**Work Package 3 –
Evaluation of the Joint
Action on Tobacco Control 2**

**D3.2 Interim Evaluation
Report**

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JATC² JOINT ACTION ON TOBACCO CONTROL

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Acronyms

AGES	Austrian Agency for Health and Food Safety
CIRCA BC	Website/Platform used for management and distribution of internal documents, provided by the EU Commission
ECToH	European Conference on Tobacco or Health
EU-CEG	EU Common Entry Gate
JA	Joint Action
JATC1	Joint Action on Tobacco Control 1
JATC2	Joint Action on Tobacco Control 2
LogFrame	Logical Framework Matrix
PM	Person Month
SC	Steering Committee
TAD	Tobacco Advertising Directive
TPD	Tobacco Products Directive
WP	Work Package

1. Introduction

Smoking and other forms of tobacco consumption are considered to be the single most important cause of preventable morbidity and premature mortality worldwide, with tobacco being the major single cause for premature deaths in the European Union. Tobacco consumption among adolescents has extremely harmful and immediate adverse health consequences, including addiction, reduced physical fitness and asthma and increases the risk of cardiovascular diseases, respiratory illnesses and cancer. In order to protect children and young people from the harmful effects of tobacco, tobacco endgame strategies have to be considered.

The JATC2 project is an important step on the road to achieve the goal of a tobacco free generation. The general objective of this project is not only to support the implementation of the Tobacco Products Directives (TPD) and the Tobacco Advertisement Directive (TAD), but also to promote activities consistent with the objectives of the WHO Framework Convention on Tobacco Control. The JATC 1 contributed to the implementation of the TPD in specific areas of laboratory capacity, testing methods for tobacco and related products, regulation of ingredients and developed data sharing agreements concerning the excessive amounts of data within EU-CEG. JATC 2 program will build on the results of the JATC 1 and add new pillars to the work of Joint Action within tobacco control.

This JA consists of 9 work packages.

Table 1: Work Packages of the JATC2

4 Horizontal WPs (Supporting)	5 Vertical WPs (Core, Action)
WP1: Coordination	WP5: EU-CEG data and enhanced laboratory capacity for regulatory purposes
WP2: Dissemination	WP6: Enforcement of tobacco product regulation
WP3: Evaluation of the Action	WP7: Health impact and regulatory implications of e-cigarettes and novel tobacco products
WP4: Sustainability and cooperation across Europe	WP8: Smoke-free environments and TAPS legislation in Europe
	WP9: Best practices to develop an effective and complehensive tobacco endgame strategy
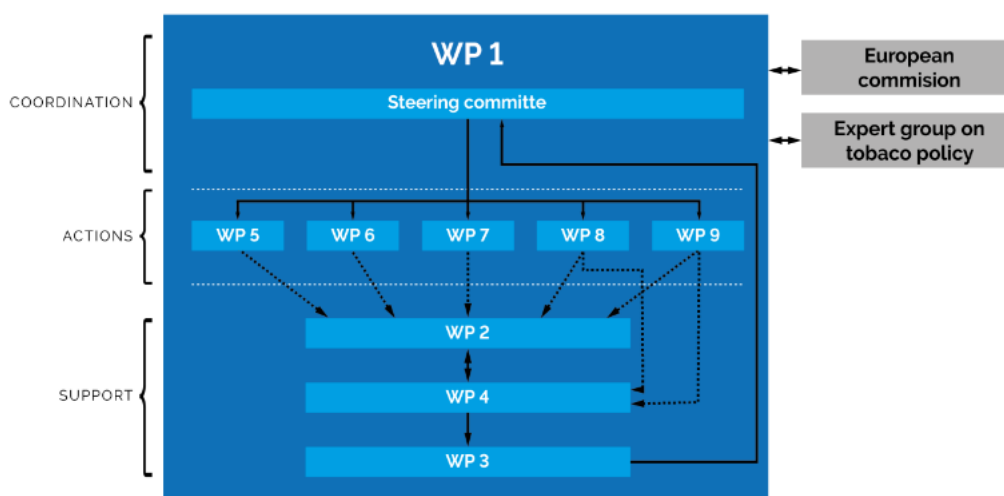
Figure 1: Organigram JATC2

All nine wock packages work together to achieve the expected outcomes of the JATC2. The expected outcomes include the following:

- A more user-friendly interface of the EU-CEG database, which will enhance the utility of the data base for EU regulators
- A sustainable plan for data sharing from the EU-CEG database, which will make valuable data available for a broader audience, especially researchers.
- A harmonized approach to market surveillance and enforcement of the TPD, which will enhance consumer protection and ensure a fair internal market
- A recommendation to update the applicable rules on tobacco advertising, which will mean less exposure to unwanted commercial activities and hopefully diminish the number of new smokers and even decrease the prevalence of smoking.
- A harmonized approach to establishing smoke-free environments, which will decrease the exposure to second-hand smoking
- A forward-looking tobacco endgame strategy leading to a smoke-free generation and decreasing the number of tobacco-related illnesses and deaths.

The Evaluation of the action is undertaken by WP3 and has its own set of objectives as listed below.

Evaluation objectives

The evaluation aims at

a) optimising the implementation of project activities with a special focus on the communication and cooperation within and among WPs;
b) monitoring the timeliness and quality of project outputs; and
c) assessing if the outcomes of the JATC 2 meet the needs of the project´s target group regarding their utility.

Evaluation purpose

The purpose of the evaluation is to support the project coordinator, WP leaders and all project staff with all aspects of project implementation, output production and the achievement of outcomes in terms of utilisation of outputs.

Methods

The main tools used for gathering the data and information for this report are the following:

- Online surveys
- Interviews with WP leaders
- Feedback meetings with WP members and partners
- LogFrame
- Monitoring Table

The report on the baseline survey can be found in Annex A. The results of the second online survey are integrated throughout this report in the respective sub-chapters.

The planned tool on monitoring delays was omitted due to lack of timely responses to the follow-up emails. Instead WP1 added a discussion point on delays of outputs to the agenda of each SC meeting.

2. Evaluation of the overall project

Output Monitoring

The outputs are monitored through the Funding&Tenders portal. Additionally notes on the progress of the outputs are taken during the SC meetings and were discussed at the "Interim Evaluation Meetings with WP leaders" with took place between February and May 2023.

During the Interim Evaluation meetings with WP leaders, it became apparent that especially the reporting of Milestones in the Funding&Tenders portal was inconsistent. This was a direct result of the inconsistency of overall coordination provided by WP1 in the first year of the project. Subsequently the SC agreed that the WP leaders report the milestones to WP1 from now on, who is then responsible for reporting the Milestones in the Funding&Tenders portal. WP3 provides an additional control mechanism by checking the Funding&Tenders portal regularly.

In the first half of the project period, 50 outputs were due. 64% were on time or slightly delayed. 14% were delayed more than 60 days and 22% are still pending.

Table 2: Timely submission of outputs

Timely submission	Number	Percentage
On time	18	36%
Slightly delayed	14	28%
Delayed	7	14%
Pending	11	22%
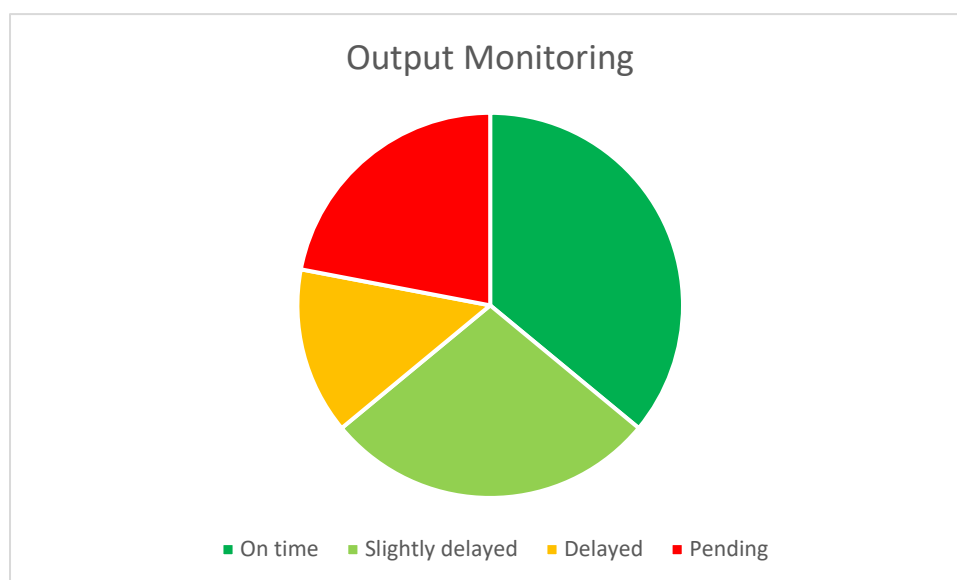
Figure 2: Timely submission of outputs

The detailed monitoring tables for each WP can be found in chapter 3 under the respective WPs.

Amendment of the JATC2

WP1 went through several rounds of submitting request letters for the amendment of the JATC2 project. The final request letter from March 3rd, 2023, was accepted and the amendment was approved in April 2023. The following changes were made:

- Change of Competent Authority for Denmark. The Danish Ministry of Interior and Health (MoH-DK) will take on the responsible role of Competent authority for Denmark and Head Coordinator for JATC2.

- The removal of CARM and FFIS from JATC2
- Change of Competent Authority for Norway. NOMA will assume the role as Competent Authority and NMoH is from this point on an affiliated entity to NOMA. NMoH will participate in the project without a budget. They will provide in kind support to NOMA.
- Transfer of funds within XQNS's own budget
- Several adjustments have been made to the detailed budget per partner.
    - In general terms these adjustments include:
    - The staff function descriptions in section 14.4 have been specified with further details, including name and function. A further elaborated description of the staff can be found in section 13.4.
    - Addition of justifications for use of travel expenses in section 14.4 - Detailed budget per partner.
    - An update of Direct Personnel Costs in section 14.4 Detailed budget per partner.
    - An update of Direct Costs of Subcontracting in section 14.4 Detailed budget per partner.
    - An update of Other Direct Costs in section 14.4 Detailed budget per partner.
    - An update of Total Costs in section 14.4 Detailed budget per partner.
    - An update of PM figures in Section 14.4 Detailed budget per partner.

General results of the second online survey

This chapter shows the results of the second online survey, which were directed to all survey participants.

The following table shows the key data of the baseline survey.

Table 3: Key data of the baseline survey

Start of the Survey	2 January 2023
End of the Survey	30 January 2023
Duration	28 days
Participants	58 of 140
Response rate	41,4%
Average time to complete survey	21:42 min.

Question 2: Did you already participate in the previous JATC1 project? If not, have you been involved in other EU projects with a complexity and size like JATC2?

According to this online survey, 26 participants (44,8%) have already participated in JATC1. Of those who have not participated JATC1, 4 participants stated that they have been involved in projects with a similar size and complexity as JATC1. Which means that in total 51,7% were familiar the JATC or with projects with a similar size and complexity before joining the JATC2 team.
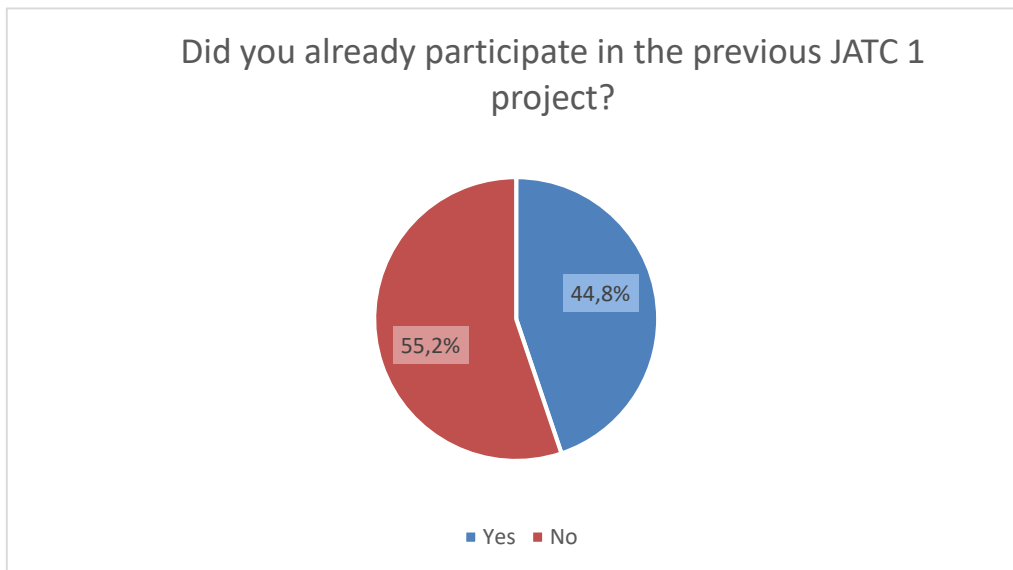
Figure 3: Percentage of participation in JATC1
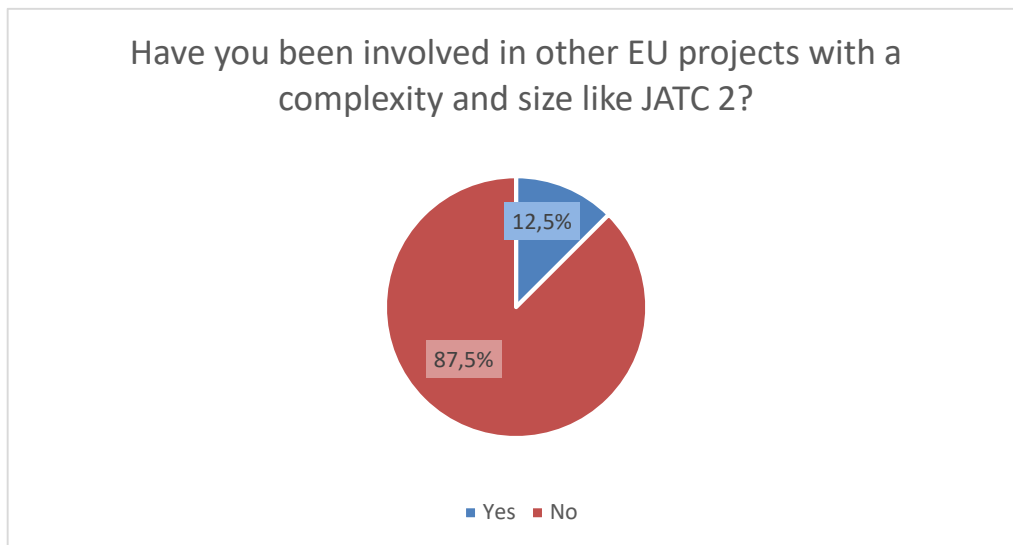
If not =

Figure 4: Percentage of involvement in other EU projects similar to JATC1 (if not participated in JATC1)

In the baseline survey, 29% stated that they were involved in JATC1, and in total 40,3% claimed to have experience in large and complex projects. This indicates that at least to some extent, there has been a fluctuation in participants between the two online surveys. This is expected in projects of this size and complexity.

Question 5: Based on your work experience: How satisfied are you with …?

Based on your work experience: How satisfied are you with …?

0,0%	10,0%	20,0%	30,0%	40,0%	50,0%	60,0%	70,0%	80,0%	90,0%	100,0%

the frequency of updates of the overall project: 17,2% | 70,7% | 12,1%

the update modalities (Emails, meetings, CIRCA BC, etc.): 15,5% | 72,4% | 12,1%

the overall coordination of the project so far: 17,2% | 69,0% | 13,8%

■ Very satisfied ■ Satisfied ■ Less satisfied
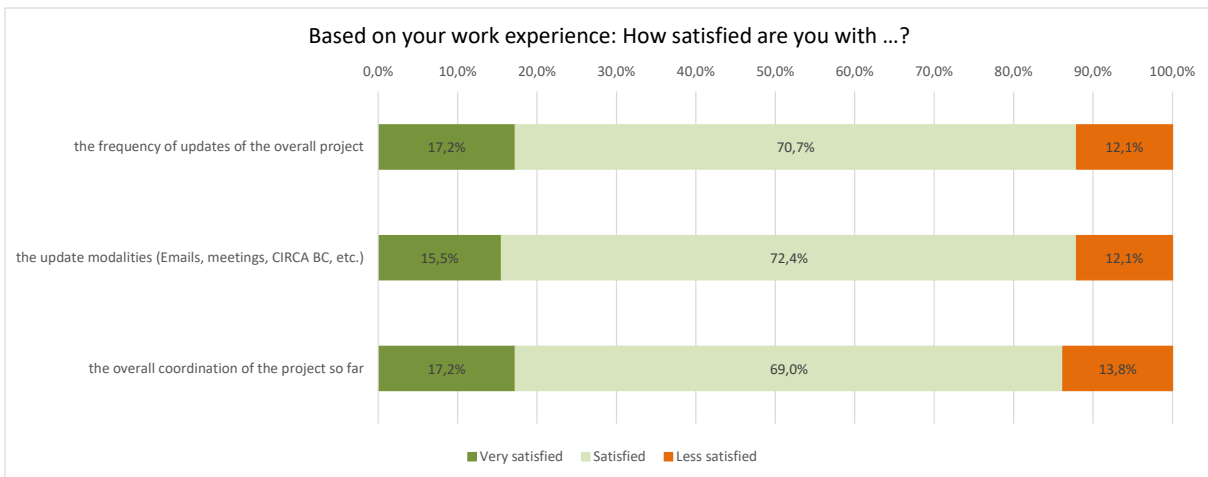
Figure 5: Satisfaction on items regarding the overall JATC2 project

Question 6a: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress of the JATC2 project?

Table 4: Likes and dislikes about frequency and update modalities on the progress of JATC2 (open question)

+	-
Compared to JATC1, WP leaders are more active regarding for example organising meetings, calls, preparing deliverables and creating a network between partners.	This can also be demanding, especially for partners who participate in more than one WP. They receive a lot of emails, have to participate in a number of meetings, answer several doodles, etc. Their suggestion is to organise no more than one meeting every two months in order to avoid work overload
Steering committee meetings	Circa BC: • it's not clear when and how to use it. • It is not user friendly enough. • It should centralise questions, but only a minority actively use the platform. Therefore, email is still the most used modality.
WP5 and the coordination team are quick to give feedback	If a meeting is missed, it is hard to catch up
WP7 gives regular updates on the progess	There are little updates on the progress of other WPs. Updates especially on outputs, deliverables and progess would be appreciated
	More technical info would be appreciated. Most information is too late.

Question 6b: Is there anything in particular you would like to mention about the project coordination?

Table 5: Open comments regarding the overall project coordination

+	-
It has improved and there is more stability now	Coordination still needs improvement
The consortium meeting in Copenhagen in November 2022 was very good, and it was nice to meet and hear updates from the other WPs.	Frequent change of staff
The current team has improved and seems stable. It seems to be progressing well, and hopefully provide more structure, guidance and motivation to the project (mentioned 4 times)	The first year was quite confusing due to the high turnover within the project coordination team
Well coordinated and the all the meetings so far have been very well organized	There seems to be confusion on who the main person in the coordination team is, due to the many changes.
Hopefully, the new coordination team is stable!	
More involvement of coordination team, especially when it comes to ensuring the participation of all partners in WPs	

Question 70: Is or was anything in connection with the project implementation that bothers you a lot and should be changed or improved?

Question 71: Regarding the online surveys, is there anything you would like to change?

Question 72: Is there anything else you want to add (ideas, suggestions, complaints)?

- It is difficult to get an overview of the work mode of Joint Action, and what expertise is needed for the different tasks. I would like to contribute more, but do not know how/where.
- It is important to draw a whole picture to get everyone on board in the project. The aim of the WPs can be repeated in more detail.
- There seems to be some confusion with the concept of person months.
- A "project dictionary" would be a great tool for newcomers etc. to get up-to-speed and enhance understanding. Individual projects often carry a set of terms/words/abbreviations that "outsiders" will have a hard time understanding.
- I have the impression that I am spending more time filling in surveys than actively contributing in the WP
- Digital meetings make it difficult to create bonds with colleagues and discussions are rather passive.
- The energy at the meeting in Copenhagen (November 2022) was great. It is a pitty it could not be organised earlier.
- I wish I got to meet all the individuals involved in the project.
- I am looking forward to meeting WP colleagues at the meeting in Madrid (April 2023).

General challenges within the JATC2

The following list provides an overview of the general challenges within the JATC2 project:

- Lack of communication and teamwork in the drafting process of the project proposal.
  o Synergies and dependencies among the WP were not communicated well
- Being overly optimistic in the drafting process of the project proposal proposal
  o e.g., when it comes to deadlines, resources etc.
- Lack of clarification of terms and conditions in the beginning of the project
  o e.g., the definition of PMs
- Issues within organisations
  o E.g., beaurocratic issues that make it difficult to hire new staff, PM divided onto many different persons instead of having a few working more hours or even full time on the project

- Staff changes
  - People who were involved in the drafting process of the project left during the project and therefore information was lost.
  - WP leader changes (especially in WP1 and WP6),
  - within the organisations themselves and therefore in WP partners and members.
    - Sometimes these changes were not communicated well, so the WP or task leader was unaware partner changes. This led to the mailing list not being updated, and information was lost.
- Digital nature of the project and limited funds for travel
- Getting smaller partners involved and task allocation
- Some partners appear not have the necessary expertise for their assigned tasks
- Personal issues of partners, e.g. sickness, personal problems, etc.
- Responsiveness to organisational requests of project partners
- Vacation times, especially during summer, winter and spring holidays
- Technical difficulties
- Confidentiality restrictions
- Unanticipated changes and delays
- Outer challenges
  - e.g., timeliness of conferences are not in line with the due dates of certain outputs (e.g. having a symposium, workshop, presentation)
- etc.

