 2019 RS thematic workshops. 3) May 2019: launch of the call for RS twinning schemes. 4) June 2019: third call for RS. 5) June 2019: launch of the I2M Plan. 6) July 2019: announcement of the eHealth HUB Platform. 7) July 2019: open consultation by the European Commission about Horizon Europe and the Digital Europe Programme.

GAP7: Centralised events hamper participation of a broad audience of members (through logistical and linguistic barriers).	
Mitigation action 1: Promote the organisation of events (thematic workshops, AG and RS meetings) at local level.	
Priority	2
Owner	WE4AHA and EIP on AHA Partnership
Responsible for implementation	WE4AHA, AG, RS, RSCN
Related WE4AHA task	T2.1, T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Encourage decentralised events, which are supported by at-a-distance attendance and/or with linguistic interpretation. Leverage webinar facilities made available by WE4AHA.
Cost	WE4AHA budget
State of play by September 2019	In the first nine months of 2019, the **annual AG meetings were mainly organised at regional level** to incentivise the participation of local stakeholders. Some AG meetings were held in the same physical location and/or back-to-back or in parallel. The calendar of events was as follows:

	A1 - Adherence to prescription and medical plans, 26-27 June 2019, Barcelona (ES), organised by the Institut Català de Salut;
	A3 - Lifespan Health Promotion & Prevention of age-related frailty and disease, 14-16 May 2019, Lyngby (DK), organised by the Technical University of Denmark;
	B3 - Replicating and tutoring integrated care for chronic diseases, 22 May 2019, Brussels, organised at the Centre Borschette, Brussels (EC premises);
	C2 - Development of interoperable independent living solutions, 14-16 May 2019, Lyngby (DK), organised by the Technical University of Denmark;
	D4 - Age-friendly buildings, cities and environments, 9-10 May 2019, Krakow (PL), organised by the LifeSciencePark.
	The CoP 2019 was hosted by the region of Central Denmark (Aarhus) on 23-25 September 2019, in conjunction with the AAL Forum 2019.

2.4. Synergies and coordination

The gaps handled related to the challenge of how to create synergies between AHA-related initiatives at all levels (national and European).

GAP1 Lack of structured synergies and governance mechanisms with other European or national initiatives addressing active and healthy ageing themes.	
Mitigation action 1: Foster the collaboration with other AHA driven initiatives at European (JPI, EIPs, AAL, WHO and KIC Health) to identify common field of cooperation enabling EIP on AHA members to exploit new opportunities of cooperation.	
Priority	1
Owner	WE4AHA
Responsible for implementation	WE4AHA, JPI MYBL, AAL, JPI SCC, EIT Health, etc
Related WE4AHA task	1.3
Starting date	2018.02.27
Deadline for implementation	2020.12.31
Description of activities	Organise coordination meetings between the initiatives and carry out a mapping exercise about the common fields of interest.
Cost	WE4AHA budget
State of play by September 2019	The EIP on AHA held four joint physical meetings with AAL and JPI MYBL in 2018 (February, May, and October 2018, and May 2019) and regular online meetings. The three initiatives have jointly produced a joint statement

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WE4AHA

	to advocate ageing and care in digital transformation post-2020. Concrete actions on a bilateral basis are now being developed, such as presentation of JPI MYBL to the EIP community in the form of a webinar and how they could participate in JPI activities or use their results, mutual consultation on call texts, joint organisation of the EIP CoP 2019 with the AAL Forum 2019 in Aarhus, Denmark, with a plenary session that included the three initiatives. Together, the three initiatives are mentioned in one of the partnerships under Horizon Europe, called "Large-scale innovation and transformation of health systems in a digital and ageing society". The three initiatives prepared a joint input to the Horizon Europe co-design public consultation in summer 2019.
Mitigation action 2: Invite RS members to foster the dialogue with policy/decision makers at national and regional level to identify and further synergies with local programmes (ERDF, 3S).	
Priority	3
Owner	RS
Responsible for implementation	RSCN
Related WE4AHA task	5.2
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Provide capacity building to the RS representatives how to engage policy makers.
Cost	RSCN budget
State of play by September 2019	Promotion of PROMIS and Nordic Reference Site Network policy influencing activities. Raising awareness of RS about the importance of national support at the CoP 2019. Mutually beneficial collaboration with JPI MYBL has meant that RS can create links and mechanisms with their Member States. Vice versa, Member States can reach out to sub-national levels through the RS.

GAP2: Perceived weakness of explicit concerted support and ownership by EC DGs involved in AHA subjects.	
Mitigation action 1: Secure the participation of EC officers to local events.	
Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA members

Related WE4AHA task	5.1, 5.2, 6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Invite EC officers to local events organised by AG and/or RS. Keep them informed about the activities. Disseminate the information about the local events.
Cost	WE4AHA budget
State of play by September 2019	EC project officers have been informed about the calendar of AG annual meetings during 2019 to encourage their availability to attend them. High-level European Commission representatives were invited to the CoP 2019 in Aarhus. The Head of Unit of the DG CNECT eHealth Unit and the WE4AHA Project officer attended the conference.

Mitigation action 2: Encourage dialogue and coordination meetings between the DGs involved in AHA subjects and the Partnership.

Mitigation action 3: Encourage discussions about the vision on the future of the EIP between the European Commission and the Council (Member States).

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA and AG coordinators, RSCN ex Board
Related WE4AHA task	WP3 and WP4, 6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	
Cost	WE4AHA budget, RSCN budget
State of play by September 2019	WE4AHA invitations were sent to DG CNECT, SANTE and RTD personnel to attend the 23 May 2019 meeting with the AAL and JPI MYBL. The meeting objective was to discuss the joint statement about the future of ageing and care. The meeting resulted in closer collaboration with DG RTD, nomination of good practices, and forwarding recommendations for the "Quality health care for all" session of the Research and Innovation days on 26 September 2019. Discussions were tabled with DG RTD how to foster this collaboration over the coming years. High-level EC representatives were invited to CoP 2019 in Aarhus, Denmark.

GAP3: Lack of clarity about the way Partnership members could contribute to the (newer) horizontal activities such as the Blueprint and I2M.

Mitigation action 1: Organise information and training sessions about the new initiatives (webinars).

Mitigation action 2: Highlight the benefits of these initiatives and outline the relevant contribution partners can provide.

Priority	3
Owner	RS and AG
Responsible for implementation	WE4AHA
Related WE4AHA task	5.1, 5.2, 6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Organise webinars and user-friendly, attractive promotional material about the benefits of being part of the new initiatives.
Cost	WE4AHA budget
State of play by September 2019	Regular conference call sessions on Blueprint updates were organised every two weeks (from the project start) to advance the development of the document. These sessions were open to a certain number of stakeholders, representing supply and demand sides, selected through a call for engagement through the Partnership.
	From Fall 2019, the community of Blueprint partners will be enlarged to involve more members of the EIP on AHA. Further initiatives have been taken to expand the value of the Blueprint to an even wider community, such as the organisation of two-days sessions at the eHealth Summit in Lisbon, Portugal (20-21/03/2019). This activity was undertaken in cooperation with the DigitalHealthEurope project.
	The I2M has been expanded through the involvement of EIP on AHA and external stakeholders, engaged through several meetings: a physical meeting in Brussels, called the "I2M Stakeholder Forum" on 21 June 2018, and two online meetings on 12 July 2018 and 29 August 2018.
	Moreover, in the future, actions foreseen in the I2M Plan are envisaged to be implemented in connection with events where broad participation of potential interested stakeholders is expected. Examples include the 4YFN Barcelona (24-26 February 2020) when the organisation of the first "matchmaking event" will take place.

	The MAFEIP team has already scheduled webinars to engage new organisations in its community. Please refer to GAP 2 in section "Impact".
Mitigation action 3: Define and clearly communicate Blueprint and I2M correlation to the commitments of the partners and the overall EIP on AHA objectives (renovation of Action Plan)	
Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA, AG coordinators
Related WE4AHA task	5.1, WP3, WP4
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Prepare strategic clarification materials that clearly explain the relation between the commitments and the new initiatives with examples. Provide aid to the AG to integrate these new initiatives into their Action Plans.
Cost	WE4AHA budget
State of play by September 2019	Linkages between AG and cross-horizontal activities have been reinforced through concrete actions: 1) when renewing Action Plans for the period 2018-2020, AG were requested to state the coherence with the EU priorities of the "Communication on enabling the digital transformation of health and care in the Digital Single Market; empowering citizens and building a healthier society" 2) the call for twinning schemes launched in April 2019 contained elements supporting the I2M Plan, such as the possibility to involve innovative SME and start-ups, 3) one of the essential criteria of the call for RS in 2019 was an explanation of commitment to the horizontal initiatives and plans on increasing that commitment within 12 months.