Chapter 3 provides a detailed description of the WP specific challenges.

3. WP specific evaluation

WP1 – Coordination

Output Monitoring

Table 6: Output Monitoring WP1

Output	Output Title	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D1.1	Templates for management of finances, deliverables and milestones	WP leaders; Country Coordinators	3	31.12.2021	15.02.2022	-46	DSTA	Jakob Graulund Jorgensen	jgj@sik.dk
D1.2	First periodical technical and financial report	HaDEA; DG Sante	26	30.11.2023			MoH-DK	Frances O'Donovan	feo@sum.dk
D1.3	MD2 Final Report	General public; EU Regulators; Tobacco researchers	36	30.09.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
M1.1	Minutes of Kick-off meeting	JATC 2 participants	5	28.02.2022	28.02.2022	0	DSTA	Jakob Graulund Jorgensen	jgj@sik.dk
M1.2	Minutes of 2nd Consortium Meeting	JATC 2 participants	12	30.09.2022	09.11.2022	-40	DSTA	Frances O'Donovan	fod@sik.dk
M1.3	Brief Expert Group on Tobacco Policy on the progress of the project	Expert Group on Tobacco Policy	20	31.05.2023			MoH-DK	Frances O'Donovan	feo@sum.dk
M1.4	Mid-term evaluation approved and midterm payment made	HaDEA; DG Sante	28	31.01.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
M1.5	Minutes of 3rd Consortium Meeting	JATC 2 participants	24	30.09.2023			MoH-DK	Frances O'Donovan	feo@sum.dk
M1.6	Brief Expert Group on Tobacco Policy on the progress of the project	Expert Group on Tobacco Policy	32	31.05.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
M1.7	Final evaluation approved and payment of the balance made	HaDEA; DG Sante	36	30.09.2024			MoH-DK	Frances O'Donovan	feo@sum.dk
M1.8	Minutes of Final Conference	JATC 2 participants	36	30.09.2024			MoH-DK	Frances O'Donovan	feo@sum.dk

The following outputs were changed in the amendment:

- D1.2: month 20 → month 26 (due to the amendment process taking place in spring 2023, the first periodical technical and financial report had to be pushed back)
- M1.3: month 16 → month 20 (The amendment process had priority in spring 2023, therefore the expert group had to be moved to May and was held on May 3rd)
- M1.4: month 20 → month 28 (due to the amendment process taking place in spring 2023, the midterm evaluation and midterm payment had to be pushed a few months back as well)

WP leader/head coordinator[1] changes

Table 7: WP leader changes in WP1

Sascha Maria Noomi Löwenstein	- June 2021
Frances O'Donovan (Interim Head Coordinator)	June 2021 – October 2021
Jakob Graulund Jorgensesn	October 2021 – March 2022
Mike Simonsen Straarup	March 2022 – August 2022
Ditte Helm Kraul (Interim Head Coordinator)	August 2022 – October 2022
Frances O'Donovan	October 2022

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[1] WP leader and head coordinator are interchangeable in the context of WP1.

LogFrame

Table 8: LogFrame WP1

Color code:
green: achieved
blue: comments

Logical Framework JATC 2 - WP 1 - Interim Update

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 1 To coordinate the overall smooth implementation of the project	*Indicator(s):* - Perception of JATC staff and project stakeholders *Target(s):* n.a.	Surveys conducted within WP 3	n.a.	n.a.
Specific objective 1.1 To ensure efficient management of the project	*Indicator(s):* - Availability of a Consortium Agreement - Control mechanisms for deliverables and milestones in place and functional *Target(s):* - Consortium agreement available in month 14 - Control mechanisms in place and functional in month 10 (monthly follow-ups during the SC meetings)	Project documentation	*Indicator(s):* - No. of partners who agree with and sign the Consortium agreement - Reporting by WPs on deliverables and milestone in line with internal requirements *Target(s):* - Consortium agreement signed by 36 partners - 90 % of the outputs submitted by WP leaders include all required information - 80 % of the outputs submitted by WP leaders are submitted on time	Project documentation
Specific objective 1.2 To coordinate the financial management	*Indicator(s):* - Control mechanisms for cash management/ financial management in place and functional *Target(s):* - Control mechanisms in place and functional in month 14	Project documentation	*Indicator(s):* - Reporting on cash management/ financial management in line with internal requirements *Target(s):* - 100 % of the completed templates submitted by team leaders include all required information - 90 % of the completed templates submitted by team leaders are submitted on time	Project documentation
Specific objective 1.3 To communicate and report to HaDEA and DG SANTE on Tobacco Policy	Indicator(s): -satifaction with the overall communication and reporting to HaDEA and DG SANTE Target(s): - 90% of representatives are satisfied with the overall communication and reporting to HaDEA and DG SANTE	Project documentation	*Indicator(s):* - No. Of meetings with HaDEA and DG SANTE to discuss satisfaction with the overall communication and reporting Target(s): - 2 meetings held (1 officiial meeting with DG Sante was held in year 2)	Project documentation
Result/ Output 1.1.1 Consortium meetings held	*Indicator(s):* - No. of Consortium meetings held *Target(s):* - At least one meetings per year	Project documentation	*Indicator(s):* - % of members of the Consortium who participate in each meeting *Target(s):* - At least 25 % of members of the Consortium participate in each meeting (changed from 60% to 25% due to funding and meeting room capacity limits) & 90% of the WP leaders	Project documentation
Result/ Output 1.1.2 Steering group meetings held	*Indicator(s):* - No. of Steering group meetings held *Target(s):* - 30 meetings	Project documentation, Meeting minutes	*Indicator(s):* - % of members of the Steering group who participate in each meeting *Target(s):* - At least 90 % of members of the Steering group participate in each meeting	Project documentation, Meeting minutes
Result/ Output 1.1.3 Template for the control of deliverables and milestones prepared	*Indicators:* - No. of templates available - Timeliness of delivery *Targets:* - 1 template - Template available in month 3 (by WP3)	Project documentation	*Indicator(s):* - Availability of guidance for the use of the template *Target(s):* n.a.	Project documentation
Result/ Output 1.1.4 First periodical technical and financial report (D1.2)	*Indicators:* - No. of reports - Timeliness of delivery *Targets:* - 1 report - Report available in month 26 (changed from 20 to 26, according to the amendment)	Project documentation	n.a.	
Result/ Output 1.1.5 MD2 Final report (D1.3)	*Indicators:* - No. of reports - Timeliness of delivery *Targets:* - 1 report - Report available in month 36	Project documentation	n.a.	
Result/ Output 1.2.1 Template for the financial management prepared	*Indicators:* - No. of templates available - Timeliness of delivery *Targets:* - 1 template - Template available in month 6	Project documentation	*Indicator(s):* - Availability of guidance for the use of the template *Target(s):* n.a.	Project documentation
Result/ Output 1.2.2 and 1.2.3 identical with Result/ Output 1.1.4 and 1.1.5				
Result/ Output 1.3.1 Briefing of the Expert Group on Tobacco Policy on the progress of the project	*Indicators:* - No. of meetings held *Targets:* - one in month 20 (changed from month 16, according to the amendment) - one in month 32	Project documentation, Meeting minutes	*Indicator(s):* - No. of participants in the meeting *Target(s):* n.a.	Project documentation, Meeting minutes
Result/ Output 1.3.2 Prepare and upload interim reports to the EC	*Indicators:* - Timeliness of approval of final evaluation report and payments of the balance made [M1.7] *Targets:* - Final evaluation approved and payment of the balance made by month 36	Project documentation	*Indicator(s):* - Timeliness of approval of the mid-term evaluation and midterm payments made [M1.4] *Target(s):* - Mid-term evaluation approved and midterm payment made by month 28 (changed from month 20 according to the amendment)	Project documentation
Result/ Output 1.3.3 identical with Result/ Output 1.1.1				

Results of the second online survey – WP1

The following part entails the feedback made during the second online survey (January 2023) directed towards WP1.

The first question (Question 6b) was an open question in the general part of the survey, therefore all participants[2] were able to leave a comment.

Question 6b: Is there anything in particular you would like to mention about the project coordination?

Table 9: Open comments regarding the overall project coordination (Question 6b)

+	-
It has improved and there is more stability now	Coordination still needs improvement
The consortium meeting in Copenhagen in November 2022 was very good, and it was nice to meet and hear updates from the other WPs.	Frequent change of staff
The current team has improved and seems stable. It seems to be progressing well, and hopefully provide more structure, guidance and motivation to the project (mentioned 4 times)	The first year was quite confusing due to the high turnover within the project coordination team
Well coordinated and the all the meetings so far have been very well organized	There seems to be confusion on who the main person in the coordination team is, due to the many changes.
Hopefully, the new coordination team is stable!	
More involvement of coordination team, especially when it comes to ensuring the participation of all partners in WPs	

The following questions were part of the WP specific questions. Only WP1 members and partners were able to give feedback to these questions. WP1 had seven participants.

Question 7: Based on your work experience in the JATC2 project and in particular with WP1: How important do you think is…?
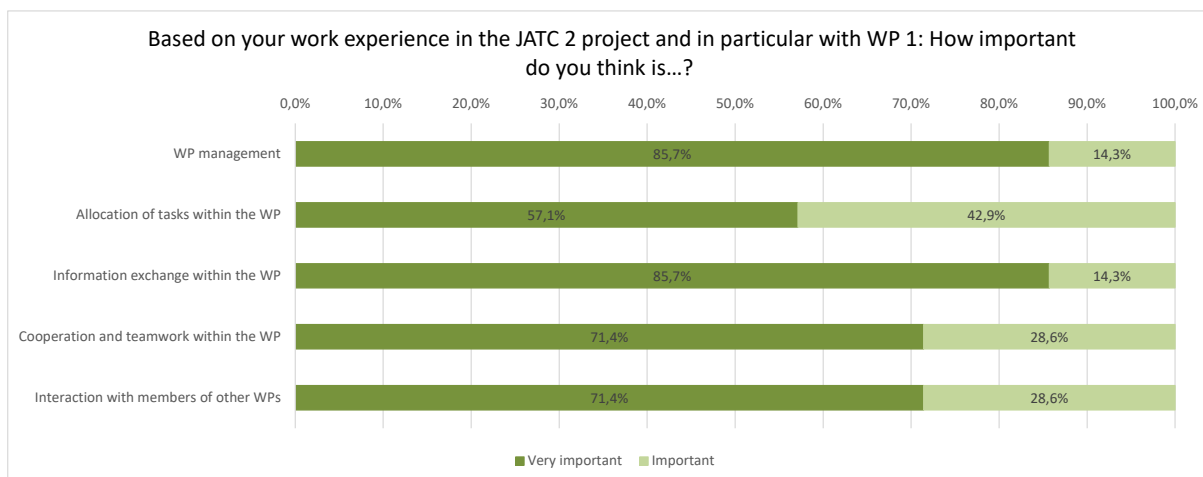
Figure 6: Importance of different items (WP1)

WP1 members view all items as very important or important. 'WP management' and 'Information exchange within the WP' are seen as the most important with 85,7% viewing them as very important. 'Cooperation and teamwork within the WP' and 'Interaction with members of other WP' are seen as equally important, with 71,4% viewing them as very important and 28,6% as important. 'Allocation of tasks within the WP' is seen as the least important item compared to the others. Nevertheless, 57,1% perceive it as very important and 42,9% as important.

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[2] The second online survey had a response rate of 41,4%. 58 out of 140 contacts in the JATC2 mailing list from December 2022 completed the survey.

Question 8: How satisfied are you so far with each of the items below within WP1?
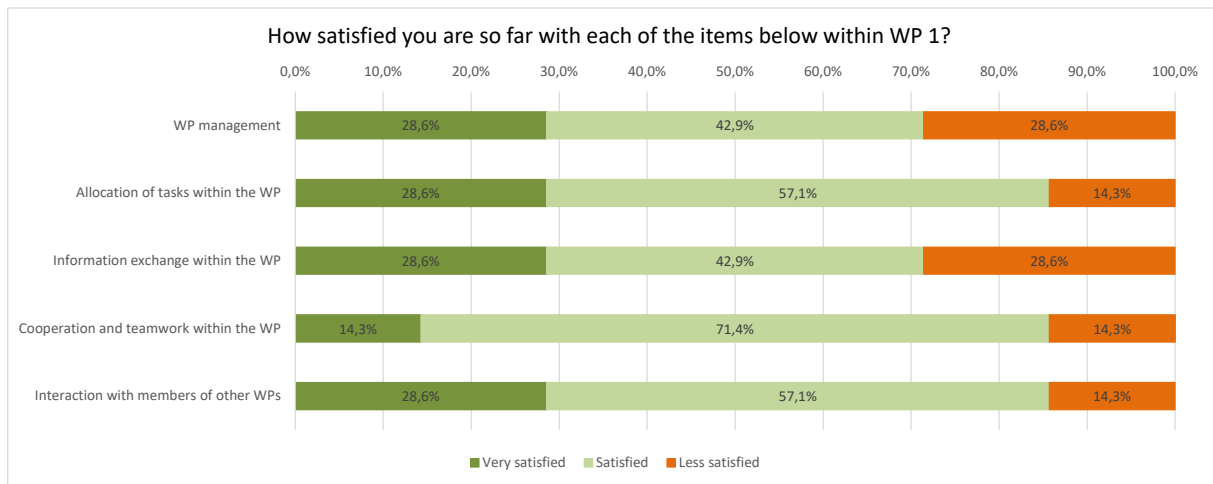
Figure 7: Satisfaction with different items (WP1)

'WP management' and 'Information exchange within the WP' are perceived as the most important items, and are also the ones most team members are less satisfied with (28,6%). 42,9% are satisfied and 28,6% are very satisfied with these items. Team members are equally satisfied with 'Allocation of tasks within the WP' and 'Interaction with members of other WPs'. 28,6% are very satisfied, 57,1% are satisfied and 14,3% are less satisfied. 'Cooperation and teamwork within the WP' is satisfactory for 71,4%, 14,3% are very satisfied and another 14,3% are less satisfied.

Question 9: In your view: What does work well, what does not work so well within WP1?

- Participants stated that there needs to be more involvement with each one of the WPs. Furthermore, the frequent team changes have impacted the WP management.
- Nevertheless, in question 6a it was mentioned that the coordination team is quick to respond and give feedback.

Question 10: Based on your work experience within WP1: How satisfied are you with...?
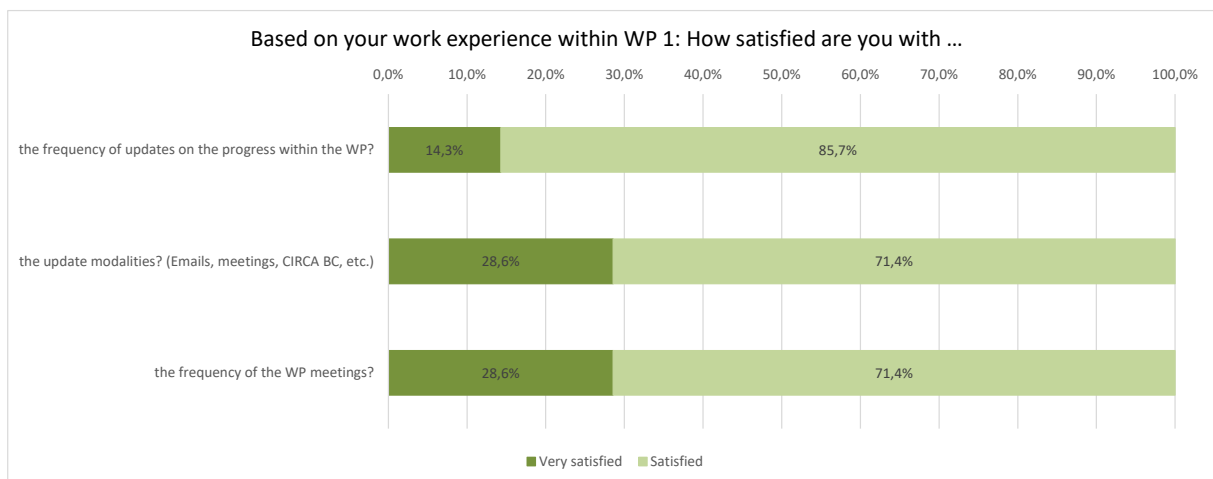
Figure 8: Satisfaction with frequency and modality of updates, and frequency of meetings (WP1)

WP1 members are satisfied or very satisfied with all of the items. The frequency of updates on the progress of the WP shows the greatest room for improvement with 85,7% being satisfied and 14,3% being satisfied. 71,4% are satisfied and 28,6% are very satisfied with the update modalities. The frequency of the WP meetings is perceived as satisfactory for 71,4% and 28,6% are very satisfied.

There have been no comments to Question 11: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP1.

Question 12: How motivated do you consider the members of WP1?
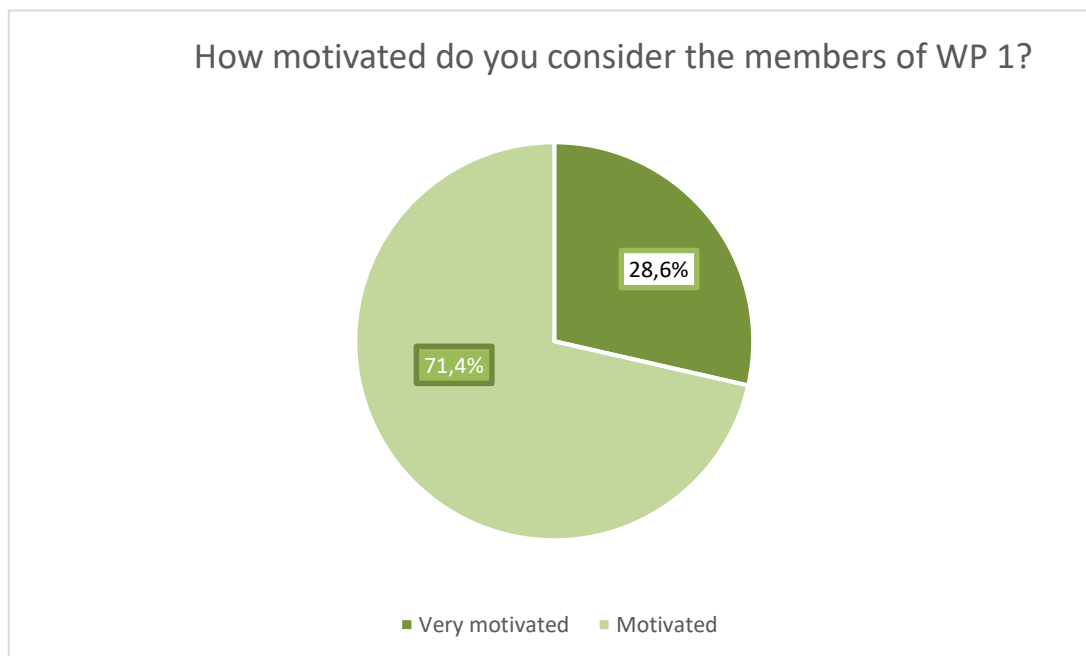
Figure 9: Motivation of WP1 members

71,4% of the participants view WP1 members as motivated, 28,6% view them as very motivated. Therefore, all of the team members view themselves and others as motivated to work within WP1.

None of the members gave suggestions or feedback to question 13: How could the WP1 leader(s) improve motivation?

Challenges and lessons learned

Frequent staff changes

WP1 underwent frequent staff changes. In the first half of the project WP1 had 4 different WP leaders and two times there was a period with no designated WP leader but an interim head coordinator. Other core team members also changed during the course of the project, like for example the financial managers, associate coordinators and project administrators. Some positions took longer to replace which resulted in periods of being understaffed.

One of the challenges caused by the changes in staff was information loss. With every change, the new person had to dedicate some time to learn the ropes. Due to periods of vacancy in some cases, it was even harder to obtain all the necessary information. Especially the information of bilateral discussion with other partners, where no record or meeting minutes were available got lost.

The overall project coordination was lacking consistency and cohesiveness in the first year of the project. Some project partners were frustrated by the lack of overall coordination, and confused who the responsible person is.

Especially in the beginning of the project, it would have been beneficial to have a clear and consistent coordination, to offer guidance for all project partners. Some tool provided by WP, for example, a "project-dictionary" would have been appreciated.

Nonetheless, the current head coordinator is very keen on providing a consistent project coordination. She is involved in the work of the JATC2 and the different WPs. Project partners are very satisfied with the new head coordinator and are confident that the second half of the JATC2 is going to have a smooth and consistent coordination.

Rectification of shortcomings in the first half of the project

Due to the frequent changes in WP1 leaders and members, some crucial aspects of the project coordination fell short. First of all, the trust in the coordination team needed to be built up. According to the second online survey (see question 6b), participants are confident that the coordination has improved and will provide more structure, guidance and motivation to the project.

The internal dissemination of information has also improved in the second year of the project. Newsletters and other documents have been distributed among the JATC2 partners. And the SC meetings improved greatly regarding information exchange and facilitation of discussion by WP1. The current head coordinator is involved in all WPs and has a clearer picture of the staffs' information needs and many are under the impression that their concerns and questions are being addressed. Bilateral meetings with project partners and WP leaders were held in the past months to clarify organisational matters and to get a better picture of the needs of the project staff and WP leaders.

Two physical meetings have been organised in the second year of the project. The first meeting took place in November 2022 in Copenhagen, and the second in April 2023 as part of the ECToH conference in Madrid. Both meetings added great value to the project.

Lack of physical meetings / digital nature of the project

The JATC2 was planned in 2020. Due to the difficult circumstances caused by the Covid-19 Pandemic, the project was set up as a mainly digital project. Little funds were allocated to travel and physical meetings. The Kick-off meeting in January 2022 had to be organised digitally due to travel and contact restrictions in many European countries.

The first physical meeting took place in Copenhagen in November 2022, which was month 14 of the JATC2. The Consortium meeting was a great success and showed that the project was in need of physical meetings. The all-digital nature of the project in the first 14 months created some issues especially regarding the involvement of some partners and overall teamwork and networking. Some partners even described this meeting as a turning point in the JA and talk about the project "before" and "after Copenhagen". Copenhagen was the first chance for project partners to really get to know each other and to network. Commitment and investment in the project has improved in many WPs. Fortunately, the Coordination team was offered the opportunity to host a second physical meeting at the ECToH in April 2023. In hindsight, more funds should have been allocated to physical meetings, as these two meetings greatly improved the efficiency of the JATC2.

WP2 – Dissemination

Output Monitoring

Table 10: Output Monitoring WP2

Output	Output Title	Main output	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D2.1	Visual Identity		Public, Project Staff, EC, EU Regulators, Researchers, Member States Competent Authorities	12	30.09.2022	22.03.2023	-173	NPHO	Communication Officer (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
D2.2	Stakeholder analysis		Project Staff, EC, Member States Competent Authorities, EU Regulators, Researchers	10	31.07.2022	22.03.2023	-234	NPHO	Communication Officer (TBC) Senior Scientific Advisor-Researcher (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
D2.3	Dissemination plan		Project Staff, EC	10	31.07.2022	22.03.2023	-234	NPHO	Communication Officer (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
D2.4	Project Dissemination Activity Report 1		Project Staff, EC	18	31.03.2023	25.04.2023	-25	NPHO	Communication Officer (TBC) Senior Scientific Advisor-Researcher (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
D2.5	Project Dissemination Activity Report 2		Project Staff, EC	36	30.09.2024			NPHO	Communication Officer (TBC) Senior Scientific Advisor-Researcher (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
D2.6	Layman version of the final report		Public, EU Regulators,EC	36	30.09.2024			NPHO	Communication Officer (TBC) Senior Scientific Advisor-Researcher (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
M2.1	Presentation of the Dissemination activities at the first annual meeting		Scientific Committee	12	30.09.2022	08.11.2022	-39	NPHO	Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
M2.2	Presentation of the Dissemination activities at the second annual meeting		Scientific Committee	24	30.09.2023	28.04.2023	155	NPHO	Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
M2.3	Draft programme for Final Project Conference		Scientific Committee	33	30.06.2024			NPHO	Communication Officer (TBC) Senior Scientific Advisor-Researcher (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr
M2.4	Final event organised		Scientific Committee	36	30.09.2024			NPHO	Communication Officer (TBC) Angeliki Lambrou Sotiria Schoretsaniti	a.lamprou@eody.gov.gr s.schoretsaniti@eody.gov.gr

The following outputs were changed in the amendment:

- D2.1: Month 4 → Month 12
- D2.2: Month 4 → Month 10
- D2.3: Month 6 → Month 10

Reasons for the delays are described in the section of "Challenges and lessons learned".

LogFrame WP2

Table 11: LogFrame WP2

Logical Framework JATC 2 - WP 2 - Interim Update

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 2 To maximise the impact of the project by supporting the consultation with stakeholders and the dissemination of the project's results to the target audiences.	n.a.	n.a.	n.a.	n.a.
Specific objective 2.1 To develop the plan and tools to disseminate, as widely as possible, the process, updates and recommendations of JATC	*Indicator(s):* - No. and type of tools/ approaches used to increase the visibility of and disseminate information about the JATC 2 project - No. and type of people reached by the information activities implemented (in total and by type of activities) *Target(s):* - Use of at least 6 tools/ approaches to increase the visibility of and disseminate information about the JATC 2 project (achieved) - n.a. (target numbers for specific tools see under Results/Outputs)	Project documentation, Project Dissemination Activity reports	*Indicator(s):* - Availability of a dissemination plan - Availability of Project Dissemination Activity reports *Target(s):* - 1 Dissemination plan available in month 10 (submitted in month 18) - 2 Project Dissemination Activity reports available (1 in month 18, 1 in month 36)	Project documentation, Project Dissemination Activity reports
SP2: Specific objective 2.2 To set up a network of interested stakeholders involved in tobacco control in all Member States including existing networks and EU-funded or international projects, policy makers, professionals, other stakeholders and a wider audience at EU level, in order to disseminate the outputs of the Joint action through multiple avenues of communication.	*Indicator(s):* - Increase of total No. of followers on the social media accounts between the set-up of accounts and the end of project - No. of downloads of information via the project website - Increase of No. of recipients of the E-Newsletter who are not involved in the project between the first and the last newsletter *Target(s):* - Increase of followers by approximately 80% - n.a. - Increase of recipients by approximately 30%	Project documentation, Project Dissemination Activity reports	*Indicator(s):* - Availability of a Mapping of stakeholders involved in tobacco control in all EU MS and at EU level *Target(s):* - 1 stakeholder analysis/ mapping available in month 10 (submitted in month 18)	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.1 Project website launched	*Indicator(s):* - No. of websites launched - Timeliness of launch of the website - Total number of website visitors *Target(s):* - 1 website launched - Launch of website in month 12 (achieved) - At least 1.500 website visitors	Project documentation, Project Dissemination Activity reports	*Indicator(s):* - No. of up-dates of the website throughout the project *Target(s):* - continual updates will be made as the project work advances	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.2 Social media accounts set up	*Indicator(s):* - No. and type of social media accounts set up - Timeliness of set-up of social media accounts - No. of followers of each social media account - No. of interactions on social media accounts *Target(s):* - At least 3 accounts (Facebook, Twitter, Instagram) set up - Accounts set up in month 4 (set up in month 8) - At least 50 followers on Facebook - At least 100 followers on Twitter - At least 50 followers on Instagram - At least 3.000 interactions	Project documentation Web statistics	*Indicator(s):* - No. of facebook posts - No. of instagram posts - No. of Tweets on Twitter *Target(s):* - At least 20 facebook posts - At least 20 instagram posts - At least 50 Tweets on Twitter	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.3 Project leaflet produced	*Indicators:* - No. of leaflets produced - Timeliness of delivery of leaflet *Targets:* - 2 leaflets produced (general leaflet & projects results leaflet) - General leaflet (achieved) - second leaflet on project result in month 36	Project documentation	*Indicator(s):* - No. of leaflets distributed *Target(s):* - At least 500 leaflets distributed	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.4 E-Newsletter pepared and sent out	*Indicators:* - No. of E-Newsletter prepared *Targets:* - At least 6 E-Newsletters prepared	Project documentation, Project Dissemination Activity reports	*Indicator(s):* - No. of recipients of the newsletter who are involved in the project - No. of recipients of the newsletter who are not involved in the project *Target(s):* - At least 76 recipients of the newsletter who are involved in the project (Based on the consortium team members -stakeholder matrix-) - At least 130 recipients of the newsletter who are not involved in the project (Based on the external stakeholders on national level for each participating country -stakeholder matrix)	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.5 Press releases launched	*Indicators:* - No. of press releases launched *Targets:* - At least 2 press releases launched - (the 2023 WNTD press release achieved)	Project documentation, Project Dissemination Activity reports	*Indicator(s):* n.a. *Target(s):* n.a.	Project documentation, Project Dissemination Activity reports
Result/ Output 2.1.6 Laymen version of the final report produced	*Indicators:* - No. of laymen versions produced produced - Timeliness of delivery of report *Targets:* - 1 report produced - Report available in month 36	Project documentation, Project Dissemination Activity reports	*Indicator(s):* - No. of copies distributed/ downloaded *Target(s):* - At least 300 copies distributed/ downloaded	Project documentation, Project Dissemination Activity reports
Result/ Output 2.2.1 Participation in external events and conferences	*Indicators:* - No. of participations in external events and conferences *Targets:* - Participation in at least 4 external events and conferences	Project documentation, Project Dissemination Activity reports	*Indicator(s):* - No. of new contacts established *Target(s):* n.a.	Project documentation, Project Dissemination Activity reports
Result/ Output 2.2.2 Final conference implemented	*Indicators:* - No. of conferences implemented *Targets:* - 1 final conference implemented	Project documentation, Project Dissemination Activity reports	*Indicator(s):* - No. of participants at the conference *Target(s):* - At least 100 participants	Project documentation, Project Dissemination Activity reports
Result/ Output 2.2.3 Involvement of stakeholders to ensure a broader perspective of the outcomes	*Indicators:* - No. of stakeholders involved *Targets:* - At least 10 stakeholders	Project documentation, Project Dissemination Activity reports	*Indicator(s):* n.a. *Target(s):* n.a.	Project documentation, Project Dissemination Activity reports

Results of the second survey – WP2

WP2 had 9 participants in the second survey.

Question 14: Based on your work experience in the JATC2 project and in particular with WP2: How important do you think is…?
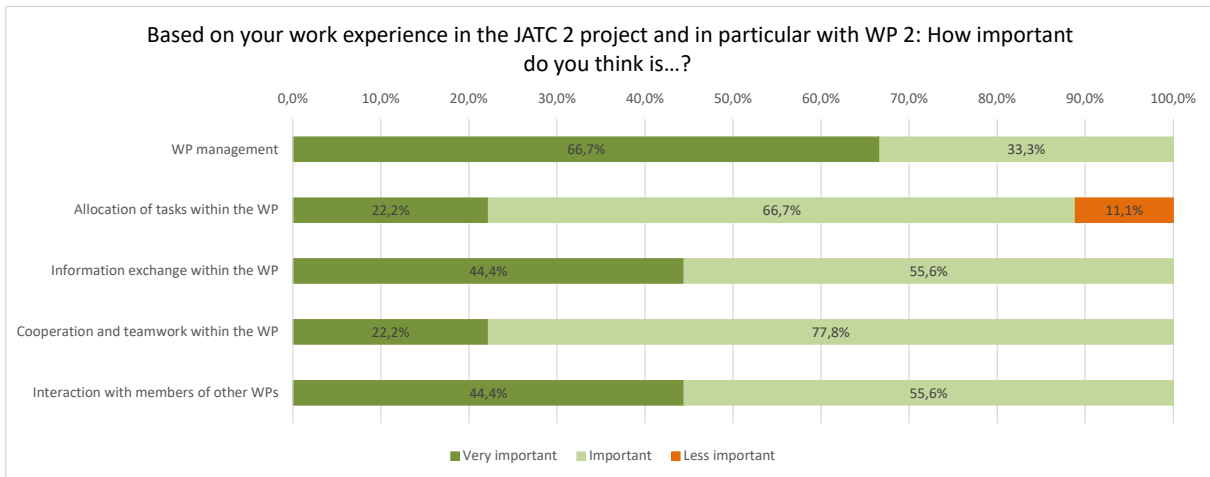
Figure 10: Importance of different items (WP2)

'WP management' is the most important item for WP2 participants. Two thirds see it as very important and one third as important.

'Information exchange within the WP' and 'Interaction with members of other WPs' are equally important for WP2 members, with 44,4% thinking of them as very important and 55,6% as important.

77,8% perceive 'Cooperation and teamwork within the WP' as important, and 22,2% think of it as very important.

'Allocation of tasks within the WP' seems to be the least important item compared to the others. Two thirds see it as important, 22,2% as very important and 11,1% as less important.

Question 15: How satisfied are you so far with each of the items below within WP2?
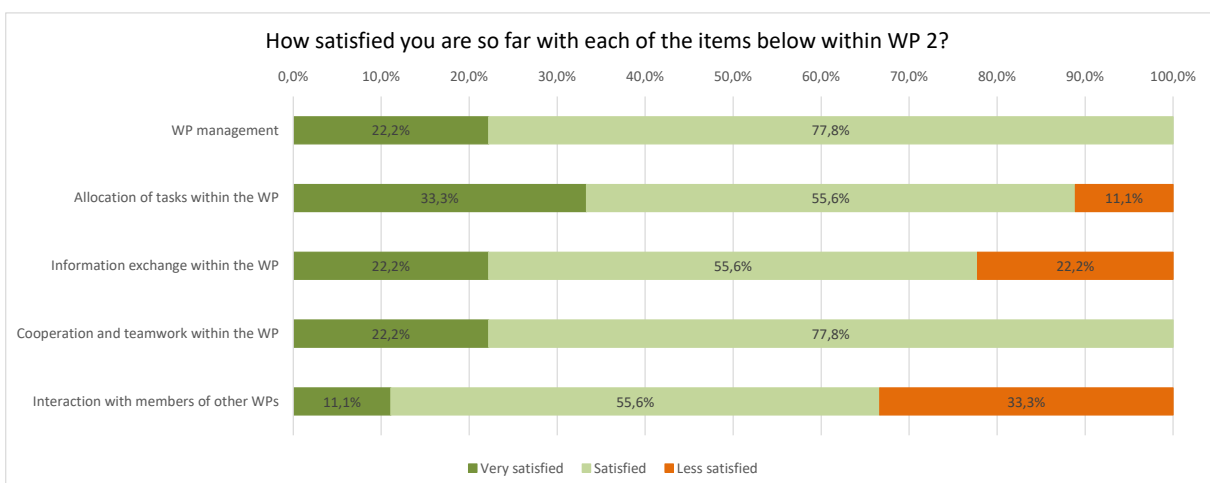
Figure 11: Satisfaction with different items (WP2)

The majority of participants is satisfied with all of the items. 'WP management' is very satisfactory for 22,2% and satisfactory for 77,8%. The same applies to 'Cooperation and teamwork within the

WP'.

One third is very satisfied with 'Allocation of tasks within the WP'. 55,6% are satisfied and 11,1% are less satisfied with 'Allocation of tasks within the WP'.

22,2% are very satisfied and 55,6% are satisfied with 'Information exchange within the WP'. For 22,2% this item is less satisfactory.

One third of WP2 participants is less satisfied with 'Interaction with members of other WPs'. Two thirds are at least satisfied, with 11,1% being very satisfied with 'Interaction with members of other WPs'.

Question 16: In your view: What does work well, what does not work so well within WP2?

- Bureaucratic procedures within the lead organization has created many challenges for the successful implementation of the WP2 related tasks.
- WP2 is now cooperating more, but still needs to improve especially regarding attention to communication via email and rapidity of answers regarding dissemination.
- There could be more discussion within the WP on the tasks and related plans.
- Interaction with other WPs is not very proactive.
- Responsiveness of the other partners to requests has been low.

Question 17: Based on your work experience within WP2: How satisfied are you with…?
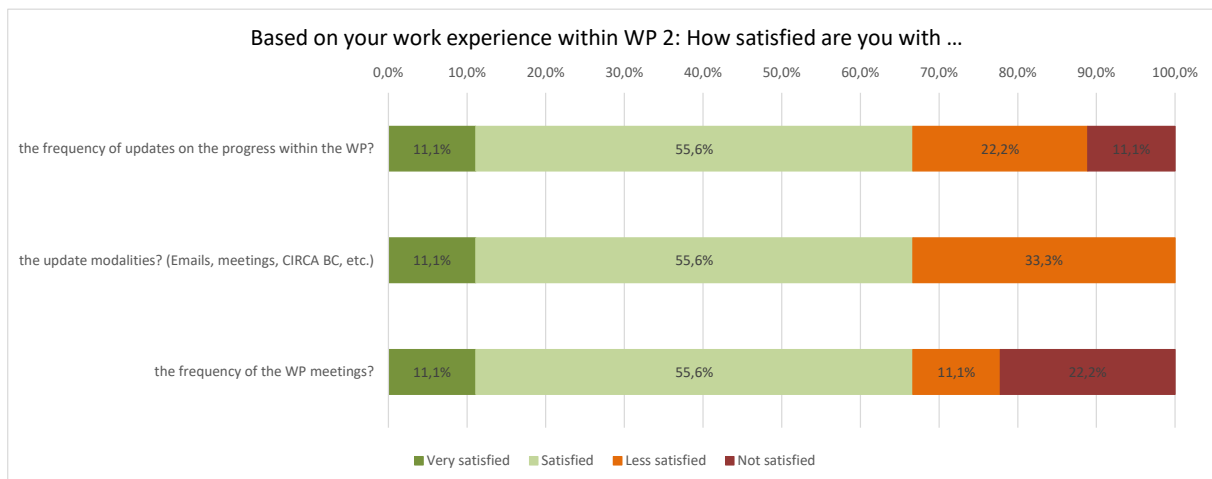
Figure 12: Satisfaction with frequency and modality of updates, and frequency of meetings (WP2)

Two thirds are at least satisfied with all of the items. 11,1% are very satisfied and 55,6% are satisfied with the frequency of updates, the update modalities and the frequency of meetings.

'The frequency of updates on the progress within WP2' is less satisfactory to 22,2% and 11,1% are not satisfied.

'The update modalities' are less satisfactory for one third of participants.

11,1% see the frequency of WP meetings as less satisfactory and 22,2% are not satisfied with the frequency of WP meetings.

Question 18: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP2?

- I have not noticed any updates for the WP members other than what is being discussed in the SC meetings.

Question 19: How motivated do you consider the members of WP2?

How motivated do you consider the members of WP 2?

11,1% 11,1%

77,8%

■ Very motivated   ■ Motivated   ■ Less motivated
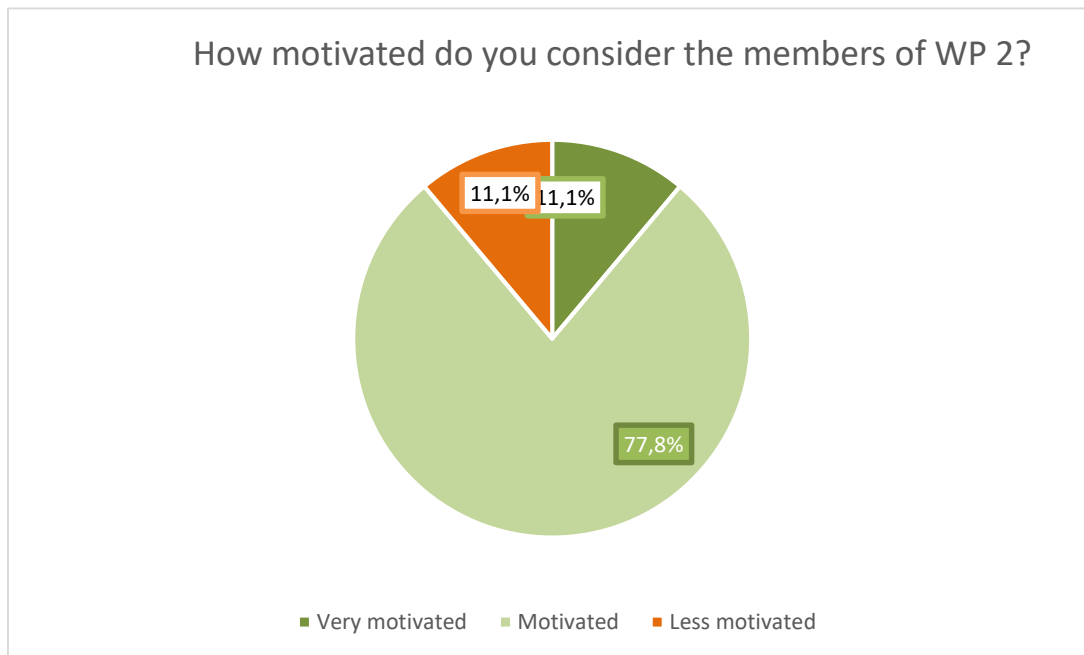
Figure 13: Motivation of WP2 members

77,8% consider WP2 members as motivated. 11,1% view them as very motivated and another 11,1% as less motivated.

Question 20: How could the WP2 leader(s) improve motivation?

- They are motivated but still need more involvement in the project
- More proactively. For instance, a quarterly recap of conducted dissemination activities and plans for the next quarter, so it would be easier for other WPs to see where and how they could contribute.