GAP4: Uncertainty about the future of the EIP on AHA as a priority for the EC as a whole.	
Mitigation action 1: Increase the awareness of the Partnership members about the role they have in orienting the future of the EIP (webinars, communication).	
Priority	2
Owner	RS and AG
Responsible for implementation	WE4AHA, AG coordinators, RSCN
Related WE4AHA task	6.1
Starting date	2018.06.01

Deadline for implementation	2020.12.31
Description of activities	Prepare communication materials, events with the participation of EC officers, Member State representatives and policy makers to disseminate the results of the partnership and highlight the outcomes, Organise dialogues with EC officers and Member State representatives.
Cost	WE4AHA budget, RSCN budget
State of play by September 2019	Several activities have taken place, e.g.,: Important policy messages were delivered about making ageing and care a future priority in Horizon Europe and Digital Europe at CoP 2019. A joint statement was written on the part of the EIP, AAL and JPI MYBL about ageing and care in the digital transformation post-2020. In August 2019, the AAL-WE4AHA-JPI MYBL jointly communicated their input to the Horizon Europe co-design public consultation and the state of play of the partnership candidature to the RS and the AG coordinators.
Mitigation action 2: Foster synergies with other AHA-related programmes to enhance impact and therefore secure the sustainability of the programmes.	
Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA, all the other AHA-related initiatives
Related WE4AHA task	1.3
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Organise coordination meetings between the initiatives and discuss how they could mutually reinforce the impact they deliver.
Cost	WE4AHA budget
State of play by September 2019	The EIP on AHA held four joint physical meetings with AAL and JPI MYBL in 2018 (February, May, October 2018 and May 2019) and numerous, regular online meetings. They have jointly produced a joint statement to advocate ageing and care in digital transformation post-2020. They are included together in a proposed partnership under Horizon Europe, called "Large-scale innovation and transformation of health systems in a digital and ageing society", which can secure the sustainability of the EIP post-2020.

2.5. Impact

The gaps handled related to the challenge of how to create better impact for the AG and RS actions and results.

GAP1 Difficulties in reporting results and outputs through the Commitments Tracker Tool.	
Mitigation action 1: Improve the Commitments Tracker Tool facilitating regular update of the commitments.	
Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	5.3
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Update and improve the Commitments Tracker Tool, adapted to user needs.
Cost	WE4AHA budget
State of play by September 2019	In the second half of 2018, the Commitments Tracker Tool was modified, and in it were included new sections for yearly reporting. This update should enhance the reporting of commitment results on a yearly basis.
Mitigation action 2: Release or further refine the tutorial on how to report progress through the EIP portal (revision of PROEIPAHA Manuals).	
Priority	2
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	5.3, 6.1
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Organise webinars, prepare tutorial videos to be posted on the portal, offer demonstration slots at events, road shows
Cost	WE4AHA budget
State of play by September 2019	No specific action was carried out in 2019. Actions are considered for 2020.
Mitigation action 3: Make use of existing Health Technology Assessment methods as a final step before upscaling	

Mitigation action 4: Complementary to MAFEIP, use maturity models to assess the ability of an outcome for continuous improvement.

Priority	1
Owner	AG and RS
Responsible for implementation	Regional and national public authorities, EIP on AHA partners
Related WE4AHA task	5.3
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Disseminate these complementary options and provide training materials for their use
Cost	Regional and national budget
State of play by September 2019	No specific action was carried out in 2019. Actions are considered for 2020.

GAP2: Lack of clarity in measuring the impacts of the Partnership activities

Mitigation action 1: Reinforce monitoring and impact assessment through a broader use of the MAFEIP tool at least at RS level.

Mitigation action 2: Promote the use of MAFEIP by training sessions, videos, etc. (webinars).

Priority	3
Owner	RS
Responsible for implementation	WE4AHA
Related WE4AHA task	5.3
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Encourage the use of MAFEIP by webinars, tutorials, demonstration sessions where its benefits and added value are highlighted.
Cost	WE4AHA budget
State of play by September 2019	In addition to the MAFEIP case studies developed within the WE4AHA, remote demonstration sessions have been conducted to increase the broader use of MAFEIP and show its potential benefits for health organizations. For instance: a webinar was carried out on 9th April 2019 for Puglia Region Reference Site. Remote demonstration sessions cannot replace the on-site visits which are sometimes necessary to carry out an appropriate analysis through MAFEIP. However, considering the limitation of resources and the significant number of requests to test

WE4AHA

This project has received funding from the European Union's Horizon 2020 research and innovation programme under the Grant Agreement No. 769705

	the tool, the webinar can offer an overview of the MAFEIP application for interested parties.
Mitigation action 3: Promote and make widely known the successfully measured impact of activities/commitments/collaborative work and twinnings.	
Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA and AG coordinators, RSCN
Related WE4AHA task	5.3, 6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Organise dissemination, promotional events, give room for dissemination of such success stories in newsletters, AG meetings. Also disseminate the impact to policy makers, EC officers, Member States.
Cost	WE4AHA budget, RSCN budget
State of play by September 2019	**Promotional activities** about AG and RS success stories have been increased using different dissemination channels. These include: the EIP on AHA portal news section, HPP, RSCN newsletter and website, and Twitter. Furthermore, AG and RS have been encouraged to promote the success stories in **yearly meetings** and external events. From **January 2019**, the WE4AHA team started a collaboration with the network of national H2020 contact points - NCPs (HNN 2.0 https://www.healthncp.net/) to foster the dissemination of the EIP on AHA activities and results across the R&I communities in the Member States. Concrete actions resulting from this cooperation include: organisation of webinars with the NCPs, dissemination through HNN 2.0 website, promotion of the RS and AG activities (calls for twinning and RS, meetings). Good practices were proposed to DG CNECT and DG RTD concerning Digital Innovation Hubs in regions and for the Research and Innovation Days session "Health systems: from research outputs to societal impact" on **25th September 2019** (Basque country RS speaker).

GAP3: Unexploited scaling-up of potential innovation across regions and communities.	
Mitigation action 1: Implement more broadly support schemes that can boost uptake and replicability (such as twinning schemes).	
Priority	3

Owner	RS and AG
Responsible for implementation	WE4AHA
Related WE4AHA task	5.1, 5.2
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Allow all partners to apply for twinning schemes (not only RS), publish calls more often than every 3 years. Introduce other similar schemes.
Cost	WE4AHA budget
State of play by September 2019	Please refer to "Cooperation mechanisms" section, GAP 5, mitigation action 1 and 2.

3. Engagement Action Plan for the Blueprint initiative

This chapter presents the identified gaps and their mitigation actions that the Blueprint partners have proposed in order to enlarge their community as of September 2019.

3.4. Synergies and coordination Gap 3 and its three mitigation actions are also relevant to the Blueprint and I2M. They are not repeated below.

1.1. Representativity/Composition of the community

GAP1: Insufficient representatives from the industry/technology partners in the Blueprint Partners group that are able to contribute to relevant Blueprint topics (e.g. development of persona scenarios related to data analytics, AI, data infrastructures)	
Mitigation action 1: Invite the Blueprint Partners to consult their local/regional technology experts on selected topics, partly closing this gap.	
Priority	2
Owner	WE4AHA WP4
Responsible for implementation	WE4AHA
Related WE4AHA task	T4.1, T4.3
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Engage technology experts in the Blueprint discussions via concrete activities, phone conferences where they feel the benefit of being part of the group.
Cost	WE4AHA budget
Mitigation action 2: Source expertise via synergies and liaisons with EU projects, especially DigitalHealthEurope[1]	
Priority	2
Owner	WE4AHA WP4
Responsible for implementation	WE4AHA
Related WE4AHA task	T1.3, T4.3
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	WE4AHA is closely collaborating with DigitalHealthEurope, as it supports the COM(2018) 233 priorities which the EIP on AHA is aligned with. Already a first joint DHE-Blueprint workshop was

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[1] DigitalHealthEurope (https://digitalhealtheurope.eu/, GA No. 826353) is a two-year coordination and support action that started in January 2019 and is led by empirica. It supports the priorities of the Communication on enabling the digital transformation of health and care COM(2018) 233

	organised on 21 March as part of the eHealth Summit in Lisbon, Portugal, exploring how the DHE and WE4AHA communities can work together and benefit from each other's expertise. DigitalHealthEurope has an extensive Board of Experts, which might be engaged in the Blueprint work on demand whenever specific expertise and skills are necessary.
Cost	WE4AHA budget

1.2. Communication

GAP1: Need to intensify effective promotion of emerging Blueprint results across all AGs.	
Mitigation action 1: Organise regular webinars or Blueprint workshops during the AG meetings to allow all AGs to be aware of emerging Blueprint results.	
Priority	3
Owner	WE4AHA WP4
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T4.3
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Plan with the Blueprint Partners content suitable for being promoted via webinar or workshop. Plan and organise webinars, either for all AGs together, or for each specific AG focusing on their interests (e.g. promoting a persona scenario involving smart homes focusing on AG D4.).
Cost	WE4AHA budget

4. Engagement Action Plan for the I2M initiative

This chapter presents the identified gaps and their mitigation actions that the I2M partners have proposed in order to enlarge their community as of September 2019.

3.4. Synergies and coordination Gap 3 and its three mitigation actions are also relevant to Blueprint and I2M. They are not repeated below.

4.1. Collaboration

GAP 1 Lack of knowledge about the possibility to scale up through collaboration.	
Mitigation action 1: Foster the use of the Repository of Innovative Practices by AG members.	
Mitigation action 2: Link the effort to promote the use of the repository with the I2M plan action	
Priority	2
Owner	I2M stakeholders (i.e. buyers and vendors)
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.4
Starting date	2020.01.01
Deadline for implementation	2020.12.31
Description of activities	Encourage partners to use the Repository of Innovative Practices; finalise the peer review assessment procedure of the innovative practices; increase attractiveness of the repository by enriching it with successful examples of demand and supply matching that have been "scouted" via the I2M activities.
Cost	WE4AHA budget
GAP 2: Unexploited potential for mutual learning from experiences and good practices.	
Mitigation action 1: Organise webinars to foster mutual learning, scaling up and best practices.	
Priority	3
Owner	I2M stakeholders (buyers and vendors)
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.2, T5.1, T5.2
Starting date	2019. 10.01
Deadline for implementation	2020.12.31
Description of activities	Launch a call for topics to identify themes of relevant interest for the Partnership which would be aligned with the priorities of I2M; establish a procedure for selecting webinars; organise webinars.
Cost	WE4AHA budget

Mitigation action 2: Promote twinning on scaling up technologies.	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Release terms of reference for twinning pairs selection; organise relevant twinnings.
Cost	WE4AHA budget

Mitigation action 3: Improve sharing of information amongst the I2M community members (RSCN newsletter, Portal, targeted communication).	
Priority	2
Owner	I2M stakeholders (buyers and vendors)
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.2
Starting date	2019.10.01.
Deadline for implementation	2020.12.31
Description of activities	Share targeted news in the EIP on AHA newsletter, articles on the portal, dedicate a section to I2M activities within the RSCN newsletter.
Cost	WE4AHA budget

Mitigation action 4: Encourage the use of the "I2M Needs showcase and solutions scouting platform"	
Priority	3
Owner	
Responsible for implementation	WE4AHA
Related WE4AHA task	T3.3
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Produce clear and attractive communication materials to promote the platform and its benefits, launch it and promote it within AG and RS community.
Cost	WE4AHA budget

4.2. Representativity/Composition of the community

GAP 1: Low participation rate of industry actors in the EIP on AHA	
Mitigation action 1: Attract SMEs and startups (as well as corporates) via the I2M matchmaking sessions and other activities (e.g. Adoption Awards)	
Priority	3
Owner	I2M stakeholders (supply side)
Responsible for implementation	WE4AHA
Related WE4AHA task	T1.3 + communication tasks
Starting date	2019.06.01; 2020.01.01
Deadline for implementation	2020.12.31
Description of activities	Disseminate the I2M and what is its offer for the private sector via clear messages and targeting relevant industry fora, startup communities, etc.[2]; host I2M activities at startup and SME oriented events (e.g. 4YFN 2020 Barcelona).
Cost	WE4AHA budget

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[2] This point, as well as the effectiveness and strength of any stakeholder engagement action that the I2M initiative is going to undertake from now on (e.g. launch of the Call for Needs and Solutions for the matchmaking, etc.), is heavily and negatively affected by three influences: the lack of political support from the European Commission; the remaining lack of authorisation from the EC to publish the I2M publishable version; and the uneven importance given to the three horizontal activities which has resulted in the fact that the public identifies the EIP on AHA horizontal efforts with the Blueprint only.

5. Engagement Action plan for MAFEIP

This chapter presents the identified gaps and their mitigation actions proposed to encourage the use of MAFEIP amongst the EIP on AHA partners.

GAP1: Lack of knowledge or low level of knowledge or insufficient knowledge about MAFEIP within the EIP on AHA partners.	
Mitigation action 1: Better promote MAFEIP on Twitter.	
Priority	1
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Continued dissemination and promotion of the MAFEIP tool by using the MAFEIP Twitter account, sharing testimonials from organisations that are developing MAFEIP use cases, and encouraging organisations and individuals working in the health and care domains to join the community.
Cost	WE4AHA budget
Mitigation action 2: Better promote MAFEIP at health-related events that WE4AHA partners attend.	
Priority	1
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.3, all
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	A good mechanism to promote MAFEIP is to present it during healthcare-related events that WE4AHA partners attend (either in relation to WE4AHA or to other projects) whether formally or informally. Highlight in particular the principal value of MAFEIP, the cost-effectiveness analysis of healthcare interventions.
Cost	WE4AHA budget, others

GAP2: New users not developing MAFEIP cases.	
GAP3: Difficulties in applying the MAFEIP tool.	
Mitigation action 1: Encourage MUC members to develop MAFEIP use cases.	
Priority	1

Owner	WE4AHA
Responsible for implementation	WE4AHA and MUC
Related WE4AHA task	T5.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Prepare and circulate a communication to MUC members in order to encourage them to develop MAFEIP cases and to remind them that the team is at their disposal should they require any support.
Cost	WE4AHA budget
Mitigation action 2: Hands-on support services to all MAFEIP users in need for assistance	
Priority	2
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	The info@mafeip.com e-mail address and committed support team members are at the disposal of MUC members for all kinds of queries.
Cost	WE4AHA budget

Conclusions and next steps

In addition to the previous 2018 stakeholder engagement work, a first update of the Stakeholders engagement Action Plain contains the following three main insights:

The **Blueprint** initiative identified two gaps in the current functioning of the EIP on AHA community that it wishes to address through three mitigation actions. These two gaps are linked to

(1) the composition of the community and

(2) communication of the achievements of the current EIP on AHA partners.

The **I2M** initiative identified three gaps around collaboration and the composition of the partners: the initiative plans to overcome them through seven mitigation actions. These gaps are liked to

(1) communication

(2) representativity.

For **MAFEIP**, there are three main barriers to the potential for wider use of the MAFEIP tool that could be resolved; hence the MAFEIP User Community could be enlarged by taking four specific actions.

The **second update of this deliverable, in 2020**, will further report on the RS and AG mitigation actions' implementation. It will include the development of the community enlargement of the three horizontal initiatives as a result of putting into effect their planned mitigating actions (see details outlined in Chapters 3, 4, and 5).

The second update will be governed by the objective to prepare the EIP on AHA communities, the AGs, the RS and the horizontal initiatives for post-2020, the intermediary period between 2021 and the new era of this potential "Large-scale innovation and transformation of health and care system in a digital and ageing society". Therefore, the expectation is that some of the action areas will get more importance than others and some of the mitigation actions will be shifted or skipped.

I. References

D1.1 Report on the online survey regarding collaboration mechanisms

II. Contributors

The following table lists the contributors who edited material and drafted specific sections for this deliverable.

Table 2: Contributors – 2019 update

Name	Surname	Organisation
Jose	Usero	FUNKA
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HORIZON 2020
The Framework Programme for Research and Innovation

Project acronym: WE4AHA

Project full title: Widening the support for large scale uptake of Digital Innovation for Active and Healthy Ageing

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D1.2 Stakeholders engagement Action Plan

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Version:	1.0
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Organisation name of lead partner for this deliverable:	ERRIN
Author(s):	Anett Ruszanov (ERRIN)
Partner(s) contributing:	FUNKA, AGE, empirica, EHTEL

Abstract: The objective of this report is to present actions to better engage existing partners of the EIP on AHA by overcoming gaps and challenges in the following areas: governance, communication, cooperation mechanisms, synergies and coordination and impact.

History

Version	Date	Changes made	Modified by
0.1	13.06.2018	First draft	Anett Ruszanov (ERRIN)
0.2	20.06.2018	Second draft	Roberto Zuffada (FUNKA)
0.3	20.06.2018	Third draft	Javier Ganzarain (AGE)
0.4	26.09.2018	Final version	Jose Usero (FUNKA)
0.5	03.10.2018	Quality review	Roberto Zuffada (FUNKA)

Table of contents

List of tables

List of abbreviations

Table 3: Abbreviations

Acronym	Explanation
AAL	Active and Assisted Living Programme
AG	Action Group/s
AHA	Active and Healthy Ageing
AP	Action Plan/s
ASM	Administrative Support Manager/s
AST	Administrative Support Team
Blueprint	Blueprint Digital Transformation of Health and Care for the Ageing Society
CoP	Conference of Partners
CSA	Coordination and Support Action
CTT	Commitments Tracker Tool
DoA	Description of the Action
DSM	Digital Single Market
EC	European Commission
EIP on AHA	European Innovation Partnership on Active and Healthy Ageing
EIP SCS	European Innovation Partnership on Smart Cities and Communities
EIT-Health	European Institute of Innovation and Technology - Health
EAP	Stakeholders engagement Action Plan
ESIF	European Structural and Investment Funds
HPP	EU Health Policy Platform
I2M	Innovation to Market
JPI MYBL	More Years, Better Lives Joint Programming Initiative
MAFEIP	Monitoring and Assessment Framework for the EIP on AHA
NHS 24	Health Information and Self-care Advice for Scotland
NGOs	Non-governmental Organisations
Partnership	The whole EIP on AHA members
PC	Project coordinator
PO	Project officer

PROMIS	Progetto Mattone Internazionale (initiative of the Italian Ministry of Health for the coordination of the Italian Regions in the health and care sector)
REP	Repository of Innovative Practices
RS	Reference Site/s
RSCN	Reference Site Collaborative Network
SWOT	Strengths, Weaknesses, Opportunities and Threats
VCOT	Virtual Communication Office Team
WE4AHA	Widening the support for large scale uptake of Digital Innovation for Active and Healthy Ageing
WP	Work package/s

Executive summary

The new cycle of the EIP on AHA (2018-2020) calls for the revision of the partners' engagement mechanisms to enhance the participation of the existing members and attract new stakeholders in the ongoing and the new horizontal initiatives including the involvement in Action Groups and Reference Sites activities, in Blueprint, Innovation to Market (I2M) and MEFEIP.