Challenges and lessons learned

Bureaucratic issues within NPHO

WP2 had several issues within the first half of the project, which mostly were a result of being understaffed. The WP2 team were not able to hire a communications officer and a senior scientific adviser researcher until month 18 of the JATC2. This created an overburden for the three NPHO members since they are not only mainly responsible for WP2 but are also involved in other WPs. Additionally, the members at that time lacked the experience for some tasks which should have been the responsibility of the missing staff. Therefore, some tasks might have taken them longer, compared to a specialist. Furthermore, there was a change in WP2 leaders in March 2022. Therefore, the new WP2 leader needed some time to adapt and get to know the project and its tasks.

Another internal challenge is that the NPHO staff has other commitments than WP2 and the other WPs, but little staff for the first half of the project, despite having a lot of PMs within the JATC2.

Communication and Cooperation

It appears to be difficult to obtain information from partners for WP2 and dissemination purposes. For example, less than 50% of the country coordinators responded to the stakeholder analysis, despite sending out several rounds of emails and reminders. Even though the stakeholder analysis

is a dynamic document, WP2 has hesitant to submit an unfinished document.

Similar issues have occurred when putting together the information for the website. It needed several rounds of reminders to have a decent amount of information to publish on the website. Additionally, there are hardly any requests from partners to post information on social media. WP2 makes sure to remind the steering committee and all other partners at almost every meeting, that there is the possibility to have information distributed via social media, even in other languages than English. This will also be mentioned in upcoming newsletters.

It seems that it is generally harder for supporting WPs to obtain information from partners within the JATC2. An explanation could be that administrative requests tend not to be a priority compared to more active, technical requests.

WP2 acknowledges that the first half of the project did not go as planned, and that especially WP2 internal communication was lacking, alongside with the delays in outputs. In the past few months, WP2 has taken up the pace, especially now that the missing positions have been filled. They will involve their WP partners more in the second half of the project period and are eager to keep up the good work they have displayed in the last months.

Lack of overall coordination by WP1

WP1 and WP2 are supposed to work closely together. The coordination has been less effective in the first year of the project, which also affected WP2. Since the new coordination team is doing an excellent job now, the cooperation between these two WPs is likely significantly improving. They are eager to improve both the quantity and quality of disseminated information. For example, the number of leaflets will increase in the second half of the project period. Furthermore, a press release is planned at the end of the project. WP1 has build cooperations with, for example, ENSP, which have already started to distribute the JATC2 newsletters.

WP3 – Evaluation of the Action

Output Monitoring

Table 12: Output Monitoring WP3

Output	Output Title	Main output	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D3.1	Evaluation Plan		Project Staff; EC; General public	6 (12)	31.03.2022 (30.09.2022)	08.09.2022 (11.10.2022)	22	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
D3.2	Interim Evaluation Report		Project Staff; EC; General public	19	30.04.2023			AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
D3.3	Final Evaluation Report		Project Staff; EC; General public	36	30.09.2024			AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
M3.1	Instruments for WP3 data collection are finalized and communicated		SC	4	31.01.2022	31.01.2022	0	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
M3.2	Communication and reporting plan finalized and communicated		SC	4	31.01.2022	31.01.2022	0	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
M3.3	Evaluation indicators finalized and agreed upon		SC	4	31.01.2022	27.01.2022	4	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
M3.4	Evaluation findings of the first reporting period communicated to the steering committee		SC	17	28.02.2023	23.03.2023	-23	AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
M3.5	List of potential users of each output established		SC	24	30.09.2023			AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at
M3.6	Evaluation findings of the second reporting period communicated to the steering committee		SC	33	30.06.2024			AGES	Irina Gebetsberger	irina.gebetsberger-hartleitner@ages.at

D3.1: the Evaluation plan was originally moved from month 6 to month 12 in the first amendment request letter, because of the many changes that occurred in the beginning of the project. However, since the Evaluation plan was submitted before the amendment has been accepted, it was not possible to change the due date afterwards. Furthermore, the Evaluation Plan was submitted to WP1 on 08.09.2022, but was submitted to the portal on 11.10.2023 by WP1. A reason for the delay in the submission could be the staff changes within WP1 that occurred at that time of the project period.

LogFrame WP3

Table 13: LogFrame WP3

Color code:
green: achieved
blue: comments

Logical Framework JATC 2 - WP 3 - Interim Update

Intervention Logic	Output indicators/ Targets	Means of verification	Process indicators/ targets	Means of verification
GO: General objective/purpose To evaluate the outputs and outcomes of the JATC 2 and to support the optimization of the internal processes necessary for their achievement.	n.a.	n.a.	n.a.	n.a.
SP 1: Specific objective 1 To develop an evaluation plan	*Indicator(s):* - Availability of an evaluation plan (identical with Result/Output 1.1) *Target(s):* - see target(s) for Result/ Output 1.1 (achieved)	Project documentation	Indicator(s): - % of members of the Steering Committee actively involved in the development of the evaluation plan through written or oral feedback Target(s): - At least 25% of the members of the Steering Committee provide feedback on the evaluation plan (in writing or after the presentation) (achieved) (changed from 50% to 25%)	Project documentation
SP2: Specific objective 2 To implement the evaluation plan throughout the duration of the project.	Indicator(s): - Consistency (in %) of planned and implemented evaluation activities; - % of changes/ adaptations of evaluation activities that were not based on suggestions/feedback of project staff or members of the Steering Committee Target(s): - At least 70% consistency - Not more than 20% of all changes/adaptations	Project documentation	*Indicator(s):* - % of the recipients of the baseline questionnaire, follow up and final questionnaires for project staff who complete it (= response rate) - No. of yearly feedback meetings with staff of each WP - Topics/issues addressed in the suggestion box *Target(s):* - Response rate of at least 40% for each questionnaire (1st questionnaire: 45,3%, 2nd questionnaire: 41,4%) - At least 1 feedback round per WP per year starting in year 2 (WP7, WP8, WP9 conducted in Q1 2023, more following) - n.a.	Project documentation
SP 3: Specific objective 3 To assess the outcomes of JATC 2 with a focus on the utility of its outputs for European Tobacco Control activities.	*Indicator(s):* - Availability of an "Outcome analysis of the JATC 2" (as part of the Final evaluation report) - Availability of an "Assessment of the utility of outputs of JATC 2" (as part of the outcome analysis) *Target(s):* - 1 "Outcome analysis of the JATC 2" - 1 "Assessment of the utility of outputs of JATC 2"	Project documentation	*Indicator(s):* - No. of agreed upon outputs the utility of which will be assessed - No. of experts participating in the output utility assessment *Target(s):* - At least 5 outputs - At least 3 experts for each output assessed	Project documentation
Result/ Output 1.1 Comprehensive evaluation plan in line with international quality criteria	*Indicators:* - Timeliness of delivery, - Comprehensiveness of evaluation plan - Quality of evaluation plan *Targets:* - Available in Month 12 (originally month 6, but due to several changes within the project and inconsistent infomartion exchange, the submission date was changed to month 12) (achieved) - incl. Data collection plan and instruments (achieved) - in line with international evaluation standards (achieved)	Project documentation	Indicator(s): - % of members of the Steering Committee actively involved in the development of the evaluation plan through written or oral feedback Target(s): - At least 25% of the members of the Steering Committee provide feedback on the evaluation plan (in writing or after the presentation) (achieved) (changed from 50% to 25%)	Project documentation
Result/ Output 2.1 Interim evaluation report	Indicators: - Timeliness of delivery, - Usefulness of Interim evaluation report for further project implementation as perceived by the members of the Steering Committee Targets: - Available in Month 21 (originally due month 19, changed to 21) - positive feedback provided by the WP leaders (achieved)	Project documentation	Indicator(s): - % of members of the Steering Committee actively involved in the finalization of the Interim evaluation report through written and/ or oral feedback - % of members of the Steering Committee who assessed the usefulness of the report Target(s): - At least 50% of the members of the Steering Committee provide feedback on the Interim evaluation report (in writing or after the presentation) (achieved) - At least 70% of the members of the Steering Committee assessed the usefulness of the report (achieved)	Project documentation
Result/ Output 3.1 Final evaluation report	Indicators: - Timeliness of delivery, - Usefulness of Final evaluation report for future activities in this field as perceived by the members of the Steering Committee Targets: - Available in Month 36 - positive feedback provided by the WP leaders	Project documentation	Indicator(s): - % of members of the Steering Committee actively involved in the finalization of the Final evaluation report through written and/ or oral feedback - % of members of the Steering Committee who assessed the usefulness of the report Target(s): - At least 50% of the members of the Steering Committee provide feedback on the Interim evaluation report (in writing or after the presentation) - At least 70% of the members of the Steering Committee asses the usefulness of the report	Project documentation

WP 3 had 7 participants in the second online survey.

Question 21: Based on your work experience in the JATC2 project and in particular with WP3: How important do you think is…?
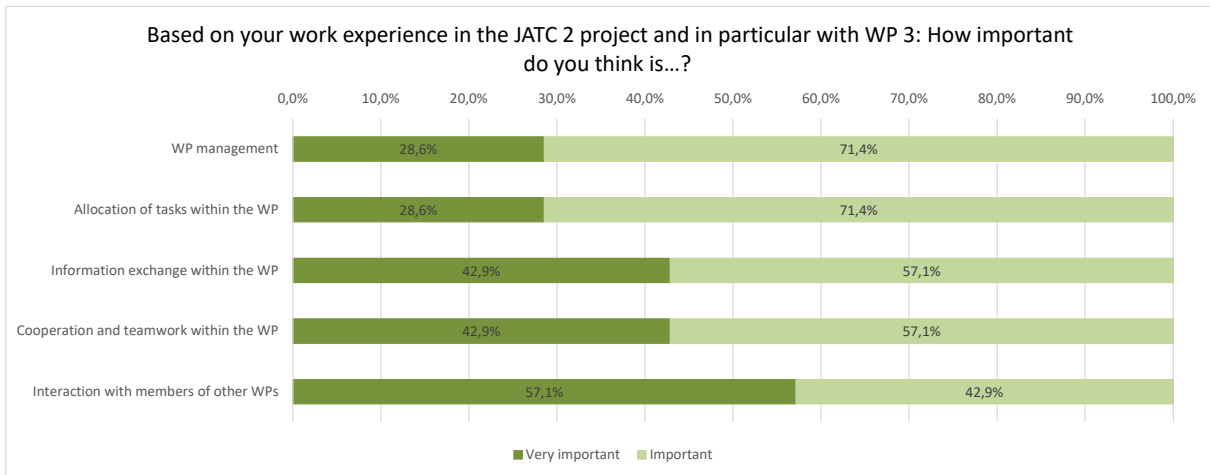
Figure 14: Importance of different items (WP3)

'Interaction with members of other WPs' is the most important item for WP3 participants. 57,1% view it as very important and 42,9% as important.

'Cooperation and teamwork within the WP' and 'Information exchange within the WP' are equally important to participants. 42,9% perceive them as very important and 57,1% as important.

'WP management' and 'Allocation of tasks within the WP' are the least important items compared to the others. 28,6% think of them as very important and 71,4% as important.

Question 22: How satisfied are you so far with each of the items below within WP3?
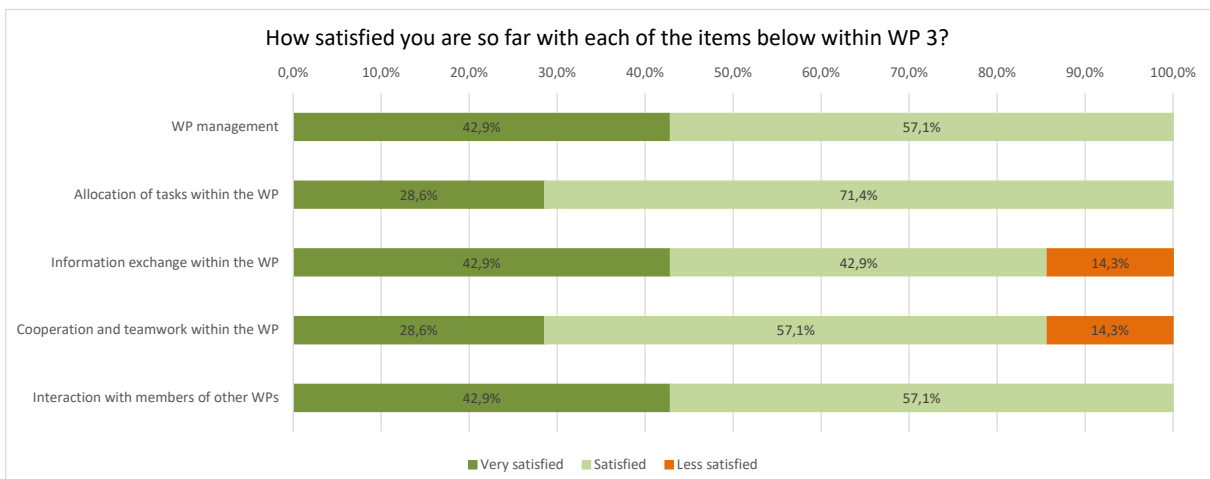
Figure 15: Satisfaction with different items (WP3)

Participants are the least satisfied with 'Cooperation and teamwork' within the WP. 28,6% are very satisfied, 57,1% are satisfied and 14,3% are not satisfied. 14,3% are not satisfied with 'Information exchange within the WP'. 42,9% are satisfied and another 42,9% are very satisfied.

'Allocation of tasks within the WP' is very satisfactory to 28,6% and satisfactory to 71,4%.

'WP management' and 'Interaction with members of other WPs' are the most satisfactory items compared to the others. 42,9% are very satisfied and 57,1% are satisfied.

Question 23: In your view: What does work well, what does not work so well within WP3?

- Very satisfied with coordination and organisation.
- It is hard to get responses from team members, but also from members of other WPs.

Question 24: Based on your work experience within WP3: How satisfied are you with…?
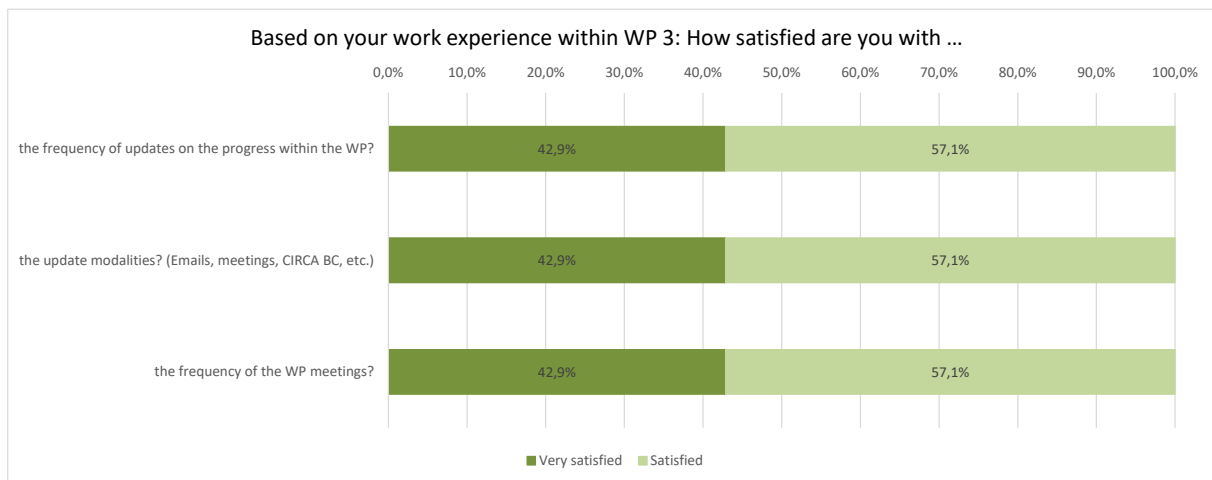
Figure 16: Satisfaction with frequency and modality of updates, and frequency of meetings (WP3)

All of the items seem equally satisfactory to WP3 participants. The frequency of updates, the update modalities and the frequency of WP meetings are very satisfactory to 42,9% and satisfactory to 57,1%.

No comments were made to Question 25: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP3?

Question 26: How motivated do you consider the members of WP3?
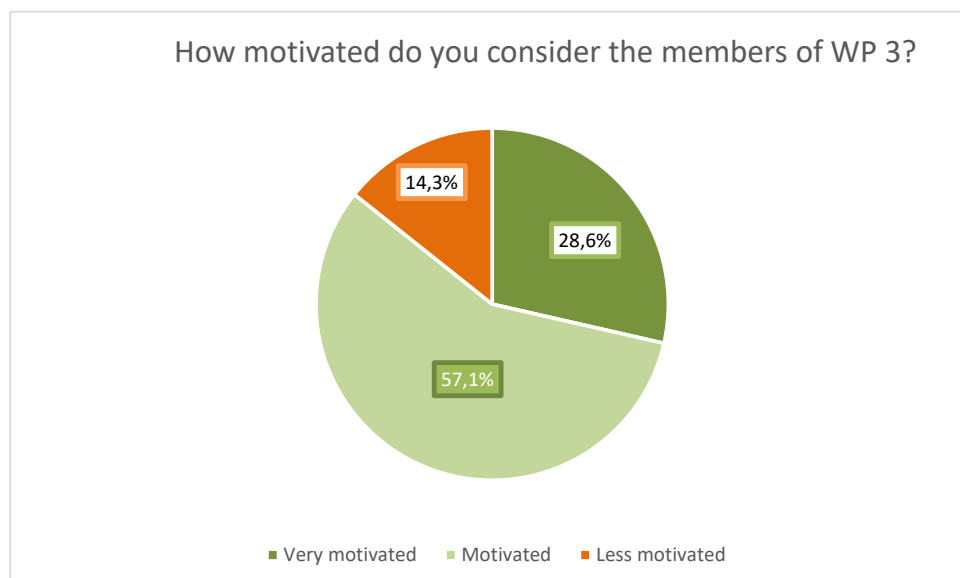
Figure 17: Motivation of WP3 members

28,6% consider WP3 members as very motivated, 57,1% as motivated and 14,3% as less motivated.

Question 27: How could the WP3 leader(s) improve motivation?

- There is no need for that, the team is very motivated.

Challenges and lessons learned

Information exchange within the project

The JATC2 project is quite large and complex, with many different project partners and people involved in the project. Therefore, gathering information from partners and being kept in the loop is often difficult for a supporting WP such as WP3.

The evaluation depends greatly on the information provided by project partners and especially WP leaders. However, requests by WP3 are sometimes not a priority therefore it can take several reminders and rounds of emails to get the necessary information. WP3 will try to send out important requests even earlier now, to avoid possible delays in the work plan.

In order to get in depth knowledge about the progress and possible challenges within each WP, WP3 set up interim evaluation meetings with each WP leader and WP1. These meetings were perceived as very beneficial by all participating parties and allowed the collection of great amounts of information within a short period of time. Since these meetings went very well, WP3 will most likely conduct more bilateral meetings with WP leaders if there is a need for more extensive information collection.

Lack of overall coordination in the beginning of the project

Due to the frequent WP leader changes within WP1 in the first year of the project, and therefore inconsistent overall coordination of the project, gathering sufficient information for evaluation purposes was challenging. However, the new head coordinator of WP1 started to get involved in all the WPs, and also in WP3. This allowed for regular information exchange and added great value to the creation of the interim evaluation report. The current WP1 leader is very eager to provide information and is giving in depth updates during the SC meetings and upon request. WP3 is very confident that the established cooperation with WP1 will benefit the evaluation during the second half of the project period.

Additionally, the SC meetings have greatly improved in terms of organisation and content. WP1 makes an effort to discuss important management topics with the WP leaders, and also includes findings from the evaluation to discuss at the SC meetings. This allows for more in-depth information exchange and sharing of experiences. Furthermore, meetings minutes are now distributed shortly after the SC meetings, which allows the Evaluation to read up on discussed topics and make notes for evaluation purposes in real time.

Involvement of partners

WP3 partners tend to have a very little amount of PMs, with the exception of the lead organisation AGES. Therefore, the task allocation and involvement of project partners was challenging within the first half of the project period. Emails sent out to the partners were often unanswered. However, this did not lead to any issues concerning the progress of the tasks. During the second half of the project period, there will be several tasks, where the expertise and resources of WP partners and members will be of great value, especially concerning the outcome evaluation.

Personal issues

Since the main workload of WP3 is undertaken by the WP leader, the work progress is dependent on mainly one person. Personal issues such as health issues unfortunately contributed to delays in the work progress. A lesson learned is to account for any circumstances that might hinder the work progress well in advance and adjust the work plan and timetable accordingly.