To this end, the WE4AHA consortium launched a two-stage approach:

1) To **map the drivers and barriers to engagement** which are described as results coming from a large-scale online and offline survey about the engagement level of the partners[3].

2) To **propose a set of actions** to overcome the identified gaps and better leverage on drivers.

The WE4AHA "Report on the online survey regarding collaboration mechanisms" identified a list of gaps and recommendations on how to address barriers and leverage on drivers to improve the level and quality of engagement of EIP on AHA partners. This deliverable strongly builds on those conclusions and proposes concrete actions to address the gaps jointly defined by the WE4AHA team and EIP on AHA members in five areas: governance, cooperation mechanisms, communication, synergies and coordination and impact.

The draft actions put forward by the WE4AHA consortium were discussed and validated by a group of EIP on AHA key stakeholders in an interactive participatory workshop (Brussels on 15th May 2018). Following the workshop, actions were further refined by the WE4AHA team and finally approved by the workshop participants. The complete set of actions have been thus consolidated and reported in this deliverable as Stakeholders engagement Action Plan (EAP). While in the current version the proposed actions principally cover the areas of the Action Groups and Reference Sites the next releases, planned in 2019 and 2020, will also address engaging mechanisms targeting the EIP on AHA horizontal activities – Blueprint, I2M and MAFEIP – which are progressing in parallel and will need to increase the number of stakeholders to be engaged.

The implementation of the EAP requests to join efforts, resources, experience and skills distributed across the WE4AHA consortium partners, the Action Groups coordinators and members, the Reference Sites and the Reference Site Collaborative Network, and the European Commission. In each action area, gaps have been outlined proposing prioritisation of mitigation measures also detailing responsibilities, timeline and cost for implementation. Mitigation measures have been described and linked to WE4AHA tasks thus to secure coherence with the overall support and coordination workplan and monitor the progress of the activities.

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[3] D1.1 Report on the online survey regarding collaboration mechanisms.

1. Introduction

1.1. Scope and objective of deliverable

This deliverable describes a list of actions that have been suggested by key stakeholders of the EIP on AHA to improve engagement towards the Partnership. Actions have been identified through a participative process started with a large-scale online and offline survey carried out to identify enablers and obstacles to the collaboration and engagement mechanisms of the EIP on AHA partners and concluded through a workshop which validated the proposed actions. This first version of the Stakeholders engagement Action Plan (EAP) will be further refined during the WE4AHA timeframe until the end of the EIP on AHA mandate adapting measures and proposing new ones according to the emerging needs of the Partnerships.

1.2. WP1 General objectives and vision

The objectives of WP1 Stakeholders engagement can be summarised as follows:

- To design and establish engagement coordination measures amongst members of the EIP on AHA (AG and RS) and the Partnership's horizontal initiatives (Blueprint, I2M and MAFEIP).
- To further reach external stakeholders and interested groups.
- To foster cooperation between newly mapped external stakeholders and the EIP on AHA.
- To establish synergies amongst existing CSAs and R&I initiatives and new initiatives during the project lifecycle, and other European, national and International programmes targeting AHA.

The content of this deliverable addresses Task 1.1 (Designing and establishing engagement mechanisms amongst partners) aimed at improving the current engagement/coordination mechanisms in place within the Partnership ensuring the full participation and contribution of its members to the EIP on AHA activities. This work has been performed considering the lessons learnt from the large-scale online and offline survey in 2017 by the WE4AHA consortium: the gaps and the enabling factors that crystallised from the answers.

1.3. Methodology of work

A thorough experimental research has been carried out to measure the current state of play of the partners engagement level and mechanisms and to map the barriers and drivers of engagement. Based on those results, gaps and enablers have been listed with actions how to address them. The draft proposed actions were discussed and validated with invited EIP on AHA partners from all six Action Groups and eleven Reference Sites which participated to a validation workshop organised in Brussels on 15th May 2018. The final list of actions were sent to the participants for approval and constitute the first version of the EAP integrated in this deliverable.

1.4. Relations to internal WE4AHA environment

WP1 is contributing to prepare the ground for the other activities within the WE4AHA workplan. Better engagement mechanisms will facilitate the participation of the Partnership to the activities planned in each cross-cutting initiative – Blueprint (WP4), Innovation to Market (WP3) and MAFEIP (WP5) – for the renewal of the AG Action Plans and the further scale-up of Reference Sites. Furthermore, WP1 will closely cooperate with the communication and dissemination activities (WP6) to ensure that the action plan targeting more enhanced stakeholders' engagement will reach the whole of the EIP on AHA community's members and increase their awareness. Moreover, in the implementation of some of the communication actions, the WE4AHA partners responsible for communication will be highly involved.

1.5. Relations to external WE4AHA environment

The WE4AHA external environment is shaped by the wide EIP on AHA audience of players in the AHA domain and its digital transformation for better health and care, of which there are more than ten types. These are industries, start-ups, SMEs, the investment community, health and care organisations, national and regional public authorities and governments, ICT enablers, research entities, academia, and NGOs and organisations representing patients/older adults. All the aforementioned categories of stakeholders are represented in the current AG and RS environment and will be further involved in the EIP on AHA horizontal initiatives through specific activities. This Stakeholders engagement Action Plan has been drafted considering the input from current EIP on AHA partners although it will also target external stakeholders with the objective to attract them as new partners in the EIP on AHA.

1.6. Quality management

The process for issuing this deliverable has followed a number of different steps, which are outlined in the table below.

Table 4: Quality Checklist

Category	Remarks	Checked by
Conformance to WE4AHA template	Checked	Funka
Language & Spelling	Revised	ERRIN
Delivered on time	6 months delay	Funka
Each described item contains the correct elements	Checked	Funka
Consistency with description in the DoA and in other WE4AHA deliverables	Checked	Funka
Content is fit for purpose	Checked	Funka
Content is fit for use	Checked	Funka
Commitment within WP	Checked	ERRIN

This report has been delivered with a delay of six month against the original schedule since the project partners agreed to follow the parallel evolution of the Blueprint, I2M and MAFEIP activities whose deliverable have been released at the end of the first project year (September 2018). Notwithstanding, the first version of the EAP does not include specific actions for the mentioned horizontal activities, WE4AHA partners estimated to consider the engagement mechanisms used in those activities to eventually refine the measures proposed in the EAP. Delivering delay is not affecting the progress of the proposed engagement measures since some of them have been already implemented accordingly.

1.7. Risk management

Potential risks will be monitored and immediately addressed through the use of appropriate mitigation measures. The overall project risk management and quality control will be reported in D7.2, planned in M12.

Additional potential risks have been identified in relation to WP1. The following table summarises risks that could affect WP1 – on stakeholder engagement – in the future. The risks are ordered in terms of priority, from 'high' to 'low', regardless of their probability.

WE4AHA

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Table 5: Risks

Description	Probability	Impact	Priority	Response	Owner
Pace of the stakeholders' engagement slower than expected	Medium	Measuring results will take more time. Fewer members will join the Blueprint and I2M initiatives by the given deadline than expected. Renovating the action plans will be longer.	High	Speeding up the process would definitely not be a good response. It should be recorded in the Engagement Action Plan. The reason for any slow pace should be figured out and if possible, solved.	WP Leader
Unbalanced representation of stakeholders from all the EU Regions	Low	The given responses might be biased; therefore, the results might shift towards one opinion and interest group.	Medium	Capacity of the WP leader to reach all categories of stakeholders across Europe through networking.	WP Leader
Only the motivated members fill in the survey and not those who would need support to get better engaged.	High-medium	Issuing an Engagement Action Plan which does not reflect all the relevant opinions.	High	Online and offline surveys can target both motivated and under-motivated partners.	WP Leader
Invited interviewees do not accept the invitations	Medium	The originally planned balance taking into account the coverage of all Action Groups and the variety of stakeholder groups, countries and gender might be challenged.	Medium	Inviting new interviewees may be needed. It will take additional time to plan and could increase the number of interviewees.	WP leader

1.8. Legal, ethical, gender and RRI issues

Gender balance has been carefully taken into consideration when selecting the participants, the moderators and the note-takers. The validation workshop was highly participatory and co-creative, which is a principle for the support services in general.

1.9. Structure of the document

The report is composed of three core chapters followed by a set of conclusions. Chapter 2 provides a description of the validation workshop from methodological, participants and structure point of view while Chapter 3 describes the mitigation actions clustered around five areas:

- Governance
- Cooperation mechanisms
- Communication
- Synergies and coordination
- Impact

2. Engagement Action Plan validation process

This chapter offers an overview of the process on how the draft list of actions has been validated by the groups of EIP on AHA key stakeholders, how these were selected and how the participatory validation process took place for the consolidation of the EAP.

2.1. Validation workshop: rationale, date, venue and participants

Based upon the gaps identified in D1.1, actions improving the level of engagement of EIP on AHA members have been proposed by the WE4AHA consortium through a participative process involving key stakeholders. A validation workshop with selected members of the Partnership took place on 15th May 2018. A total of 18 participants from the six AG, RS and Blueprint were targeted (2 participants per AG, 2 blueprint and 4 RS), finally 23 attended (plus 4 Brussels-based). AG coordinators and the Reference Site Collaborative Network were asked to nominate partners from their groups. The objectives were to involve active partners who want to contribute but are still not the "usual suspects" and to compensate for the online survey respondents (which saw an overrepresentation of partners from academia). Therefore, mainly representatives from the public sector (11 out of 27, academia: 6 out of 27) attended.