WP4 – Sustainability and cooperation across Europe

Output Monitoring

Table 14: Output Monitoring WP4

Output	Output Title	Main output	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D4.1	Policy dialogues on sustainability of JATC 2 actions and possible contributions to Europe's Beating Cancer Plan		Researchers; Policy makers; Project stakeholders; General public	32	31.05.2024			HSE	Maurice Mulcahy	maurice.mulcahy@hse.ie
D4.2	Sustainability plan, policies and scenarios for long-term sustainability		Tobacco researchers; Policy makers; Project stakeholders; General public	34	31.07.2024			ISS	Renata Solimini	renata.solimini@iss.it
D4.3	Framework for a cooperation with the European Commission on the JATC 2 deliverables contribution to Europe's Beating Cancer Plan		Tobacco researchers; Policy makers; Project stakeholders; General public	35	31.08.2024			MoH-DK	Frances Emily O'Donovan-Sadat	feo@sum.dk
M4.1	List of topics and deliverables of the JATC 2 that could facilitate the Europe's Beating Cancer Plan, in cooperation with horizontal work packages of the action		Tobacco researchers; Policy makers; Project stakeholders;	2	30.11.2021	15.11.2021	15	DSTA	Ditte Helms Kraul	dak@sik.dk
M4.2	Frames of cooperation with the European Commission concerning possible contribution to EU Cancer Action Plan		Tobacco researchers; Policy makers; Project stakeholders;	6	31.03.2022	28.04.2022	-28	DTSA	Ditte Helms Kraul	dak@sik.dk
M4.3	First guidance document	Yes	Tobacco researchers; Policy makers; Project stakeholders;	8	31.05.2022	06.05.2022	25	ISS	Renata Solimini	renata.solimini@iss.it
M4.4	Questionnaire to identify relevant policies and best practices in relation to tobacco endgame strategies, smoke-free environments, TPD and TAD in MS.		Tobacco researchers; Policy makers; Project stakeholders;	10	31.07.2022	14.07.2022	17	THL	Hanna Ollila	hanna.ollila@thl.fi
M4.5	Presentation of the platform for exchange of information on sustainability, best practices and dissemination activities		Tobacco researchers; Policy makers; Project stakeholders;	12	30.09.2022	11.12.2021	293	NPHO	Angeliki Lamprou; Sotiria Schoretsaniti; Stathis Papachristou	a.lamprou@eody.gov.gr; s.schoretsaniti@eody.gov.gr; e.papachristou@eody.gov.gr
M4.6	Series of virtual webinars on FCTC and other topics with national, regional and international bodies	Yes	Tobacco researchers; Policy makers; Project stakeholders;	30	31.03.2024			HSE	Maurice Mulcahy	maurice.mulcahy@hse.ie
M4.7	Share of relevant information on the knowledge platform as appropriate throughout the project		Tobacco researchers; Policy makers; Project stakeholders;	32	31.05.2024			HSE	Maurice Mulcahy	maurice.mulcahy@hse.ie

No changes were made in the amendment and all outputs were delivered on time.

LogFrame

Table 15: LogFrame WP4

Color Code:
blue: comments
green: achieved

Logical Framework JATC 2 - WP 4

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 4 To ensure sustainability and uptake of the JATC 2 actions both during and after the implementation of the actions across EU MS	n.a.	n.a.	n.a.	n.a.
Specific objective 4.1 To promote collaboration with other EU MS and national, regional and international bodies and organisations involved in tobacco control and regulatory science and policy	*Indicator(s):* - Total no. of stakeholders involved in/ reached by results/outputs 4.1.1 and 4.1.2. *Target(s):* - Sum of targets of process indicators for results/outputs 4.1.1 and 4.1.2.	Project documentation	n.a.	Project documentation
Specific objective 4.2 To facilitate the exchange of knowledge and best practices on the application and effective enforcement of the TPD and TAD	*Indicator(s):* - No. of respondents to the survey (Result/Output 4.2.3) *Target(s):* - At least 5 respondents	Project documentation	n.a.	Project documentation, incl:
Specific objective 4.3 To identify and provide linkages between JATC 2 actions and Europe's Beating Cancer Plan objectives	*Indicator(s):* - No. of outcomes, actions and/or traits produced by WPs of the JATC2 project that align with the objectives of Europe's Beating Cancer plan *Target(s):* - At least 5 outcomes, actions and/or traits identified	Project documentation	n.a.	Project documentation
Result/ Output 4.1.1 Series of webinars focusing on FCTC articles of significant importance to EU MS	*Indicators:* - No. of webinars implemented - Timeliness of implementation - No. of presentations by "end game" initiatives at the webinars - Content *Targets:* - At least 3 webinars implemented - Implementation until month 30 - Overall at least 2 presentations of 'end game' initiatives plus 2 presentations of FCTC topics	Project documentation	*Indicator(s):* - No.and type of stakeholders participating in each webinar *Target(s):* - At least 30 participants at each webinar	Project documentation
Result/ Output 4.1.2 Policy dialogues of competent authorities and other key stakeholders involved in tobacco control, both regionally and internationally, on sustainability of JATC 2 actions and possible contributions to Europe's Beating Cancer Plan established	*Indicators:* - No. of meetings organised - Timeliness of implementation *Targets:* - Overall At least 5 webinars/meetings organized - Implementation until month 32	Project documentation, meeting minutes, recordings, summary notes, publications	*Indicator(s):* - No.and type of stakeholders participating in each meeting *Target(s):* - At least 20 participants at each meeting	
Result/ Output 4.2.1 "Guidance document on how to identify best practices in tobacco control" prepared	*Indicators:* - No. of guidance documents prepared - Timeliness of delivery of guidance document - Content of guidance document *Targets:* - 1 guidance document - Guidance document available in month 8 - Inclusion of a tool to evaluate possible best practices as actual best practices (achieved)	Project documentation	*Indicator(s):* - No. of guidance documents disseminated - Use of the tool by members of the JATC project for the collection of "best practices" included in the Sustainability plan (Result/ Output 4.2.1) *Target(s):* - up to 5 Guidance documents disseminated (achieved) - n.a.	Project documentation
Result/ Output 4.2.2 Sustainability plan describing how the project's results are implemented beyond the closure of JATC 2 prepared	*Indicators:* - No. of sustainability plans prepared - Timeliness of delivery of sustainability plan - Content of sustainability plan *Targets:* - 1 sustainability plan - Sustainability plan available in month 34 - Inclusion of "best practices" collected by WPs of the JATC	Project documentation	*Indicator(s):* - No. of proposals provided by WPs via an internal questionnaire as regards the content of the sustainability plan - No. of participants at the webinar to build a "Roadmap" *Target(s):* - At least 5 proposals received via the questionnaire - At least 20 participants at the webinar	Project documentation
Result/ Output 4.2.3 Survey of MS competent authorities and other relevant stakeholders to identify relevant policies and best practices in relation to tobacco endgame strategies, smoke-free environments, TPD and TAD in EU MS.	*Indicators:* - No. of surveys conducted - No. of questionnaires sent out - Timeliness of implementation of the survey *Targets:* Core questionnaire finalized by month 10 (achieved)	Project documentation	*Indicator(s):* - No. and % of the recipients of the questionnaire who complete it (= response rate) *Target(s):* - Response rate of at least 50% (achieved, 48% in WHO region, 70% in EU, reached 24 countries)	Project documentation
Result/ Output 4.3.1 Framework for a cooperation with the European Commission on the JATC 2 deliverables contribution to Europe's Beating Cancer Plan developed	*Indicators:* - No. of frameworks developed - Timeliness of delivery of framework *Targets:* - 1 framework developed - Delivery of framework in month 35	Project documentation	*Indicator(s):* - n.a. *Target(s):* - n.a.	Project documentation

Results of the second online survey WP4

WP4 had eleven participants in the second online survey.

Question 28: Based on your work experience in the JATC2 project and in particular with WP4: How important do you think is…?
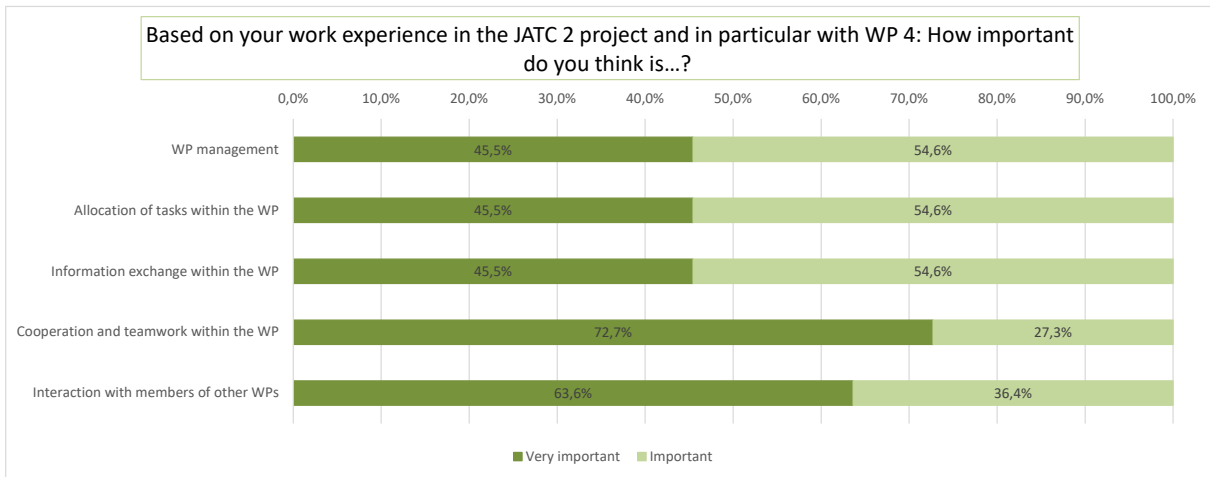
Figure 18: Importance of different items (WP4)

'Cooperation and teamwork within the WP' is viewed as the most important item, with 72,7% of WP4 participants rating it as very important and 27,3% as important.

'Interaction with members of other WPs' is considered as very important by 63,6% and as important by 36,4%.

'WP management', 'Allocation of tasks within the WP' and 'Information exchange within the WP' are all ranked as equally important. 45,5% think of them as very important and 54,6% as important.

Question 29: How satisfied are you so far with each of the items below within WP4?
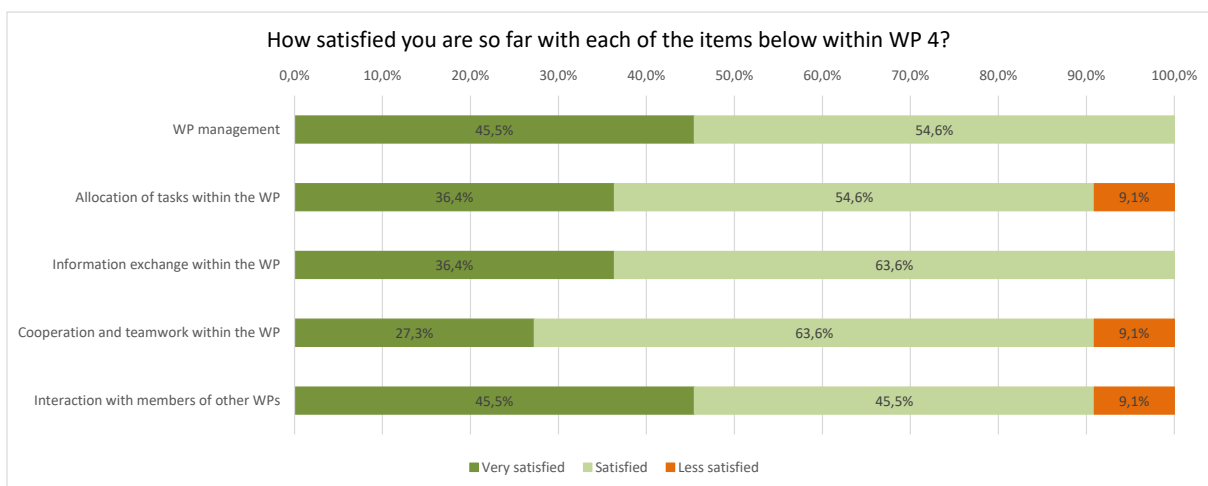
Figure 19: Satisfaction with different items (WP4)

WP4 participants as most satisfied with 'WP management'. 45,5% are very satisfied and 54,6% are satisfied.

'Information exchange within the WP' is satisfactory for 63,6% and very satisfactory for 36,4%.

45,5% are very satisfied with 'Interaction with members of other WPs'. 45,5% are satisfied and 9,1%

are less satisfied with this item.

'Allocation of tasks within the WP' is very satisfactory for 36,4%, satisfactory for 54,6% and less satisfactory for 9,1%.

Compared to the other items, WP4 members are least satisfied with 'Cooperation and teamwork within the WP'. Nevertheless, 27,3% are very satisfied and 63,6% are satisfied. 'Cooperation and teamwork within the WP' is less satisfactory for 9,1%.

Question 30: In your view: What does work well, what does not work so well within WP4?

- Tasks are allocated well, but members do not always know that working hours mean. This should be clarified by the coordinators
- The WP leader is doing great work in proactively contacting partners to follow and support their contributions
- The WP management works very well!

Question 31: Based on your work experience within WP4: How satisfied are you with…?
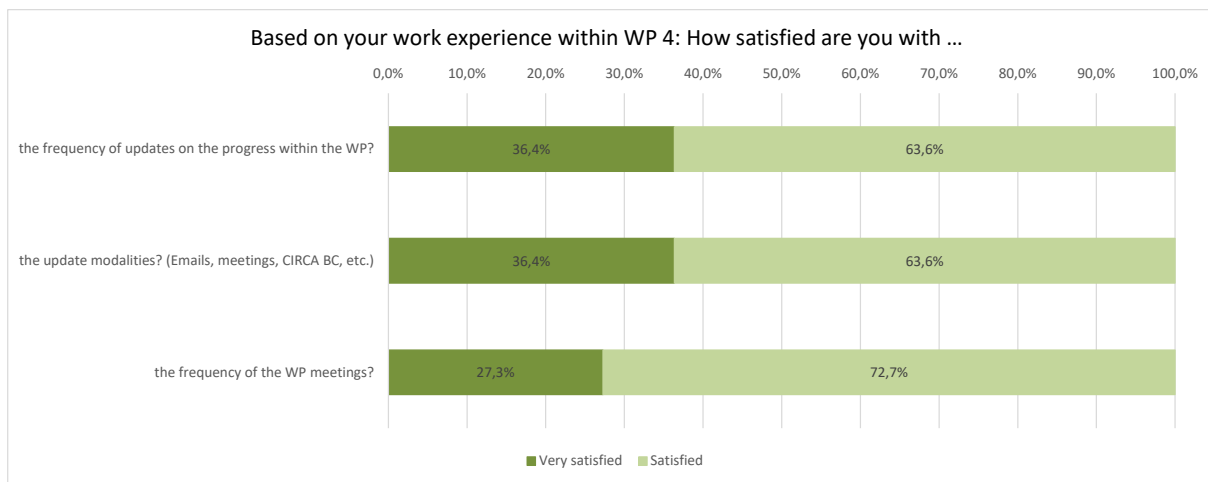
Figure 20:Satisfaction with frequency and modality of updates, and frequency of meetings (WP4)

All of the participants are at least satisfied with the frequency and modality of updates, as well as the frequency of WP meetings.

36,4% are very satisfied with the frequency of updates and the update modalities. 63,6% are satisfied with both.

The frequency of WP meetings is very satisfactory for 27,3% and satisfactory for 72,7%.

No comment was made to question 32: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP4?

Question 33: How motivated do you consider the members of WP4?

How motivated do you consider the members of WP 4?

9,1%

36,4%

54,6%

■ Very motivated   ■ Motivated   ■ Less motivated
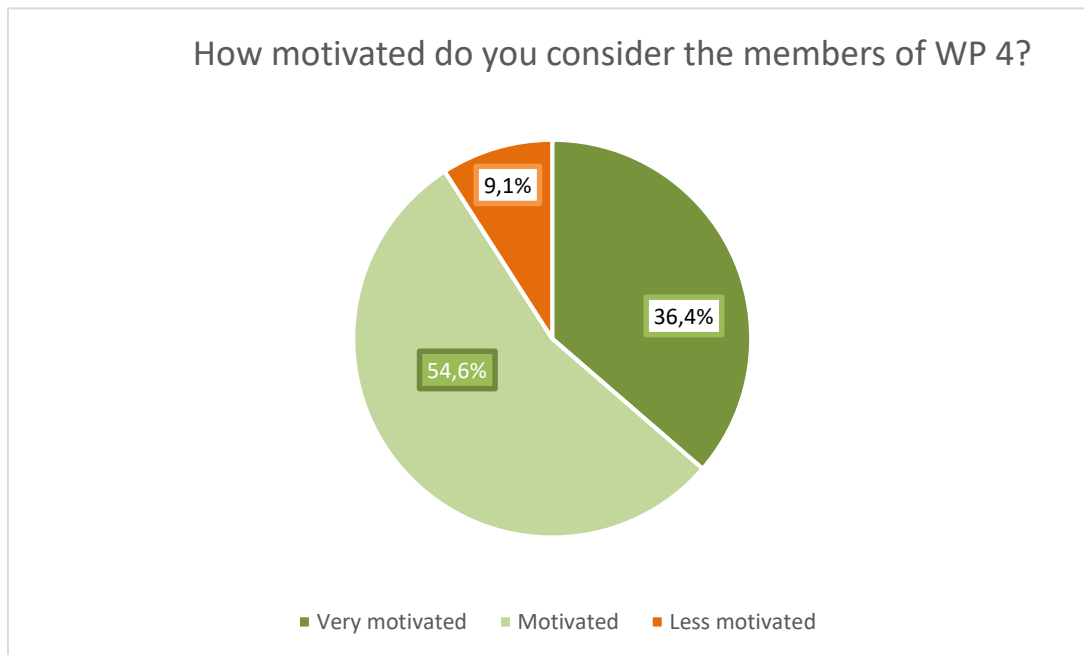
Figure 21: Motivation of WP4 members

36,4% think of WP4 members as very motivated. 54,6% consider them as motivated, and 9,1% think WP4 members are less motivated.

Question 34: How could the WP4 leader(s) improve motivation?

• Possibly reinforce the collective benefit of joint working. However, it is recognised people have busy day jobs and are not always able to contribute as they would wish

Challenges and lessons learned

Involvement of partners

WP4 partners and members tend to have fewer PMs within the project (0,5 – 4PM) except for the lead organisation ISS, which carries the main workload of the WP. Therefore, the partners' overall contribution is limited due to the allocated resources.

Two organisations discontinued their efforts within the JATC2, which also affected WP4. Their PMs were divided onto other organisations. Staff changes have also occurred over the first half of the project period. These can hinder or hold the process, due to information loss. New members have to allocate their resources into catching up with the objectives and tasks. This also affected the workflow within WP4 since important resources are taken away from achieving the objectives and tasks. Additionally, staff changes were sometimes not clearly communicated. It was unclear at some points who the contact person in the organisations is, which might have affected communication.

WP4 members are generally involved in other WPs as well, and furthermore have responsibilities outside of the JATC2. It could be more beneficial to have WP members who are almost fully dedicated to the work of the WP, instead of having many partners with little resources.

WP members and partners were able to state, which tasks their want to be involved in at the beginning of the project and are offered the possibility to change their involvement during the project period according to their workload and expertise. There is adequate communication within the WP, especially from the WP leader's side. This also reflects in the second online survey on satisfaction of project staff (see Question 31). Emails with upcoming tasks are sent out regularly. The WP leader

makes an effort to highlight the people who are involved and are expected to contribute to the task in the emails and meetings. Communication is therefore more personal and often a direct call for action. This method works well for WP4, since there is a limited number of participants. Furthermore, meetings are divided in general WP4 meetings and task specific meetings, or even bilateral meetings if there is a need. Documents are circulated regularly and every member has the opportunity to contribute. The WP leader makes an effort to include all comments in the dynamic documents. This encourages conversation and provides transparency to the thought process.

Nonetheless, WP4 experiences a lack in participation from some partners. These issues might have to be addressed by the head coordinator in bilateral meetings with the respective partners. Regular reports on contributed work and PMs are also an option that was discussed with the head coordinator of the project if participation does not improve in the near future.

The involvement of partners with fewer PMs seems to be challenging throughout the project, and has been challenging for WP4 as well especially when considering that the majority of partners tend to have limited resources.

Cooperation with other WPs

Some of WP4s partners are WP leaders themselves or are at least involved in other WPs. This might be the reason why cooperation with other WPs seem to work quite well within WP4. This finding is further undermined by the results of the second online survey (see Question 29). Nonetheless, some issues can arise when trying to obtain input from partners who are not directly involved in WP4. Sustainability is an integral part of the JATC2 and should be discussed within all WPs. WP4 often raises the issue in meetings, for example at SC meetings or at physical meetings. Furthermore, WP4 sent out a questionnaire to all the WPs to find out how they propose to continue their activities in the future and what kind of funding will be needed.

A lesson learned for further joint actions is to include the topic of sustainability as a part of the other WPs and highlight the synergies between the Sustainability WP and the other ones.

WP5 – EU-CEG data and enhanced laboratory capacity for regulatory purposes

Output Monitoring

Table 16: Output Monitoring WP5

Output	Output Title	Main output	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D5.01	Agreement and procedures for EU-CEG data sharing		EC; EU Regulators	19	30.04.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
D5.02	EU-CEG data integration from MS-REP to local databases at national scale		EC; EU Regulators	19	30.04.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
D5.03	Mapping of the EU network of independent laboratories capacities	Yes	EC; EU Regulators; Laboratories Network	21	30.06.2023			IRFMN	Enrico Davoli	enrico.davoli@marionegri.it
D5.04	How-to guides & toolbox to analyse EU-CEG data at national scale	Yes	EC; EU Regulators	24	30.09.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
D5.05	Descriptive analysis of EU-CEG data on tobacco products at EU scale	Yes	EC; EU Regulators; General public	30	31.03.2024			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
D5.06	Descriptive analysis of product composition and emission results from both EU-CEG data and independent laboratory tests		EC; EU Regulators; Laboratories Network; General public	30	31.03.2024			IRFMN	Enrico Davoli	enrico.davoli@marionegri.it
D5.07	Monitoring EU MS NCAs experience in assessing their own EU-CEG data		EC	32	31.05.2024			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
D5.08	Monitoring regulatory compliance and discrepancies in EU-CEG data at EU scale		EC; EU Regulators; General public	34	31.07.2024			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
D5.09	EU-CEG reference tables		EC; Regulators;	35	31.08.2024			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
D5.10	Library of substances and fingerprints resulting from untargeted analyses on tobacco and related products		EC; EU Regulators; Laboratories Network	35	31.08.2024			IRFMN	Enrico Davoli	enrico.davoli@marionegri.it
M5.01	S-CIRCABC extranets created (one for helpdesk and one for data sharing)		WP5 partners; EC; EU Regulators; Laboratories Network	3	31.12.2021	11.12.2021	20	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.02	First workshop webinar with NCAs about EU-CEG data handling and analysis needs		WP5 partners; EC; EU Regulators	6	31.03.2022	27.04.2022	-27	ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.03	Data sharing agreements signed by at least 9 NCAs		EU Regulators	20	31.05.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.04	Data from independent laboratories available		Laboratories Network	21	30.06.2023			IRFMN	Enrico Davoli	enrico.davoli@marionegri.it
M5.05	First set of EU-CEG reference tables and EU wide datasets		WP5 partners	19	30.04.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.06	SOP for untargeted analyses ready and sent to participant laboratories		Laboratories Network	19	30.04.2023			IRFMN	Enrico Davoli	enrico.davoli@marionegri.it
M5.07	Preliminary set of how-to guides and toolbox to analyse EU-CEG data		EU Regulators	19	30.04.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.08	Second workshop webinar with NCAs to present EU-CEG data handling and analysis solutions		EC; EU Regulators	20	31.05.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.09	Attachments from emission EU-CEG data available		WP5 partners	21	30.06.2023			IRFMN	Enrico Davoli	enrico.davoli@marionegri.it
M5.10	Second set of EU-CEG reference tables and EU wide datasets		WP5 partners	27	31.12.2023			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.11	NCAs survey about EU-CEG data handling and analysis		EU Regulators	30	31.03.2024			ANSES	Benoît Labarbe	benoit.labarbe@anses.fr
M5.12	End of collection of results from untargeted analyses		WP5 partners	32	31.05.2024			IRFMN	Enrico Davoli	enrico.davoli@marionegri.it

The following outputs were changed in the amendment:

- D5.1: Month 6 → Month 19
- D5.2: Month 9 → Month 19
- D5.3: Month 18 → Month 21
- M5.3: Month 9 → Month 20

- M5.4: Month 9 → Month 21
- M5.5: Month 12 → Month 19
- M5.6: Month 12 → Month 19
- M5.7: Month 15 → Month 19
- M5.8: Month 15 → Month 20
- M5.9: Month 18 → Month 21
- M5.10: Month 24 → Month 27

Reasons for delays will be described in the "Challenges and lessons learned" section.

LogFrame WP5

Table 17: LogFrame WP5

Color code:
green: achieved
blue: comments

Logical Framework JATC 2 - WP5 - Interim Update

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 5 To strengthen and support the EU Member States' national competent authorities (NCAs) capacities to use information submitted by manufacturers on their products through the European Common Entry Gate (EU-CEG data) and enforce the applicable standards	n.a.	n.a.	n.a.	n.a.
Specific objective 5.1 To support NCAs in EU-CEG data handling	see output indicators/targets 5.1.1 to 5.1.4	Project documentation	see process indicators/targets 5.1.1 to 5.1.4	Project documentation
Specific objective 5.2 To assess tobacco and related products information as submitted via the EU-CEG	see output indicators/targets 5.2.1 to 5.2.3	Project documentation	see process indicators/targets 5.2.1 to 5.2.3	Project documentation
Specific objective 5.3 To facilitate increased technical, analytical and laboratory capacities to support, in particular, compliance enforcement and assessment	see output indicators/targets 5.3.1 to 5.3.2	Project documentation	see process indicators/targets 5.3.1 to 5.3.2	Project documentation
Result/ Output 5.1.1 EU-CEG data sharing	*Indicators:* - Timely availability of template agreement and procedures for EU-CEG data sharing [D5.1] *Targets:* - Report submitted by month 19 (changed in the amendment)	Project documentation	*Indicators:* - Timely opening of CircaBC extranets for data exchange [M5.1] - No of NCAs signing the data sharing agreement [M5.3] *Targets:* - 2 extranets created (one for helpdesk and one for data sharing) at the end of month 3 (achieved) - At least 9 NCAs signing the data sharing agreement by month 20 (changed in the amendment)	Project documentation
Result/ Output 5.1.2 EU-CEG data handling at national level	*Indicators:* - Timely availability of how-to guide for EU-CEG data integration from MS-Rep [D5.2] - Timely availability of how-to guide and toolbox to analyse EU-CEG data at national scale [D5.4] *Targets:* - Guide available at the end of month 19 (changed in the amendment) - Guide and toolbox available at the end of month 24	Project documentation	*Indicator:* - Timely availability of a 1st set of how-to guides and toolbox to analyse EU-CEG data [M5.7] *Target:* - 1st set of how-to guides and toolbox to analyse EU-CEG data available at the end of month 19 (changed in the amendment)	Project documentation
Result/ Output 5.1.3 EU-CEG data curation	*Indicators:* - Timely availability of EU-CEG reference tables [D5.9] *Targets:* - Reference tables available at month 35	Project documentation	*Indicator(s):* - Timely availability of a 1st set of EU-CEG reference tables [M5.5] *Target(s):* - 1st set of EU-CEG reference tables available at the end of month 19 (changed in the amendment)	Project documentation
Result/ Output 5.1.4 Supporting NCAs for EU-CEG data handling	*Indicator(s):* - Timely availability of the survey results regarding NCAs experience in assessing their own EU-CEG data [D5.7] *Target(s):* - Report delivered by month 32	Project documentation	*Indicator(s):* - No. of NCAs participating to the 1st workshop webinar regarding EU-CEG data handling [M5.2] - No. of NCAs participating to the 2nd workshop webinar regarding EU-CEG data handling [M5.8] - No. of NCAs responding to the survey about EU-CEG data handling and analysis [M5.11] - No. of Q/A addressed in the CircaBC EU-CEG Helpdesk *Target(s):* - at least 14 NCAs attending the 1st workshop webinar (month 6) (achieved - 20 NCA attended) - at least 17 NCAs attending the 2nd workshop webinar (month 20) (changed in the amendment) - at least 20 NCAs responding to the survey (month 30) - at least 80 Q/A (more than one per NCA and per year) by the end of month 30	Project documentation
Result/ Output 5.2.1 EU-wide EU-CEG datasets	n.a.	n.a.	*Indicator(s):* - Timely availability of a 1st set of EU-wide EU-CEG datasets [M5.5] - Timely availability of a 2nd set of EU-wide EU-CEG datasets [M5.10] *Target(s):* - 1st set of EU-wide EU-CEG datasets available at the end of month 19 (changed in the amendment) - 2nd set of EU-wide EU-CEG datasets available at the end of month 27	Project documentation
Result/ Output 5.2.2 EU-wide EU-CEG data analysis (tobacco products)	*Indicator(s):* - Timely availability of the report regarding EU-wide EU-CEG data analysis (tobacco products) [D5.5] *Target(s):* - Report delivered by month 30	Project documentation	n.a.	n.a.
Result/ Output 5.2.3 EU-CEG data compliance assessment	*Indicator(s):* - Timely availability of the report monitoring regulatory compliance and discrepancies in EU-CEG data at EU scale [D5.8] *Target(s):* - Report delivered by month 34	Project documentation	n.a.	n.a.
Result/ Output 5.3.1 Mapping of tobacco laboratories	*Indicator(s):* - Timely availability of the report mapping the capacities of the EU network of independent laboratories [D5.3] - Timely availability of the report regarding product composition and emissions through laboratory analyses [D5.6] *Target(s):* - Report delivered by month 21 - Report delivered by month 30	Project documentation	*Indicator(s):* - Timely availability of data from independent laboratories [M5.4] - Timely availability of attachments from emission EU-CEG data [M5.9] *Target(s):* - Data available by month 21 (changed in the amendment) - Attachments available by month 21 (changed in the amendment)	Project documentation
Result/ Output 5.3.2 Analytical method development in collaboration	*Indicator(s):* - Library of substances and fingerprints resulting from the new method (untargeted analysis) [D5.10] *Target(s):* - Library produced by month 35	Project documentation	*Indicator(s):* - Timely availability of a SOP for untargeted analysis [M5.6] - Timely finalization of collection of results from untargeted analysis [M5.12] *Target(s):* - SOP available by month 19 (changed in the amendment) - Results collected by month 32	Project documentation

Results of the second survey – WP5

WP5 had 18 participants in the second online survey.

Question 35: Based on your work experience in the JATC2 project and in particular with WP5: How important do you think is…?
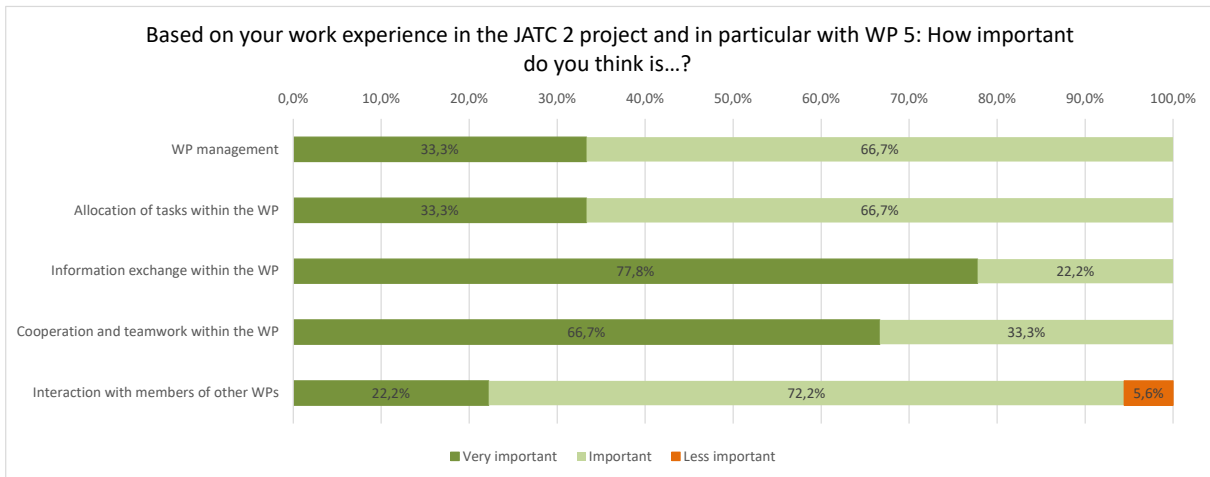

Figure 22: Imprtance of different items (WP5)

'Information exchange within the WP' is perceived as the most important item. 77,8% see it as very important and 22,2% as important.

Two thirds of the participants consider 'Cooperation and teamwork within the WP' as very important, and one thirds consider it as important.

'WP management' and 'Allocation of tasks within the WP' are seen as equally important. Two thirds think of them as important and the remaining third see them as very important.

Compared to the other items, 'Interaction with members of other WPs' is the least important item. To 22,2% of particpants it is very important. 72,2% see it as important and 5,6% as less important.

Question 36: How satisfied are you so far with each of the items below within WP5?
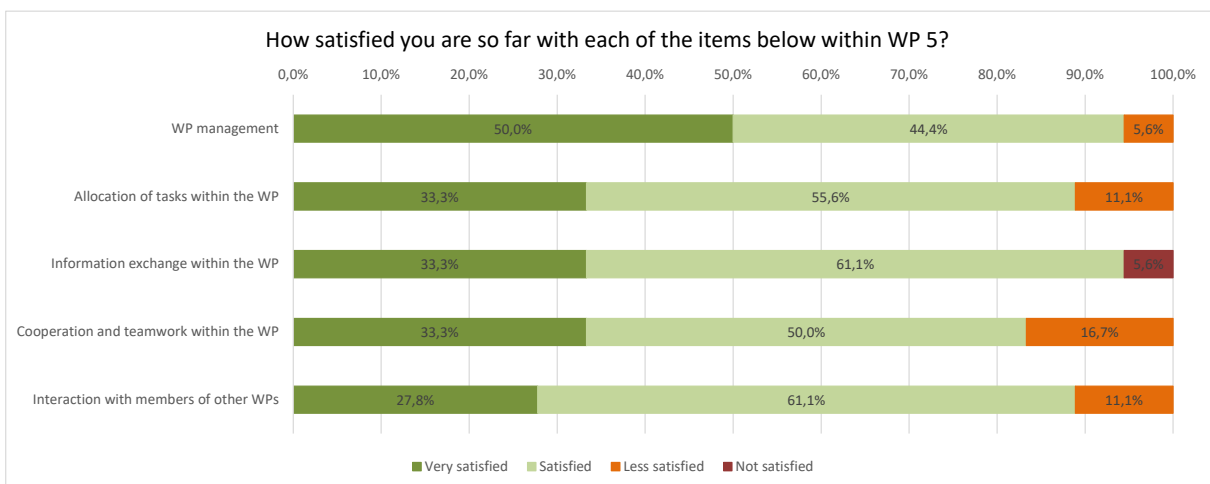

Figure 23: Satisfaction with different items (WP5)

'WP management' is the most satisfactory item for WP5 participants. Half of them are very satisfied, 44,4% are satisfied and 5,6% are less satisfied.

'Allocation of tasks within the WP' is satisfactory for one third of the participants. 55,6% think of it as satisfactory and 11,1% are less satisfied.

One third considers 'Information exchange within the WP' as very satisfactory, 61,1% are satisfied and 5,6% are not satisfied.

'Cooperation and teamwork within the WP' is very satisfactory to one third of the participants. Half of them think of 'Cooperation and teamwork within the WP' as satisfactory, and 16,7% are less satisfied.

27,8% are very satisfied with 'Interaction with members of other WPs', 61,1% are satisfied and 11,1% are less satisfied with this item.

Question 37: In your view: What does work well, what does not work so well within WP5?

- The WP leader is quick to give feedback.
- The work progress is good
- Well managed WP
- Physical meetings (e.g. Copenhagen) worked very well.
- Web meetings can sometimes be a little bit impersonal, and it can be intimidating to take up issues or ask questions
- Information is distributed when needed
- Teamwork and sharing of technical infos
- I have the impression I couldn't yet actively contribute to the progess of the WP

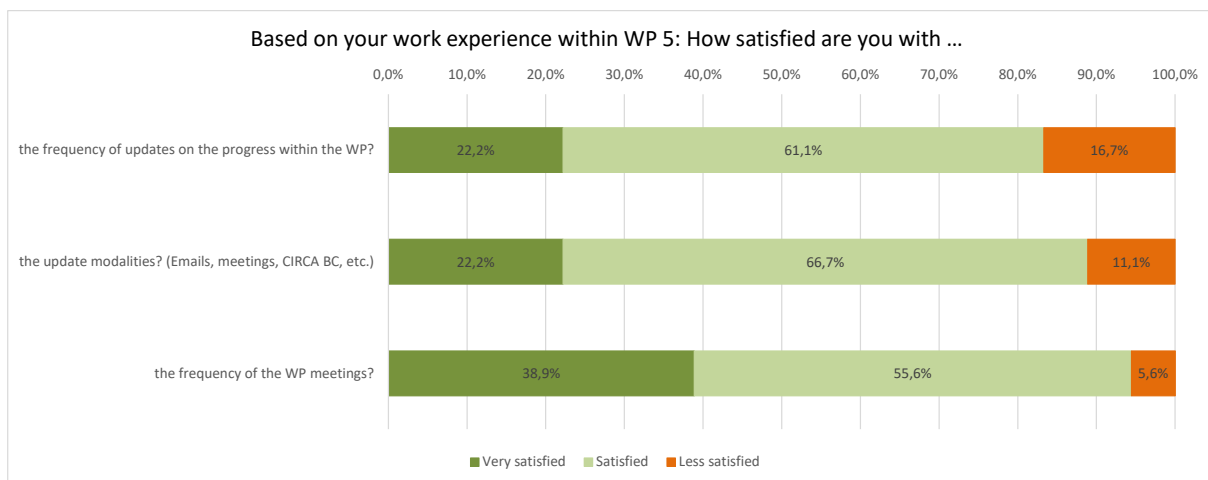**Question 38: Based on your work experience within WP5: How satisfied are you with…?**

Figure 24: Satisfaction with frequency and modality of updates, and frequency of meetings (WP5)

22,2% of WP5 participants are very satisfied with the frequency of updates on the progress of the WP. 61,1% are satisfied and 16,7% are less satisfied. The update modalities are very satisfactory to 22,2% and satisfactory to two thirds of the participants. 11,1% are less satisfied. The frequency of meetings is at least satisfactory to the vast majority of participants. 38,9% are very satisfied and 55,6% are satisfied. 5,6% of WP5 participants are less satisfied.

Question 39: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP5?

- CIRCA BC is not user friendly enough, and it is not used enough

Question 40: How motivated do you consider the members of WP5?

How motivated do you consider the members of WP 5?

5,6%

33,3%

61,1%

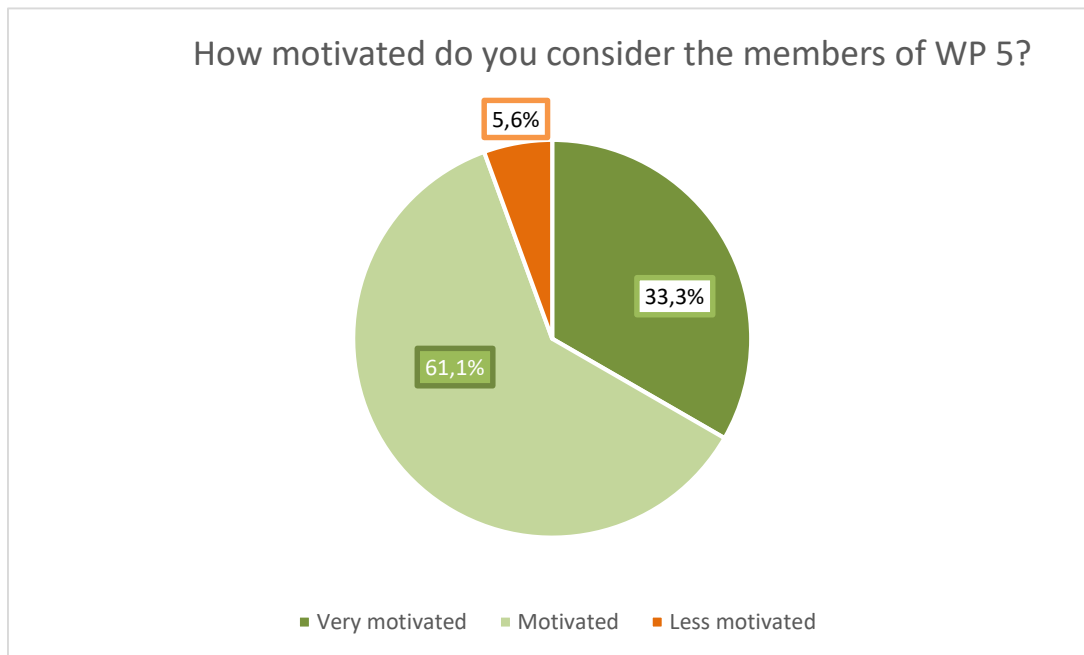■ Very motivated   ■ Motivated   ■ Less motivated

Figure 25: Motivation of WP5 members

One third of the participants think that WP5 members are very motivated. 61,1% perceive WP5 members as motivated and 5,6% view them as less motivated.

Question 41: How could the WP5 leader(s) improve motivation?

- Physical meeting definitely improve motivation
- More teamwork and sharing of information
- Propose practical contributions of participants (if applicable)

Challenges and lessons learned

Organisation in the beginning of the project

WP5 composes of two main parts: EU-CEG data and enhanced laboratory capacities for regulatory purposes. The laboratory capacities tasks were built upon the work done in the first JA. The same applies to the EU-CEG tasks, but in this Joint Action they have been merged into one WP. Since France and therefore ANSES was known for their tools and skills concerning EU-CEG data, they were asked directly by the EC to lead WP5 in the second JA.

The project proposal was drafted in October 2022, which was the second Covid-19 wave for many European countries. Very few meetings happened between the responsible parties to build a consistent programme. Even within WP5 there was very few interaction between the task leaders when drafting the proposal. Nonetheless, WP5 was very confident when writing the proposal, because they have a lot of experience with their respective topics. However, problems arose because of missing communication during the drafting process of the individual WP proposals. Other WPs are dependent on information provided by WP5, which was not clearly communicated from the start. It was simply not possible to deliver the needed data in alignment with the other WPs time plan.