The only criteria that the composition of the audience could not meet was the geographical balance. There was no attendee from Central Europe, very few from Northern Europe (UK, Sweden) and the majority was from Southern Europe (Spain, Italy, Greece, Portugal) – which corresponds to the EIP on AHA partnership current composition. It is difficult to draw statistics on the AG coverage as one participant was usually partner in more than one AG.

2.2. Methodology and workshop structure

The objective of the validation workshop was to receive feedback from the partners on the proposed list of actions, which they received prior to the event by email as background preparatory material together with the D1.1 report. Therefore, a structure had to be created that allowed the active participation of the attendees. Hence, very short plenary sessions were planned, and the majority of work was carried out in groups of 6 to 8 persons, in the form of moderated discussions. Following a brief welcome and a presentation on the framework and the work process (large-scale survey -> actions) in the plenary, participants broke into groups.

Two action areas out of the five were merged as very few actions were gathered under them: synergies and coordination and impact. This meant that altogether four groups were created discussing respectively: governance issues, communication, cooperation mechanisms, synergies and coordination & impact.

Each of these groups were moderated by representatives of project partner organisations who were assisted by note-takers also from the project consortium organisations.

Table 6: Moderators and note-takers

Action area	Moderator	Note taker
Governance	Anne-Sophie Parent (AGE)	Estelle Huchet
Communication	Jose Usero (FUNKA)	Anett Ruszanov
Cooperation mechanisms	Veli Stroetmann (Empirica)	Roberto Zuffada
Synergies & coordination + Impact	Henriette Hansen (ERRIN)	Elin Martinsson

Participants were allocated into the groups beforehand in order to ensure equal number of people in each group and also networking between the attendees, therefore a varied mix each time. Each participant could attend two different group sessions. Participants learnt about their affiliations at the registration. Their badge indicated two coloured dots that corresponded to the group name (e.g.: governance: red, communication: blue, etc).

Each group session lasted 75 minutes including a tour de table of the participants so that they could get to know each other's background and AG affiliation.

The groups discussed different set of actions each time. This allowed a deeper discussion about a fewer number of actions at a time but still cover the whole list of actions. In some cases, however, not all of the actions were debated as opinions about some measures took more time than others.

2.3. Outcomes

Very often, quite naturally, not only the actions were discussed but the underlying challenges as well. At the end of the two sessions, the moderators or the note-takers reported back on the outcomes of the discussions.

The majority of actions were approved as they were. In some cases, new, innovative, out of the box solutions were proposed to add, such as "scale-up brokers" whose role would be to connect partners. In other cases, the action turned out to exist already, such as issue a RSCN newsletter to raise better awareness of their activities. In this case, the action had to be refined as "broader disseminate the RSCN newsletter".

Interestingly enough, a number of recurring issues were reported on by the moderators a the end. This proves two facts: the importance of certain challenges and also that a gap can hardly be categorised under one certain action area, such as "website" functions for cooperation but is also linked to communication or "scaling up" was discussed in the cooperation and also in the communication groups.

Based upon the input from the participants, the group moderators and/or note-takers revised the actions and re-sent them to the workshop participants for approval.

3. The consolidated Engagement Action Plan (EAP)

This chapter presents the five areas of actions organised under the gaps that were identified in D1.1 report. Each action is described according to the following criteria:

- priority
- ownership
- responsibility for implementation
- relation with WE4AHA task
- starting date
- deadline for implementation
- description of activities
- cost

In the scoring of priorities from 1 to 3, the values mean the following:

- 1: action which needs attention but has a low level of priority
- 2: action which is important to plan and implement with a medium level of priority
- 3: action with relevant priority in terms of impact for the stakeholders' engagement

For each identified gap one or more mitigation action has been proposed detailing priority, ownership and responsibility for implementation, related task/s to WE4AHA workplan, deadline for implementation, short description and how the cost for implementation will be covered.

3.1. Governance

GAP1: Increased difficulties to govern the AG due to the growing of the Partnership.	
Mitigation action 1: Appoint one AG coordinator leader (and a deputy) as main contact and entry point.	
Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Define these roles, terms and duration; Provide template for and organise on-line election process; Appoint and publish on the EIP on AHA Portal.
Cost	WE4AHA budget
Mitigation action 2: Set up small task-forces within AG coordinators team with clear mandate and responsibility to cover specific topics addressing governance issues, i.e.: communication with AG members, interaction with WE4AHA, reporting on AG activities, representation, etc.	
Priority	3
Owner	AG

Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T5.1
Starting date	2019-01-01
Deadline for implementation	2020-12-31
Description of activities	Provide template and guidelines for the identification and set-up of small task-forces (within and between AGs) and for the appointment of members of these small task-forces and grant them clear mandates.
Cost	WE4AHA budget

GAP2: Lack of information about governance mechanisms and responsibilities.

Mitigation action 1: Clearly state the contact details of the AG coordinators and their role on the EIP Portal (section AG) and create an e-mail account for each AG.

Mitigation action 2: Include information on AG coordination team (name, role, contact) in the Action Plan under renovation in the period 2018-2020.

Priority	3
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.1, T5.4
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Create an email account for each AG; Clearly publish the role, name and contact details of the AG coordinator team (including leader and deputy) on the EIP on AHA portal.
Cost	WE4AHA budget

GAP3: Limited capacity of the AG to evolve dynamically.

Mitigation action 1: Foresee periodical rotation of AG coordinators securing the possibility to AG members to take the role.

Priority	2
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T5.1
Starting date	2019.01.01
Deadline for implementation	2020.12.31

Description of activities	Set up a calendar for the rotation of the AG co-ordinators and update the AG co-ordination election process. Update the coordination team contact details on the EIP on AHA Portal.
Cost	WE4AHA budget

GAP4: Low level of involvement and lack of ownership by the individual partners in the orientation and definition of priorities, due to the centralised management of the AG.	
Mitigation action 1: Improve the Commitment Tracker Tool to allow AG coordinators and partners to better monitor the commitments progress.	
Priority	3
Owner	AG and WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.1, T5.4
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Include yearly reporting in the Commitment Tracker Tool in order to continuously follow up the evolution of the commitments.
Cost	WE4AHA budget
Mitigation action 2: Recall the added-value for partners to join and remain active in the EIP on AHA leveraging on the experience of "senior partners".	
Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, AG and RS
Related WE4AHA task	T2.1, T5.1, T5.2, T5.4, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Include best practices, success stories, showcase and testimonials ("seniors partners") in dissemination and communication activities (events, webinars, newsletter, Portal main page and news section, articles, videos, calls for action, etc).
Cost	WE4AHA and RSCN budget
Mitigation action 3: Support more participatory and bottom-up online and face-to-face activities with partners in smaller groups where responsibilities and roles are decentralised and shared (task forces/sprints/collaborative works to achieve small mission helping to fulfil bigger EIP on AHA objectives).	
Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, AG and RS

Related WE4AHA task	T2.1, T5.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote the organisation of online and physical participatory activities.
Cost	WE4AHA and RSCN budget

Mitigation action 4: Launch "call for webinars" giving partners the possibility to propose themes of interest; webinars could see the participation of experts coming from (other) AG and RS.

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, AG and RS
Related WE4AHA task	T2.1, T2.2, T5.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Set up "call for webinars" term of reference (selection criteria, evaluation criteria); launch call for webinars and follow-up (recording, publishing on the EIP on AHA Portal).
Cost	WE4AHA and RSCN budget

GAP5: Difficulties to attend AG meetings due to lack of time and resources.

Mitigation action 1: Make broader use of online facilities to organise regular AG on-line meetings devoted to specific topics. Also facilitate the remote participation of members to AG physical meetings.

Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T2.2, T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote the use of remote and on-line meetings through WE4AHA facilities; secure the organisation of AG meetings where on-line participation of members is always possible; Publish minutes on the EIP on AHA Portal.
Cost	WE4AHA budget

Mitigation action 2: Organise AG meetings as side-event of another event (workshop, project conference, etc).

Mitigation action 3: Organise AG meetings back-to-back with each other so it offers partners the possibility to exchange between AGs or attend several meetings at once.

Priority	3
Owner	AG
Responsible for implementation	AG (WE4AHA only to support the AG)
Related WE4AHA task	T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Map relevant events and AG meetings and widely distribute information.
Cost	n.a.

GAP6: Shortage of AG meetings.	
Mitigation action 1: Organise regular AG on-line meetings devoted to specific topics.	
Priority	3
Owner	AG
Responsible for implementation	AG (WE4AHA only to support)
Related WE4AHA task	T1.2, T2.2, T5.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Support AG to plan and organise on-line meetings.
Cost	WE4AHA budget

GAP 7: Lack of knowledge about the possibility to scale up through collaboration.	
Mitigation action 1: Foster the use of the Repository on Innovative Practices by AG members.	
Priority	2
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.4
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Encourage partners to use the Repository of Innovative Practices; finalise the procedure peer review assessment of the innovative practices.
Cost	WE4AHA budget

GAP8: Insufficient exchange and collaboration across AG on themes of common interest.

Mitigation action 1: Encourage joint activities amongst AG on specific topics (ref. the recent initiative C2-D4).

Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T1.2, T2.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote cooperation between AGs for delivering joint activities on specific topics.
Cost	WE4AHA budget

Mitigation action 2: Schedule and secure regular update of AG activities through simple and effective report to be disseminated to the AG members (i.e. AG newsletter) through mailing lists, EIP on AHA portal and HPP.

Priority	3
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.1, T5.4, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Provide template for collecting regular update of AG activities from AG co-ordinators; Post updates on the portal and disseminate through communication channels.
Cost	WE4AHA budget

GAP9: Complexity and lack of flexibility of the AG Action Plans in terms of objectives and content; overlapping of topics between Action Plans' objectives.

Mitigation action 1: Renovate the Action Plans addressing simplification with few macro-objectives and priorities aligned to the Digital Transformation of Health and Care strategy (ref. EC Communication) and other major policy agenda such as the WHO model, the UN Sustainable Development Goals and the EU Pillar on Social Rights.

Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA

Related WE4AHA task	T2.1, T5.1
Starting date	2018.09.01
Deadline for implementation	2019.03.01
Description of activities	Provide a template for the AG consultation in view of the renewal of the Action Plans; orient the renewal of the Action Plan towards simplification and coherence with policy strategies.
Cost	WE4AHA budget
Mitigation action 2: Update the Commitments Tracker Tool aligning it with the renewed Action Plans 2018-2020.	
Priority	3
Owner	AG
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T5.1, T5.4
Starting date	2019.03.01
Deadline for implementation	2020.12.31
Description of activities	Re-design the Commitment Tracker Tool according to the priorities of the renewed Action Plans.
Cost	WE4AHA budget
Mitigation action 3: Collect narrative Action Plan activity reports on regular basis with description of overall results, testimonials and examples of successful commitments.	
Priority	3
Owner	AG
Responsible for implementation	AG and WE4AHA
Related WE4AHA task	T2.1, T6.1
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Provide a template for reporting overall progress of the Action Plans implementation including success stories, testimonials, outputs, outcomes, joint activities, upcoming activities/calls, etc.
Cost	WE4AHA budget

GAP10: Lack of resources and funding enabling effective participation to the Partnership activities.	
Mitigation action 1: Encourage synergies with regional/national/EU projects and initiatives funded by ESIF or other source of funding.	
Priority	3

Owner	AG and RS
Responsible for implementation	EIP on AHA partners
Related WE4AHA task	T2.1, T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Provide examples of synergies with projects and initiatives supported by external source of funding through testimonials and showcases.
Cost	WE4AHA and RSCN budget, partners' own cost

Mitigation action 2: Encourage National and Regional (RS level) partners to put in place and develop regional/national coordination mechanisms that facilitate the optimal and coordinated use of resources to participate in EIP on AHA activities. It also includes capacity building by the national partners of the local authorities (regional and municipal stakeholders).

Priority	3
Owner	AG and RS
Responsible for implementation	EIP partners
Related WE4AHA task	T2.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Encourage to establish coordination mechanisms and promote the existing successful examples, including the added value of the EIP itself. Foster the organisation of twinning pairs and peer learning to enhance capacity building.
Cost	WE4AHA and RSCN budget, partners' own cost

GAP11: Lack of recognition of the results achieved by individual commitments.

Mitigation action 1: Collect "success stories" by the AG and RS through a "call for success stories" to incentivise Partnership members to share commitments results and achievements.

Priority	3
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.2, T6.1, T6.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Provide template and guidelines for the description, selection and publication of success stories. Publish call for success stories, select

	the best ones and disseminate them across the EIP on AHA and beyond.
Cost	WE4AHA budget

Mitigation action 2: Publish "success stories" on the EIP Portal and the HPP.	
Priority	3
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.4
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Boost online dissemination of the success stories
Cost	WE4AHA budget

GAP12: Lack of representativeness of the partnership geographically speaking (absence of Eastern Europe partners).	
Mitigation action 1: Intensify the visibility of the EIP on AHA in key conferences, events and fora in Central and Eastern Europe. **Mitigation action 2**: Support EIP on AHA partners from Central and Eastern Europe in dissemination activities.	
Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T1.2, T2.1, T5.2, T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Promote the next EIP on AHA call for commitments and call for RS in Eastern Europe countries; mobilise current EIP on AHA members established in Central European countries to disseminate the Partnership goals and results; identify relevant events in the region and delegate speakers who can play the role of ambassadors of the EIP on AHA.
Cost	WE4AHA and RSCN budget and partners' own budget

GAP13: Insufficient coordination between AG and RS in terms of governance, ownership and synchronisation of activities.

Mitigation action 1: Invite RS representatives to AG meetings for updating on RS/RSCN activities and reverse.

Mitigation action 2: Include 1 RS representative amongst the AG coordinators team.

Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Encourage exchange between RS and AG through meetings, webinars, thematic workshops. Include RS representatives amongst AG co-ordination team through provision in the election procedures.
Cost	WE4AHA and RSCN budget

Mitigation action 3: Identify specific link between the AG and the RS activities in the Action Plans 2018-2020 also establishing more direct interdependencies between RS activities and AG commitments.

Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA partners, WE4AHA and RSCN
Related WE4AHA task	T2.1, T5.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Involve RS in the renewal of the Action Plans for the identification of specific links amongst the AG and RS activities.
Cost	WE4AHA and RSCN budget

Mitigation action 4: Organise Thematic Workshops where themes are identified by the RSs with the wide involvement of the AG members.

Priority	3
Owner	AG and RS
Responsible for implementation	EIP on AHA partners, WE4AHA and RSCN
Related WE4AHA task	T2.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Launch call for workshops (templates for candidatures, selection criteria, evaluation criteria, etc).

Cost	WE4AHA and RSCN budget

Mitigation action 5: Promote the Policy Dashboard to help partners find and team up with their fellows in their region.

Priority	3
Owner	AG and RS
Responsible for implementation	EIP partners and WE4AHA
Related WE4AHA task	T2.1, T5.4
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Explain the benefits of and promote the policy dashboard. Place it in a more accessible place, like a subsection in the section "About the Partnership" of the menu.
Cost	WE4AHA budget

GAP14: Lack of visibility about the activities of the Reference Site Collaborative Network (RSCN).	
Mitigation action 1: Produce a regular RSCN newsletter informing RS activities, telling success stories, etc. to be disseminated at AG level through EIP portal and HPP.	
Priority	3
Owner	RS
Responsible for implementation	RSCN and WE4AHA
Related WE4AHA task	T1.2, T5.2, T5.4, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Support the RSCN in issuing regular online newsletters. This newsletter shall be made available also to the AG partners through its publication on the EIP on AHA Portal and the HPP.
Cost	WE4AHA and RSCN budget
Mitigation action 2: Get in touch with DG REGIO and the Committee of the Regions (CoR) to further identify opportunities for local decision-makers, spread results achieved with the EIP and have regional authorities (even on RS) endorse the participation of local stakeholders (including consultants and staff of organisations) to EIP on AHA activities.	
Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA partners and WE4AHA
Related WE4AHA task	T2.1, T5.2

Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Address EC officials and CoR regional politicians with the Partnership achieved results; lobby and disseminate outputs.
Cost	WE4AHA budget and partners' own budget

3.2. Cooperation mechanisms

GAP1: Limited implementation of cooperation mechanisms at regional and national levels supporting the local EIP on AHA partners.	
Mitigation action 1: Promote and communicate benefits of cooperation mechanisms (such as PROMIS and the Nordic Reference Site Network) facilitating the transfer of know-how.	
Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Disseminate information about PROMIS, the Nordic Reference Site Network and other cooperation mechanisms through the EIP on AHA channels; foster active participation of AG members to the events organised by PROMIS, the Nordic Reference Site Network and other cooperation mechanisms; leverage on the RSCN to raise awareness about these cooperation mechanisms and extend adoptions by other countries/regions
Cost	WE4AHA budget
Mitigation action 2: Reinforce functional cooperation between each regional RS with local AG members for reaching out communities.	
Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.1, T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Secure better integration between AG and RS priorities within the renovated Action Plan; implement responsive governance model of the RSCN supporting RS.

Cost	WE4AHA budget

Mitigation action 3: Leverage on the experience of the "senior" partners and experts for animating and coaching less experienced partners.	
Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2018.07.01
Deadline for implementation	2020-12-31
Description of activities	Invite senior partners and experts to thematic workshops and webinars; improve recognition mechanisms for AG members; publishing and disseminate commitment and RS results (summary, highlight, newsletter).
Cost	WE4AHA budget

GAP2: Lack of political support and ownership at national, regional and local levels. Misalignment of strategies and priorities between the different levels of government (European, national, regional and local).	
Mitigation action 1: Promote the EIP on AHA priorities and activities in regional or national events where Partnership members are invited.	
Mitigation action 2: Encourage partners to regularly update their regional/national policy makers about EIP on AHA achievements and priorities (meetings, events, etc).	
Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA and EIP on AHA members
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Invite policy and decision makers to EIP on AHA events (AG and RS meetings), disseminate AG and RS results at national and regional level through local communication channels, prioritise active and healthy ageing topics in the agenda of national and regional authorities (lobbying).
Cost	WE4AHA budget
Mitigation action 3: Encourage the participation of EC officers (DG Connect, Health, Regio, etc.) in local events where they are invited to foster the policy message and alignment.	
Priority	2

Owner	AG and RS
Responsible for implementation	WE4AHA and EIP on AHA members
Related WE4AHA task	T5.1, T5.2
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Invite EC representatives to local events organised by AG and RS with the possibility to meet partners and national/regional policy and decision makers.
Cost	no cost

GAP3: Unexploited potential for mutual learning from experiences and good practices.	
Mitigation action 1: Organise webinars and thematic workshops on mutual learning, scaling up and best practices.	
Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.2, T5.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Lunch a call for topics to identify themes of relevant interest for the Partnership aligned with the priorities of digital transformation of health and care; establish a procedure for select webinars and thematic workshops; organise webinars and thematic workshops, consequently.
Cost	WE4AHA budget
Mitigation action 2: Promote twinning on scaling up technologies.	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Release term of reference for twinning pairs selection; organise twinnings consequently.
Cost	WE4AHA budget

Mitigation action 3: Improve sharing of information amongst Reference Sites (newsletter, Portal, targeted communication).