A good practice would be to have a strong involvement of all partners when drafting the proposal and regular meetings, when possible, even physical ones. Furthermore, project proposals tend to be very ambitious, and when things don't turn out as planned, it is easy to get frustrated. Less ambitious and more realistic proposals would therefore benefit the whole project.

Unexpected issues with the Data Sharing Agreement

Another issue that arose was regarding the Data Sharing Agreements. WP5 was confident that they are able to reuse the Data Sharing Agreements from JATC1, with just minor adjustments. After consultations, it turned out that the data sharing agreements need to be renewable by time and not bound to the JATC2 project, therefore bilateral agreements have to be signed. Furthermore, the system was lacking clarity on which fields are confidential and which ones are public. This led to extra work, which was not accounted for in the proposal. Furthermore, the Data Sharing Agreements have to be signed at a very high level in the member states. Overall, the signing process of the Agreements requires for more resources and time as initially anticipated. This also feeds into the delay of providing data to other WPs.

Delegating tasks and involvement of partners

The WP5 leader has a lot of responsibilities outside of the project and has limited PMs within the project. However, he is not only the WP leader and therefore a manager but has to put in a lot of hands-on work. Monthly WP meetings were organized in the first year of the project, but the active participation of WP5 partners was lacking. There was very little feedback on the work that has been done, and very little involvement from other partners when it came to hands-on work. Fortunately, WP5 has one person who works full time on the project, but in order to fulfil all the tasks the WP5 leader has to increase the PMs that were originally allocated to him.

Another reason why the monthly meetings stopped was because WP5 has a very broad spectrum, and many WP5 partners were not interested in all parts of the meetings. Therefore, the laboratory capacity part organises their own meetings now. The WP leader is now working on delegating more tasks and ask other staff members to organise meetings in smaller, task specific settings.

The challenge moving forward will be on how to get partners to get involved and do hands-on work on the data sets. There will be a workshop at the end of June 2023, where the tools that have been developed will be presented and questions can be asked.

Furthermore, more physical meetings would increase the motivation and participation of all JATC2 partners. The meetings in Copenhagen and Madrid showed very clearly that personal interaction increases the motivation and issues can be solved quicker in an informal way.

In general, it would be best to have staff working full time on the project, especially the WP leaders and task managers, instead of spreading out the PMs over many different people to allow for more consistent progress.

Snowball effect

Since some things did not go as originally planned, there was a snowball effect in delays. Many outputs are dependent on each other. When one is delayed the next one is delayed as well. Furthermore, some tasks took much more time than anticipated, therefore other tasks had to be delayed.

WP6 - Enforcement of tobacco product regulation

Output Monitoring

Table 18: Output Monitoring WP6

Output	Output Title	Main output	Target group	Due in Month	Due Date	revision?	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D6.1	Contact list of all authorities within the field of tobacco regulation across EU		JATC II leaders; EU MS competent authorities	4	31.01.2022		23.02.2022	-23	DSTA	Carl Christian Lange	ccl@sik.dk
D6.2	Roadmap for an active knowledge sharing network			12	30.09.2022		12.04.2023	-194	DSTA	Chris Kannegaard Sharasuvana	cks@sik.dk
D6.3	Archive for storing information on tobacco enforcement using existing EU platforms	Yes	MS competent authorities; Expert Group	15	31.12.2022				DSTA	Chris Kannegaard Sharasuvana	cks@sik.dk
D6.4	Analysis of the viability of using existing platforms as a knowledge database after the completion of JATC2			30	31.03.2024				DSTA	Chris Kannegaard Sharasuvana	cks@sik.dk
D6.5	Hosting twice yearly knowledge hub meetings for each subgroup	Yes	MS competent authorities	M6-M35	31.08.2024				DSTA	Monika Margrete Nordborg	mno@sik.dk
D6.6	Minutes from the knowledge hub meeting sent out to all participants			M6-M35	31.08.2024				DSTA	Monika Margrete Nordborg	mno@sik.dk
M6.1	Identify all EU authority operating on 3 different level.		EU Regulators; Enforcement authorities; Tobacco researchers.	4	31.01.2022		01.02.2022	-1	DSTA	Carl Christian Lange	ccl@sik.dk
M6.2	Establish contact with all EU authorities working with tobacco regulation to conduct a needs assessment		EU Regulators	6	31.03.2022		01.06.2022	-62	DSTA	Carl Christian Lange	ccl@sik.dk
M6.3	Establishment of the knowledge hub network	Yes	EU Regulators; Enforcement authorities; Tobacco researchers.	10	31.07.2022		01.04.2022	121	DSTA	Stine Slot Stærmose	sss@sik.dk

The following outputs were changed in the amendment:

- D6.2: Month 6 → Month 12
- D6.3: Month 8 → Month 15

Reasons for delays:

- D6.2 was submitted but not approved. It was submitted again in April 2023. →The delays occurred because of changes in WP leaders. There was some downtime and catching up to do. Furthermore, the original plan for the roadmap was revised and the roadmap redeveloped.
- D6.3: Because of roadmap delay, this deliverable had to be pushed back as well. Other important tasks, as for example the Knowlegde Hub Meetings further delayed the output and lead to a domino effect.

WP leader changes

Table 19: WP leader changes in WP6

Carl Christian Lange	October 2021 – May 2022
Stine Slot Staermose	May 2022 – September 2022
Chris Kannegard Sharasuvana	October 2022 – April 2023
Monika Margrethe Nordborg	April 2023

Logframe

Table 20: LogFrame WP6

Color Code:
blue: comments
green: achieved

Logical Framework JATC 2 - WP 6 - Interim Update

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 6 To strengthen the EU Member States' capacities in the enforcement of tobacco product regulation at the EU Member States and EU wide level through the sharing of common experiences, challenges and solutions	n.a.	n.a.	n.a.	n.a.
Specific objective 6.1 To identify and map all EU authorities within the field of tobacco regulation	*Indicator(s):* -Timeliness of creation and sharing of the contact list with other WPs *Target(s):* - Contact list shared with other WPs by month 5 (1st of february 2022, CIRCA BC) (achieved)	Project documentation	n.a.	n.a.
Specific objective 6.2 To establish a network of tobacco regulation authorities with the purpose of enhancing knowledge sharing between enforcement authorities across the EU	*Indicator(s):* -rate of satisfaction with knowledge sharing network by regulation authorities *Target(s):* -at least 80% of regulation authorities are satisfied with knowledge sharing network (will be determined at the end of the project)	Project documentation	n.a.	n.a.
Specific objective 6.3 To ensure that relevant information about enforcement of tobacco regulation is archived and accessible to all relevant EU authorities	*Indicator(s):* timeliness of providing a platform to archive information after the end of JATC2 *Target(s):* - platform provided by month 18 (orginally month 14) (achieved)	Project documentation	n.a.	n.a.
Result/ Output 6.1.1 Identify all EU authority operating on 3 different level [M6.1]	*Indicator(s):* **- % of responses to initial contact list request** *Target(s):* -at least 80% response rate (achieved)	Project documentation	*Indicator(s):* - timeliness of emails sent out to all country coordinators to identify all EU authority *Target(s):* - emails sent out by month 3 (achieved)	Project documentation
Result/ Output 6.1.2 Create a contact list of all authorities within the field of tobacco regulation across EU [D6.1]	*Indicator(s):* - timely availability of initial contact list *Target(s):* -available at month 4 (achieved)	Project documentation	*Indicator(s):* - obtaining feedback from steering committee members involved in development of contact collection format *Target(s):* - feedback received (achieved)	Project documentation
Result/ Output 6.1.3 Establish contact with all EU authorities working with tobacco regulation to conduct a needs assessment [M6.2]	*Indicator(s):* - % of responses to needs assessment questionnaire *Target(s):* - at least 50% response rate (The questionnaire was sent out to EU authorities within 28 EU MS. Hereof 7 respondents have not answer the questionnaire) (achieved)	Project documentation	*Indicator(s):* - % of contacts established with EU authorities working with tobacco regulation *Target(s):* -at least 80% response rate by month 11 (very close but not entirely at 80% at month 18)	Project documentation
Result/ Output 6.2.1 Establishment of knowledge hub network [M6.3]	*Indicator(s):* - timeliness of establishing a knowledge hub network *Target(s):* - knowledge hub network established by month 10 (achieved)	Project documentation	*Indicator(s):* - timeliness of the development of an evaluation plan - no. Of monitoring reports produced *Target(s):* - evaluation plan developed by month 17 (achieved) - 4 monitoring reports produced (2 reports have been produced - month 18, no official reports presented at meetings)	Project documentation
Result/ Output 6.2.2 Create roadmap for an active knowledge sharing network [D6.2]	*Indicator(s):* - timeliness of report *Target(s):* - report submitted by month 18 (originally 14)	Project documentation	*Indicator(s):* -timeliness of establishment of guidelines for transferability of enforcement knowledge *Target(s):* - first draft established by month 12 (guidelines changed to first draft)	Project documentation

Result/ Output 6.2.3 Hosting twice yearly knowledge hub meetings for each subgroup [D6.5]	*Indicator(s):* -No. Of participants at each knowledge hub meetings -timeliness of meeting minutes *Target(s):* - at least 60 participants at each knowledge hub meeting (originally 80 participants) -minutes sent out 15 working days after knowledge hub meeting (achieved so far - month 20)	Project documentation	*Indicator(s):* - collection of input from WP4, WP5, WP7, WP8, WP9 and relevant EU authorities in order to set up agenda for upcoming meetings - timeliness of agenda for upcoming meeting sent out to potential participants *Target(s):* - Input from at least 3 selected authorities (e.g. through questionnaires or dialogues) - agenda sent out at least 2 weeks before knowledge hub meeting (achieved for far - month 20)	Project documentation
Result/ Output 6.3.1 Creation of an archive for storing information on tobacco enforcement using existing EU platforms [D6.3]	*Indicator(s):* - timeliness of utlization of platform *Target(s):* - platform being utlized by month 18 (originally month 16) (achieved)	Project documentation	*Indicator(s):* - identification of the most useful platforms *Target(s):* - at least 1 platform identified (achieved)	Project documentation
Result/ Output 6.3.2 Analysis of the viability of using existing platforms as a knowledge database after the completion of JATC2 [D6.4]	*Indicator(s):* - % of identified criteria met *Target(s):* - at least 90% of the identified criteria met	Project documentation	*Indicator(s):* - No. Of criteria identified that need to be met for the platform to be feasible as a knowledge sharing platform *Target(s):* - at least 6 critearia identified	Project documentation

Second Online Survey – WP6 results

In the second online survey conducted in January 2023, WP6 had 11 participants.

Question 42: Based on your work experience in the JATC2 project and in particular with WP6: How important do you think is…?
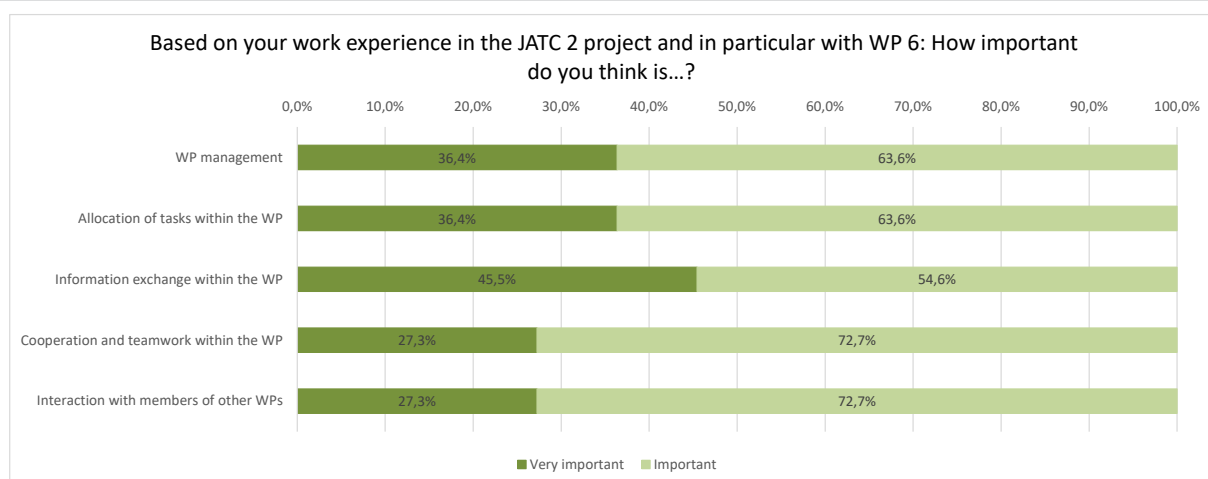

Figure 26: Importance of different items (WP6)

All of the items are considered as either very important or important by WP6 participants. 'Information exchange within the WP' is considered the most important item with 45,5% seeing it as very important and 54,6% as important.

'WP management' and 'Allocation of tasks within the WP' are considered as very important by 36,4% and as important by 63,6%.

'Cooperation and teamwork within the WP' and 'Interaction with members of other WPs' is seen as very important by 27,3% and as important by 72,7%.

Question 43: How satisfied are you so far with each of the items below within WP6?
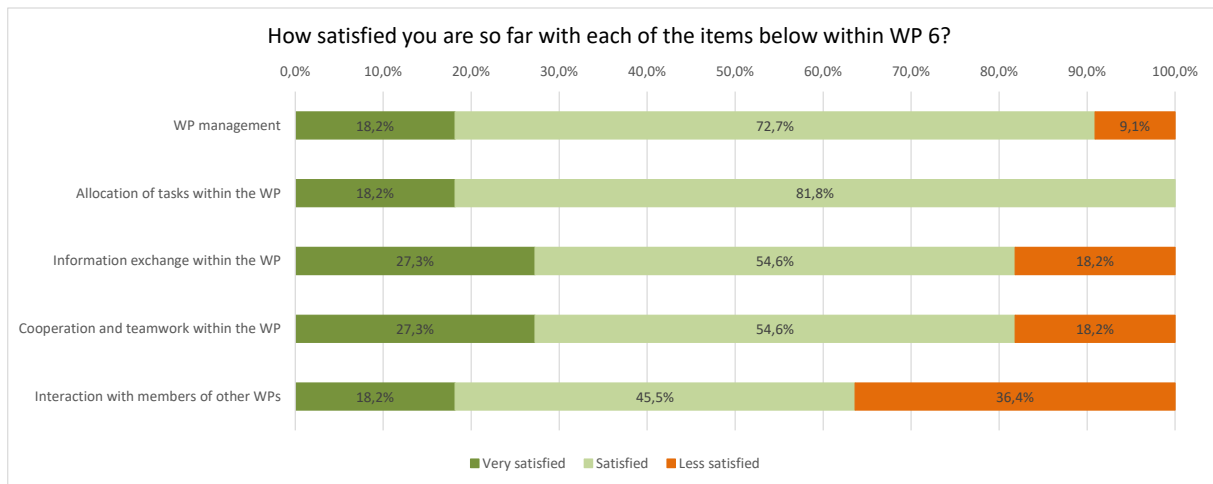

Figure 27: Satisfaction with different items (WP6)

WP6 participants view 'information exchange' as the most important item. 27,3% are very satisfied with this item. 54,6% are satisfied and 18,2% are less satisfied with 'Information exchange within the WP'.

'WP management' is very satisfactory for 18,2%, satisfactory for 72,7% and less satisfactory for 9,1%.

All of the participants are at least satisfied with 'Allocation of tasks within the WP'. 81,8% are satisfied and 18,2% are very satisfied.

'Cooperation and teamwork within the WP' is very satisfactory for 27,3%, satisfactory for 54,6% and less satisfactory for 18,2%.

The least satisfactory item compared to the others is 'Interaction with members of other WPs'. 36,4% are less satisfied. 45,5% are satisfied and 18,2% are very satisfied.

Question 44: In your view: What does work well, what does not work so well within WP6?

- Organisation of the knowledge hub meetings are an excellent idea. Informal but effective!
- Due to the high turnover in the WPs history, the brain drain of the project has been quite high. We have rectified the situation by creating a local digital space for all project information to reside and adopted a more transparent and agile approach in terms of management, information and communication flow to ensure all WP6 members stay informed and are able to keep focus on short-term goals within the project. A secondary benefit from this approach is that any member of the team has the ability to take over in case other team members are unavailable
- Interaction with WP4
- I guess interaction will be more for the physical arenas. I did not participate in CPH, which would have helped. Looking forward to Madrid

Question 45: Based on your work experience within WP6: How satisfied are you with…?
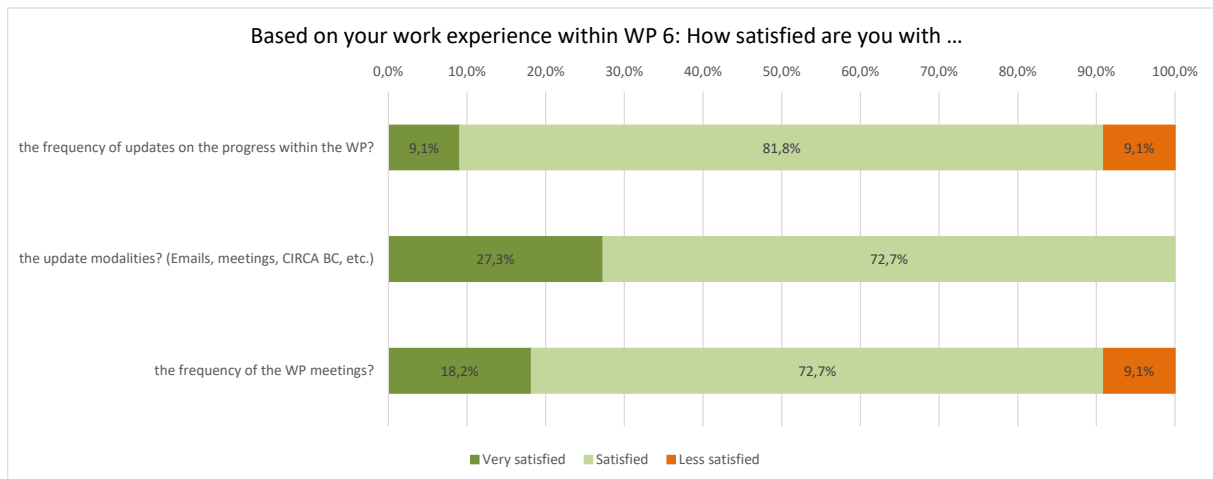

Figure 28: Satisfaction with frequency and modality of updates, and frequency of meetings (WP6)

The vast majority of WP6 participants are at least satisfied with all of the items. 9,1% are very satisfied with the frequency of updates on the progress within the WP, 81,8% are satisfied and 9,1% are less satisfied.

The update modalities are satisfactory for 72,7% and very satisfactory for 27,3%.

18,2% are very satisfied with the frequency of meetings. 72,7% are satisfied and 9,1% are less satisfied.

Question 46: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP6?

- Less frequent meetings could be considered. Meetings without sufficient agenda are not favourable.

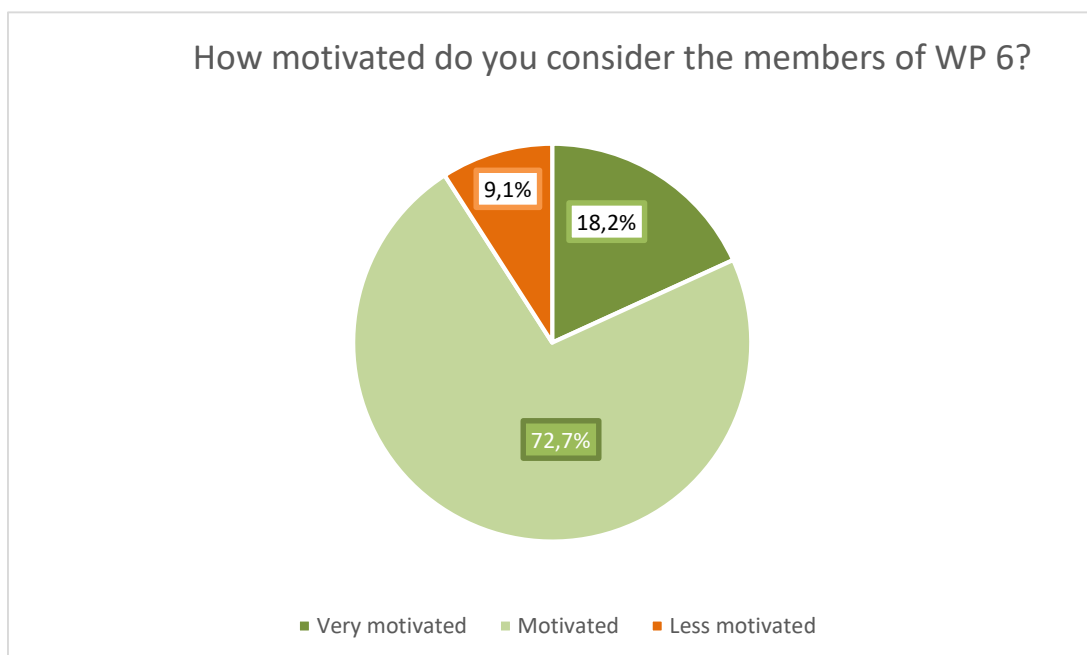**Question 47: How motivated do you consider the members of WP6?**

Figure 29: Motivation of WP6 members

72,7% view WP6 members as motivated. 18,2% think of WP6 members as very motivated and 9,1% see them as less motivated.