Priority	2
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.07.01
Deadline for implementation	2020.12.31
Description of activities	Collect, refine and openly distribute the RSCN newsletter to the RS community, promote the RSCN website.
Cost	WE4AHA budget

Mitigation action 4: Reinforce the participation of organisations representing "older" citizens in the Partnership.

Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T5.1, T5.2, T6.1
Starting date	2019.01.01
Deadline for implementation	2020-12-31
Description of activities	Invite "older" citizens organisations to AG and RS events; encourage the participation of "older" citizens organisations to the next call for commitments.
Cost	WE4AHA budget

GAP4: Growing needs for more opportunities to learn, share, network and benchmark.	
Mitigation action 1: Promote the organisation of "brokerage event" and match-making at local level on specific topics involving local EIP members.	
Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.2, T5.1, T5.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Stimulate the Partnership to include brokerage and match-making sessions during AG, RS and other local events inviting EIP on AHA members belonging to the other AG and RS;

	communicate brokerage and match-making events through EIP on AHA dissemination channels.
Cost	WE4AHA budget, EIP on AHA members budget

GAP5: Limited opportunity to access twinning schemes due to limitation of resources.	
Mitigation action 1: Increase the frequency of calls for twinning schemes, their planning and integration in the scaling-up process.	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Plan with RSCN the possibility to anticipate part of the WE4AHA planned twinning schemes in 2019
Cost	WE4AHA budget
Mitigation action 2: Wider use of twinning scheme within the partnership (AG and RS as well) as a means of supporting learning, exchange and benchmarking.	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T5.2
Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Verify with EC and WE4AHA consortium the possibility to devote more funding for the twinning schemes; design twinning pairs for enhancing mutual learning, exchange of know-how and benchmarking.
Cost	WE4AHA budget

3.3. Communication

GAP1: Inadequate communication within the Partnership, amongst AG members and between AG and RS. Drop in interactive communication (Yammer vs. HPP).	
Mitigation action 1: Solicit AG members to publish on the Portal (news and events sections) and on the HPP.	
Priority	3

Owner	AG and RS
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Animate the AG members and RS members to effectively publish on the EIP on AHA portal and HPP. Improve communication through channels (Portal, social media, EU Health Policy Platform).
Cost	WE4AHA budget
Mitigation action 2: Prepare infographics on AG status upon members capacity to report and update.	
Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Release infographics and visuals with statistics on AG.
Cost	WE4AHA budget
Mitigation action 3: Increase the use of "EIP_AHA" twitter account to spread out information on AG and RS activities.	
Priority	3
Owner	WE4AHA and EIP on AHA members
Responsible for implementation	WE4AHA
Related WE4AHA task	T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Animate the EIP on AHA twitter account.
Cost	WE4AHA budget
Mitigation action 4: Publish commitment "success stories" and/or RSCN "newsletter" as above suggested.	
Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2

Starting date	2019.01.01
Deadline for implementation	2020.12.31
Description of activities	Redesign the online RSCN newsletter including success stories from AG commitments.
Cost	WE4AHA budget

GAP2: Dissuasive jargon language used in communication that discourages participation.	
Mitigation action 1: Create dissemination material using a more attractive and market-oriented language.	
Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Simplify the language used in all communications and create attractive marketing materials. Release the dissemination material and content for the online communication (Portal, HPP, social media campaigns) using effective and targeted messages.
Cost	WE4AHA budget

GAP3: Lack of dissemination about commitments, results, and success stories.	
Mitigation action 1: Secure regular update of commitments through the Commitments Tracker Tool. **Mitigation action 2:** Disseminate "success stories" and "newsletter" as mentioned above. **Mitigation action 3:** Integrate commitments updates in RS activities.	
Priority	3
Owner	WE4AHA and EIP on AHA members
Responsible for implementation	WE4AHA, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Regularly update results on the Commitments Tracker Tool Increase and share information about the Partnership success stories. Reinforce the links between AG activities and RS. Support with content and contribute to a broader dissemination of the RSCN newsletter.
Cost	WE4AHA budget

GAP4: Insufficient amount of communication about Partnership events (meetings, workshops, etc.).

Mitigation action 1: Incentivise the use of the EIP Portal and HPP by the members of the Partnership.
Mitigation action 2: Improve the administrative support services for securing wide and effective communication.
Mitigation action 3: Secure publication of AG and RSCN meeting agenda and minutes on the EIP Portal and HPP.

Priority	3
Owner	WE4AHA and EIP on AHA members
Responsible for implementation	WE4AHA, AG, RS
Related WE4AHA task	T2.1, T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Enhance the use of the EIP on AHA portal and the HPP as a source of information for the whole Partnership. Support EIP on AHA members in sharing information, documents, news, etc.
Cost	WE4AHA budget

Mitigation action 4: Plan pre, on-site and post-communication activities for the major events organised by or in favour of the Partnership, such as CoP, summit, etc.

Priority	2
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	T2.1, T6.2
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Secure timely information about the major events organised within the Partnership through detailed reporting widely accessible.
Cost	WE4AHA budget

GAP5: Lack of promotional materials.	
Mitigation action 1: Release more informative materials	
Priority	3
Owner	WE4AHA and EIP on AHA Partnership
Responsible for implementation	WE4AHA, AG, RS, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01

Deadline for implementation	2020.12.31
Description of activities	Release short information report on EIP on AHA progress. (state of play, PPT based on AG B3, for instance). Issue documents with RS description and results. Create infographics and visuals.
Cost	WE4AHA budget

GAP6: Unexploited potential of social media.	
Mitigation action 1: Maximise and exploit the dynamism and benefits of social media (easy, user-friendly, targeted, focused, etc.), such as twitter, LinkedIn.	
Priority	3
Owner	WE4AHA and EIP on AHA Partnership
Responsible for implementation	WE4AHA, AG, RS, RSCN
Related WE4AHA task	T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Incentivise the use, and better targeting of, social media by all the members of the Partnership. Plan and launch social media campaigns.
Cost	WE4AHA budget

GAP7: Centralised events hamper participation of a broad audience of members (through logistical and linguistic barriers).	
Mitigation action 1: Promote the organisation of events (thematic workshops, AG and RS meetings) at local level.	
Priority	2
Owner	WE4AHA and EIP on AHA Partnership
Responsible for implementation	WE4AHA, AG, RS, RSCN
Related WE4AHA task	T2.1, T6.2, T6.3
Starting date	2018.09.01
Deadline for implementation	2020.12.31
Description of activities	Encourage decentralised events, which are supported by at-a-distance attendance and/or with linguistic interpretation. Leverage on webinar facilities made available by WE4AHA.
Cost	WE4AHA budget

3.4. Synergies and coordination

GAP1 Lack of structured synergies and governance mechanisms with other European or national initiatives addressing active and healthy ageing themes.	
Mitigation action 1: Foster the collaboration with other AHA driven initiatives at European (JPI, EIPs, AAL, WHO and KIC Health) to identify common field of cooperation enabling EIP on AHA members to exploit new opportunities of cooperation.	
Priority	1
Owner	WE4AHA
Responsible for implementation	WE4AHA, JPI MYBL, AAL, JPI SCC, EIT Health, etc
Related WE4AHA task	1.3
Starting date	2018.02.27
Deadline for implementation	2020.12.31
Description of activities	Organise coordination meetings between the initiatives and carry out a mapping exercise about the common fields of interest.
Cost	WE4AHA budget
Mitigation action 2: Invite RS members to foster the dialogue with policy/decision makers at national and regional level to identify and further synergies with local programmes (ERDF, 3S).	
Priority	3
Owner	RS
Responsible for implementation	RSCN
Related WE4AHA task	5.2
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Provide capacity building to the RS representatives how to engage policy makers.
Cost	RSCN budget

GAP2: Perceived weakness of explicit concerted support and ownership by EC DGs involved in AHA subjects.	
Mitigation action 1: Secure the participation of EC officers to local events.	
Priority	2
Owner	AG and RS
Responsible for implementation	EIP on AHA members
Related WE4AHA task	5.1, 5.2, 6.1

Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Invite EC officers to local events organised by AG and/or RS. Keep them informed about the activities. Disseminate the information about the local events.
Cost	WE4AHA budget

Mitigation action 2: Encourage dialogue and coordination meetings between the DGs involved in AHA subjects and the Partnership.

Mitigation action 3: Encourage discussions about the vision on the future of the EIP between the European Commission and the Council (Member States).

Priority	2
Owner	AG and RS
Responsible for implementation	WE4AHA and AG coordinators, RSCN ex Board
Related WE4AHA task	WP3 and WP4, 6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	
Cost	WE4AHA budget, RSCN budget

GAP3: Lack of clarity about the way Partnership members could contribute to the (newer) horizontal activities such as the Blueprint and I2M.

Mitigation action 1: Organise information and training sessions about the new initiatives (webinars).

Mitigation action 2: Highlight the benefits of these initiatives and outline the relevant contribution partners can provide.

Priority	3
Owner	RS and AG
Responsible for implementation	WE4AHA
Related WE4AHA task	5.1, 5.2, 6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Organise webinars and user-friendly, attractive promotional material about the benefits of being part of the new initiatives.
Cost	WE4AHA budget

Mitigation action 3: Define and clearly communicate Blueprint and I2M correlation to the commitments of the partners and the overall EIP on AHA objectives (renovation of Action Plan)

Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA, AG coordinators
Related WE4AHA task	5.1, WP3, WP4
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Prepare strategic clarification materials that clearly explain the relation between the commitments and the new initiatives with examples. Provide aid to the AG to integrate these new initiatives into their Action Plans.
Cost	WE4AHA budget

GAP4: Uncertainty about the future of the EIP on AHA as a priority for the EC as a whole.	
Mitigation action 1: Increase the awareness of the Partnership members about the role they have in orienting the future of the EIP (webinars, communication).	
Priority	2
Owner	RS and AG
Responsible for implementation	WE4AHA, AG coordinators, RSCN
Related WE4AHA task	6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Prepare communication materials, events with the participation of EC officers, Member State representatives and policy makers to disseminate the results of the partnership and highlight the outcomes, Organise dialogues with EC officers and Member State representatives.
Cost	WE4AHA budget, RSCN budget
Mitigation action 2: Foster synergies with other AHA-related programmes to enhance impact and therefore secure the sustainability of the programmes.	
Priority	1
Owner	AG and RS
Responsible for implementation	WE4AHA, all the other AHA-related initiatives
Related WE4AHA task	1.3
Starting date	2018.06.01

Deadline for implementation	2020.12.31
Description of activities	Organise coordination meetings between the initiatives and discuss how they could mutually reinforce the impact they deliver.
Cost	WE4AHA budget

3.5. Impact

GAP1 Difficulties in reporting results and outputs through the Commitments Tracker Tool.	
Mitigation action 1: Improve the Commitments Tracker Tool facilitating regular update of the commitments.	
Priority	3
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	5.3
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Update and improve the MEFEIP tool, adapted to user needs.
Cost	WE4AHA budget
Mitigation action 2: Release or further refine the tutorial on how to report progress through the EIP portal (revision of PROEIPAHA Manuals).	
Priority	2
Owner	WE4AHA
Responsible for implementation	WE4AHA
Related WE4AHA task	5.3, 6.1
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Organise webinars, prepare tutorial videos to be posted on the portal, offer demonstration slots at events, road shows
Cost	WE4AHA budget
Mitigation action 3: Make use of existing Health Technology Assessment methods as a final step before upscaling	
Mitigation action 4: Complementary to MAFEIP, use maturity models to assess the ability of an outcome for continuous improvement.	

Priority	1
Owner	AG and RS
Responsible for implementation	Regional and national public authorities, EIP on AHA partners
Related WE4AHA task	
Starting date	2019.06.01
Deadline for implementation	2020.12.31
Description of activities	Disseminate these complementary options and provide training materials for their use
Cost	Regional and national budget

GAP2: Lack of clarity in measuring the impacts of the Partnership activities	
Mitigation action 1: Reinforce monitoring and impact assessment through a broader use of the MAFEIP tool at least at RS level. **Mitigation action 2:** Promote the use of MAFEIP by training sessions, videos, etc. (webinars).	
Priority	3
Owner	RS
Responsible for implementation	WE4AHA
Related WE4AHA task	5.3
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Encourage the use of MAFEIP by webinars, tutorials, demonstration sessions where its benefits and added value are highlighted.
Cost	WE4AHA budget
Mitigation action 3: Promote and make widely known the successfully measured impact of activities/commitments/collaborative work and twinnings.	
Priority	3
Owner	AG and RS
Responsible for implementation	WE4AHA and AG coordinators, RSCN
Related WE4AHA task	5.3, 6.1
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Organise dissemination, promotional event, give room for dissemination of such success stories in

	newsletters, AG meetings. Also disseminate it towards policy makers, EC officers, Member States.
Cost	WE4AHA budget, RSCN budget

GAP3: Unexploited scaling-up of potential innovation across regions and communities.	
Mitigation action 1: Implement more broadly support schemes that can boost uptake and replicability (such as twinning schemes).	
Priority	3
Owner	RS and AG
Responsible for implementation	WE4AHA
Related WE4AHA task	5.1, 5.2
Starting date	2018.06.01
Deadline for implementation	2020.12.31
Description of activities	Allow all partners to apply for twinning schemes (not only RS), publish calls more often than every 3 years. Introduce other, similar scheme as well.
Cost	WE4AHA budget

Conclusions and next steps

Conclusions

The first release of the Stakeholders engagement Action Plan (EAP) has been drafted with the objective to propose concrete lines of action for improving the level and quality of engagement of EIP on AHA members towards the Partnership. The EAP has been outlined by the WE4AHA team through a participative process which involved a selected number of EIP on AHA partners who validated and approved the suggested measures shaping the Plan. While the EAP contains gaps and corresponding actions to mitigate them, it also detail roles and responsibilities, timeline and costs for implementation linking each action with a specific activity foreseen by the WE4AHA workplan.

The EAP covers five areas where improvements in terms of stakeholders' engagement can be promoted:

- **Governance** dealing with mechanisms of coordination both of Action Groups and Reference Sites, representativeness, ownership roles and responsibilities of involved partners, visibility of members and recognition of results, geographical coverage and harmonisation between Action Groups and References Sites activities.
  - o **14 gaps identified, and 32 mitigation measures proposed.**
- **Cooperation mechanisms** affecting political support at national, regional and local level, misalignment of strategies and priorities amongst the different levels of government, mutual learning mechanisms and networking.
  - o **5 gaps identified, and 13 mitigation measures proposed.**
- **Communication** targeting the complete set of dissemination measures that could be fostered to increase knowledge about and raise awareness of the added value brought by the participation to the EIP on AHA.
  - o **7 gaps identified, and 15 mitigation measures proposed**.
- **Synergies and coordination** addressing the need to reinforce or built solid linkages with other European or national initiatives on active and healthy ageing themes, receive adequate support by the EC across different Directorates General and better coordinate, under a unique vision – the horizontal activities – Blueprint, I2M and MAFEIP – embedded in the EIP on AHA.
  - o **4 gaps identified, and 10 mitigation measures proposed.**
- **Impact** leading to improve the measurement of the EIP on AHA activities both in terms of individual participation of members and of the Partnership as a whole and increase the scaling-up of innovation across regions and communities.
  - o **3 gaps identified, and 8 mitigation measures proposed.**

The complete set of measures outlined in the EAP will be implemented until the end of the EIP on AHA mandate through a joint effort by all the actors involved in the Partnership supported by the WE4AHA team under the supervision of the European Commission.

Next steps

The second and third release of the EAP will be respectively delivered in 2019 and 2020. These versions will report the activities carried out to overcome the identified gaps further refining the proposed measures and complementing new ones which will target the mechanisms for increasing the engagement in the Blueprint, I2M and MAFEIP initiatives.

III.   References

D1.1 Report on the online survey regarding collaboration mechanisms

IV. Contributors

The following table lists the contributors who edited material and drafted specific sections for this deliverable.

Table 7: Contributors

Name	Surname	Organisation
Jose	Usero	FUNKA
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Elin	Martinsson	ERRIN
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The authors of this deliverable would like to thank all EIP on AHA partners for their active contributions and continuous support.

V. Appendix I: Agenda of the validation workshop

Venue: ERRIN and Region Skåne Head quarter, Rue du Luxembourg 3, 1000 Brussels

Invited participants: EIP on AHA Action Groups and Reference Sites representatives, experts

Date: 15.05.2018

Agenda

Time	Agenda item
12:30	Lunch and Registration
13:30	**Welcome by the organisers** Pirita Lindholm, ERRIN Representative of Region Skåne
13:40-13:55	**Presentation of the stakeholders' engagement process and introduction to the working groups session** Roberto Zuffada, FUNKA Anett Ruszanov, ERRIN
13:55	**Moving to the break-out sessions rooms**
14:00-15:15	**Four parallel working groups sessions – first round** Topic/Moderator: Governance, Anne-Sophie Parent, AGE-Platform Cooperation mechanisms, Veli Stroetmann, empirica Communication, Jose Usero, FUNKA Synergies and coordination & Impact, Henriette Hansen, South Denmark
15:15	**Coffee break**
15:40-16:55	**Four parallel working groups sessions – second round** Topic/Moderator: Governance, Anne-Sophie Parent, AGE-Platform Cooperation mechanisms, Veli Stroetmann, empirica Communication, Jose Usero, FUNKA Synergies and coordination & Impact, Henriette Hansen, South Denmark
16:55	**Returning to the plenary room**
17:00-17:40	**Report from the working groups (10 minutes each)** Moderators supported by the note takers
17:40-18:00	**Discussion, wrap-up and next steps** Jose Usero, FUNKA Anett Ruszanov, ERRIN

VI. APPENDIX II: List of participants to the validation workshops

Name	Affiliation
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