Question 48: How could the WP6 leader(s) improve motivation?

- By ensuring that we as a team constantly deliver value to the WP through adaption and inspection of our deliverables and tasks.
- The thing with digital enthusiasm is hard. I believe they are doing quite well from the circumstances.

Challenges and lessons learned

Brain drain and information loss due to WP leader changes

Different people were involved in writing the WP description, deliverables and milestones, than who were actually working on the project. Furthermore, there have been several WP leader changes and there has even been some down time without a designated WP leader. These changes lead to information being lost. Additionally, different people interpreted the tasks differently than they might have been originally envisioned.

In order to combat the information loss, WP6 has created a local digital space for all the project information to reside and adopt a more transparent and agile approach in terms of management, information and communication flow to ensure all WP6 members at the DSTA can stay informed and are able to keep focus on short-term goals within the project. Every team member is able to read up on changes and reasonings behind them. A secondary benefit from this approach is that any member of the team has the ability to take over in case other team members are unavailable.

In the beginning of the project all the tasks and outputs should have been defined more clearly with additional information on the thought process of the WP description. This might have been beneficial to have a clear path and understanding of the tasks, and might have prevented different interpretations by different WP members and leaders. Additionally, the communication between the steering committee and WP6 might have benefited from taking the time in the beginning of the project to discuss what is expected and what needs to be done.

Commitment and getting people involved in Knowledge Hub Meetings

A persistent challenge is getting timely support of other WPs, when it comes to getting presenters for the Knowledge Hub Meetings (KHM). Even though WP6 reaches out about two or three months in advance, it seems to be too late. Often WP6 team consider it pure luck to have three or four presenters at every KHM. Because of the lack of support, WP6 ends up being in a very compressed timeline, in terms of getting presenters on board and having pre-meetings, etc. with them.

WP6 will try to reach out to the other WPs and possible presenters sooner, probably right after the KHM. However, this also might lead to some challenges. Firstly, it might be too soon to set relevant topics six months in advance. Secondly, possible presenters might be hesitant to commit to an event several months in the future. Lastly, WP6 wants to avoid spamming their intended addressees with requests to actively participate and present at the KHM. Reaching out even earlier might increase the number of emails that have to be sent out.

During the second half of the JATC2 project, WP6 is utilising the Knowledge Sharing Archive, which launched in month 18, to increase interest in the KHM. Several topics have already been selected to share and encourage discussion. This archive should engage conversation and might encourage people to present at future KHM.

More interaction between the different WPs on what is expected from each other might have been beneficial in the beginning of the JATC2. However, this topic could be addressed at upcoming

Steering Committee meetings. Furthermore, informal meetings with WP leaders could be beneficial to discuss certain topics off-record.

Finding the right platform for a knowledge sharing archive

Several platforms were investigated by WP6 as potential online platforms to be used to create a Knowledge Sharing Archive (D6.3). After careful consideration CIRCABC was chosen. CIRCABC is relatively easy to use and does not require extensive resources to maintain. There is not a lot of maintenance work to be done on CIRCABC, since it is mainly file sharing. CIRCABC is the most convenient solution, but not the best platform for knowledge sharing. As a part of D6.4 WP6 will analyse different existing online platform and recommend specific functionalities and criteria that are to be met in another online platform in order for it to be a feasible platform for facilitating and maintaining a knowledge sharing network after the JATC2 project is finalized. They did not choose a platform with all of these functionalities for the knowledge sharing archive due to limited resources within the JATC2 as well as the deliverable and task descriptions in the project proposal. It is the expectation of WP6 that this other platform, which is going to be recommend as a part of D.6.5, is most likely going to have access to a lot of tools and functionalities that could facilitate better communication and knowledge sharing between the participants. However, it is also the expectation that this final platform, which WP6 will recommend, will also need some configuration and therefore also resources. Furthermore, the users will expectedly also need more extensive training on the use of the platform, compared to CIRCABC, which is very intuitive and easy to use.

How to get people involved on CIRCABC

CIRCABC is underutilized by many users. The challenge for WP6 right now is thus to get people involved in the knowledge sharing archive on CIRCABC. WP6 announced the archive at the KHM in March 2023 as well as at the Consortium meeting in April 2023 held in Madrid. They will continuously remind their intended addressees of using the archive.

To make the use of CIRCABC as easy as possible for the users, WP6 has created a manual on how to use the archive as well as on the different tools within CIRCABC. Furthermore, an instruction video is also planned tobe created as well based on the manual. The aim is to cover as much as possible in the manual and video, to make it as easy as possible to use the archive.

Furthermore, WP6 is trying to reach out to influential people in the JATC2 network to promote this knowledge sharing archive as well. These so-called "brand ambassadors" carry a lot of trust in the community and might help to build confidence in the archive, and therefore increase the use of CIRCABC as the main tool for knowledge sharing within the project.

WP7 - Health impact and regulatory implications of e-cigarettes and novel tobacco products

Output Monitoring

Table 21: Output Monitoring WP7

Output	Output Title	Main output	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D7.1	Report on regulation of novel tobacco products and e-cigarettes in different EU Member States		EU Regulators; General public; Tobacco researchers	12	30.09.2022	03.10.2022	-3	RIVM	Yvonne Staal; Anne Havermans	anne.havermans@rivm.nl, yvonne.staal@rivm.nl
D7.2	Overview of novel products and e-cigarettes in different Member States		EU Regulators; General public; Tobacco researchers	24	30.09.2023			RIVM	Anne Havermans; Charlotte Pauwels	anne.havermans@rivm.nl, charlotte.pauwels@rivm.nl
D7.3	Report on relevant health risks for novel tobacco products, e-cigarettes		EU Regulators; General public; Tobacco researchers	25	31.10.2023			RIVM	Clara Neto	clara.neto@anses.fr
D7.4	Report on product use, familiarity and perceptions		EU Regulators; General public; Tobacco researchers	24	30.09.2023			RIVM	Clara Neto	clara.neto@anses.fr
D7.5	Scientific publication on evaluation of health impact and regulatory implications of novel tobacco products and e-cigarettes	yes	EU Regulators; Tobacco researchers	30	31.03.2024			RIVM	Clara Neto	clara.neto@anses.fr
D7.6	Report on reporting of adverse events related to e-cigarettes across Member States and approach for harmonised data collection across EU	yes	EU Regulators; Health professionals	30	31.03.2024			RIVM	Elke Pieper	elke.pieper@bund.de
D7.7	Information sheets on evaluation of health impact and regulatory implications of novel tobacco products and e-cigarettes		EU Regulators	34	31.07.2024			RIVM	Anne Havermans; Yvonne Staal	anne.havermans@rivm.nl, yvonne.staal@rivm.nl
M7.1	Curated information from EU-CEG of some countries obtained from WP5 for further analysis		WP 7	4	31.01.2022	16.05.2022	-105	RIVM	Anne Havermans; Charlotte Pauwels	anne.havermans@rivm.nl, charlotte.pauwels@rivm.nl
M7.2	Brief questionnaire about national regulation of novel tobacco products and e-cigarettes developed and shared with EU regulators		WP 7	4	31.01.2022	07.02.2022	-7	RIVM	Anne Havermans; Charlotte Pauwels	anne.havermans@rivm.nl, charlotte.pauwels@rivm.nl
M7.3	Questionnaire on national procedures of reporting of e-cigarette and novel tobacco product related AE's developed		WP 7	8	31.05.2022	08.02.2022	112	RIVM	Elke Pieper	elke.pieper@bund.de
M7.4	Curated information from EU-CEG of at least 9 countries obtained from WP 5 for further analysis.		WP 7	15	31.12.2022			RIVM	Anne Havermans; Charlotte Pauwels	anne.havermans@rivm.nl, charlotte.pauwels@rivm.nl
M7.5	Common approach for evaluation of health impact and abuse liability		WP 7	15	31.12.2022	04.11.2022	57	RIVM	Clara Neto	clara.neto@anses.fr
M7.6	Product classification based on ingredients, emissions and product properties completed		WP 7; EU regulators	20	31.05.2023			RIVM	Clara Neto	clara.neto@anses.fr
M7.7	Taking place of workshop or webinar of WP7		EU regulators	36	30.09.2024			RIVM	Anne Havermans; Charlotte Pauwels	anne.havermans@rivm.nl, charlotte.pauwels@rivm.nl

The following outputs were changed in the amendment:

- D7.2: Month 18 → Month 24 (Due date changed because of missing information from WP5)
- D7.3: Month 24 → Month 25 (Due date changed because of missing information from WP5)
- M7.4: Month 4 → Month 15 (Due date changed because of missing information from WP5)
- M7.5: Month 9 → Month 15
- M7.6: Month 18 → Month 20 (Due date changed because of missing information from WP5)

Reasons for delays:

- M7.4: Due date was changed, but WP7 is still waiting on data from WP5[3].

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[3] See WP5: Challenges and lessons learned

LogFrame WP7

Table 22: LogFrame WP7

Color code:
green: achieved
blue: comments

Logical Framework JATC 2 - WP 7 - Interim Update

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 7 To enhance a better understanding of the properties, health impact and regulatory implications of novel tobacco products and e-cigarettes with the aim to support effective information and regulation	n.a.	n.a.	n.a.	n.a.
Specific objective 7.1 To gain insight into the variation of novel tobacco and e-cigarette products in between countries	*Indicator(s):* -No. of reports on the overview of novel products and e-cigarettes in differenct member states [D7.2] *Target(s):* -1 report	Project documentation	n.a.	n.a.
Specific objective 7.2 To evaluate the use, abuse potential and health risks of novel tobacco products and e-cigarettes	*Indicator(s):* -No. of scientific papers published [D7.5] *Target(s):* -1 scientific paper published	Project documentation	n.a.	n.a.
Specific objective 7.3 To harmonise collection of e-cigarette (and novel tobacco products) associated adverse incidents across the EU	*Indicator(s):* -Timely submission of Report on adverse events related to e-cigarettes across MS and suggested approach for harmonised data collection across EU [D7.6] *Target(s):* -1 report submitted by month 30	Project documentation	n.a.	n.a.
Specific objective 7.4 To support EU Member States' training, capacity building and information sharing on novel products and e-cigarettes	*Indicator(s):* -No. and timeliness of workshop/webinar on evaluation of health impact and regulatory implications of novel tobacco products and e-cigarettes [M7.7] *Target(s):* -1 workshop held by month 36	Project documentation	n.a.	n.a.
Result/ Output 7.1.1 To explore and compare product level data on tovel tobacco products, e-cigarettes and other products from different EU Member States	*Indicator(s):* -Timeliness of report on overview of novel products and e-cigarettes in different Member States [D7.2] *Target(s):* -Report submitted by month 24 (changed according to the amendment)	Project documentation	*Indicator(s):* -No. of countries curated information was obtained from WP5 [M7.4] -Timely delivery of curated data *Target(s):* -Data from at least 9 countries was obtained -Data was delivered by month 12 (waiting for data - May 2023)	Project documentation
Result/ Output 7.1.2 To investigate differences in regulation of novel tobacco products, e-cigarettes and other products across Member States	*Indicator(s):* -Timeliness of report on regulations of novel tobacco products [D7.1] *Target(s):* -Submission of report by month 12 (achieved)	Project documentation	*Indicator(s):* -Timeliness of development of questionnaire [M7.2] -Response rate to questionnaire *Target(s):* -Questionnaire developed by month 4 (achieved) -Responses of at least 14 Member States (22 EU MS + 1) (achieved)	Project documentation

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
Result/ Output 7.2.1 To develop a framework/approach to evaluate the use, abuse potential and health risks of novel tobacco products and e-cigarettes	*Indicator(s):* -No and timeliness of evaluation framework on health impact and abuse liability [M7.5] *Target(s):* -Evaluation framework developed by month 15 (achieved)	Project documentation	*Indicator(s):* - timeliness of circulation of draft version *Target(s):* - draft version circulated by month 12 (achieved)	Project documentation
Result/ Output 7.2.2 To assess prodcuts ingredients, additives, devices and emissions in relation to their function and toxicological information	*Indicator(s):* -No. and timeliness of report on health risk profiles for novel tobacco products and e-cigarettes [D7.3] *Target(s):* -1 report available by month 24	Project documentation	*Indicator(s):* -Timeliness of product classification [M7.6] *Target(s):* -Product classification available by month 18	Project documentation
Result/ Output 7.2.3 To investigate product awareness, use and perceptions Report on product use, familiarity and of novel tobacco products and e-cigarettes [D7.4]	*Indicator(s):* -No. and timeliness of report on product use, familiarity and of novel tobacco products and e-cigarettes [D7.4] *Target(s):* -1 report submitted by month 24	Project documentation	*Indicator(s):* -timeliness of development of questionnaire (including approach and target group) for product users *Target(s):* -Questionnaire developed by month 15 *Note:* The dissemination of a questionnaire among consumers in different countries requires a certain infrastructure and there is the possibility that this is not (financially) feasible within the JATC2. (Eurobarometer questionnaire at the end of March 2023) (achieved)	Project documentation
Result/ Output 7.2.4 Evaluation of product perception and product properties	*Indicator(s):* -No. and timeliness of scientific publication on health impact and regulatory implications of novel tobacco products and e-cigarettes [D7.5] *Target(s):* -1 Scientific publication submitted by month 30	Project documentation	*Indicator(s):* -Timeliness of analysis of data on user perception and product properties *Target(s):* -Available data analysed by month 24	Project documentation
Result/ Output 7.3.1 To map the characteristics of reporting of adverse events by national agencys, such as poison centers, and collect information across EU Member States on adverse events	*Indicator(s):* -Number of responses to questionnaire [M7.3] *Target(s):* -Responses from at least 13 Member States/agencies (April 2023: so far responses from 10 MS)	Project documentation	*Indicator(s):* -Timely development of questionnaire [M7.3] *Target(s):* -Questionnaire developed by month 8 (achieved)	Project documentation
Result/ Output 7.3.2 To provide tools for a harmonized data collection approach across the EU, using "the JATC e-cigarette adverse event data collection forms" as a basis for harmonization	*Indicator(s):* -No. and timeliness of creation of Report on adverse events related to e-cigarettes across MS and suggested approach for harmonised data collection across EU *Target(s):* -1 report created by month 30	Project documentation	*Indicator(s):* -Timeliness of workshop held with WP7 partners to discuss procedures for collection of AEs *Target(s):* -Workshop held before month 30 (changed, before month 16)	Project documentation
Result/ Output 7.4.1 To develop information sheets for regulators	*Indicator(s):* -No. and timeliness of submission of information sheets on evaluation of health impact and regulatory implications of novel tobacco products and e-cigarettes [D7.7] -Timeliness of sharing information sheets via the EC Member State expert group *Target(s):* - At least 1 information sheet submitted by month 34	Project documentation	*Indicator(s):* -No. of regulators who receive information sheet draft -% of feedback obtained from regulators on information sheets *Target(s):* -Regulators from at least 14 differenct MS receive information sheet -At least 50% of regulators give feedback on	Project documentation
Result/ Output 7.4.2 Further dissemination to EU Member States	*Indicator(s):* -No. of participants at workshop/webinar on evaluation of health impacts and regulatory implications of novel tobacco products and e-cigarettes [M7.7] *Target(s):* -Participants from at least 14 different Member States	Project documentation	*Indicator(s):* - timely finalization of agenda for workshop/webinar - No. and timliness of invitations for workshop/webinar sent out to potential participants *Target(s):* -Agenda finalized by month 32 -At least 14 invitations sent out by month 31	Project documentation

Results of the second survey – WP7

WP7 had 29 participants in the second online survey.

Question 49: Based on your work experience in the JATC2 project and in particular with WP7: How important do you think is…?
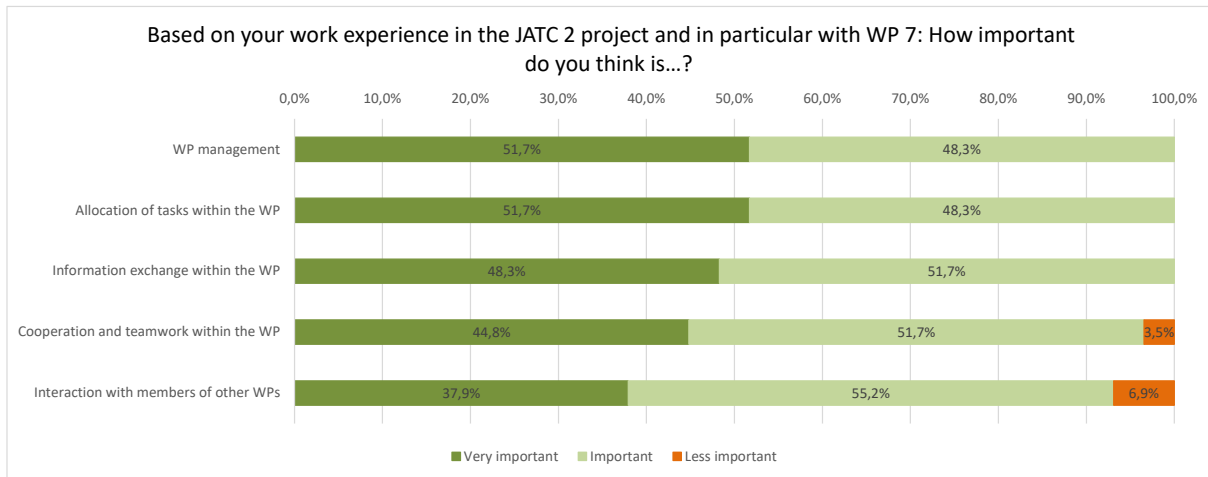

Figure 30: Importance of different items (WP7)

'WP management' and 'Allocation of tasks within the WP' seem to be equally important to WP7 participants, with 51,7% viewing them as very important and 48,3% as important.

These two items are closely followed by 'Information exchange within the WP' with 48,3% considering it as very important and 51,7% as important.

'Cooperation and teamwork within the WP' as perceived as very important by 44,4% and as important by 51,7%. 3,5% think of 'Cooperation and teamwork within the WP' as less important.

Compared to the other items, 'Interaction with members of other WPs' is considered as slightly less important with 37,9% seeing it as very important, 55,2% as important ad 6,9% as less important.

Question 50: How satisfied are you so far with each of the items below within WP7?
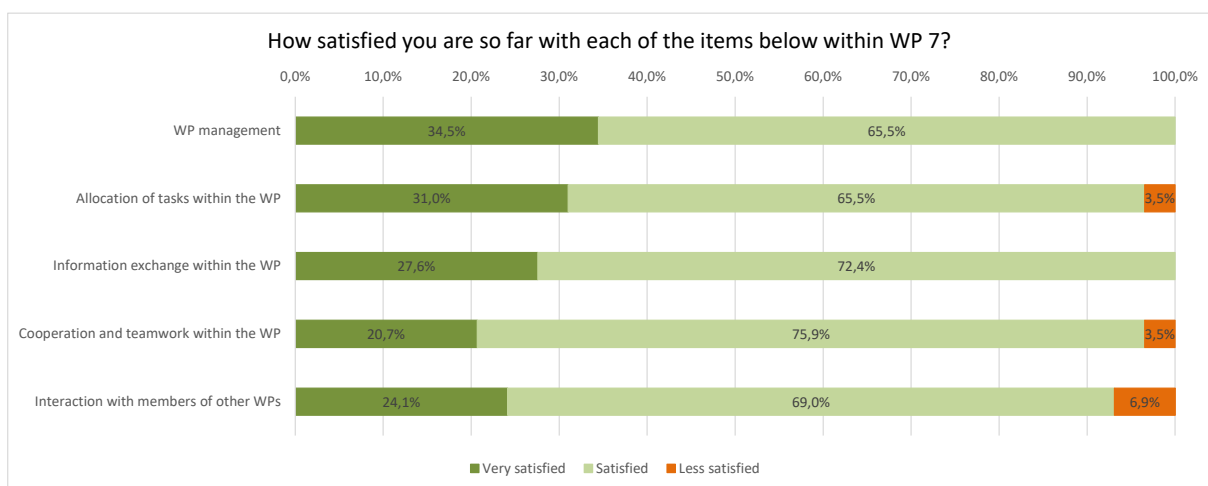
Figure 31: Satisfaction with different items (WP7)

The vast majority of WP7 participants are at least satisfied with all of the items.

'WP management' ranks best on the satisfaction scale, with 34,5% being very satisfied and 65,5%

being satisfied.

'Allocation of tasks within the WP' is very satisfactory to 31%. 65,5% are satisfied and 3,5% are less satisfied.

27,6% are very satisfied and 72,4% are satisfied with 'Information exchange within the WP'.

'Cooperation and teamwork within the WP' is very satisfactory to 20,7%. 75,9% are satisfied and 3,5% are less satisfied.

24,1% are very satisfied with 'Interaction with members of other WPs'. 69% are satisfied and 6,9% are less satisfied.

Question 51: In your view: What does work well, what does not work so well within WP7?

- The production and sharing of deliverables
- Too many partners involved per task
- Good WP management, monitoring of progress and collaboration within the tasks

Question 52: Based on your work experience within WP7: How satisfied are you with…?
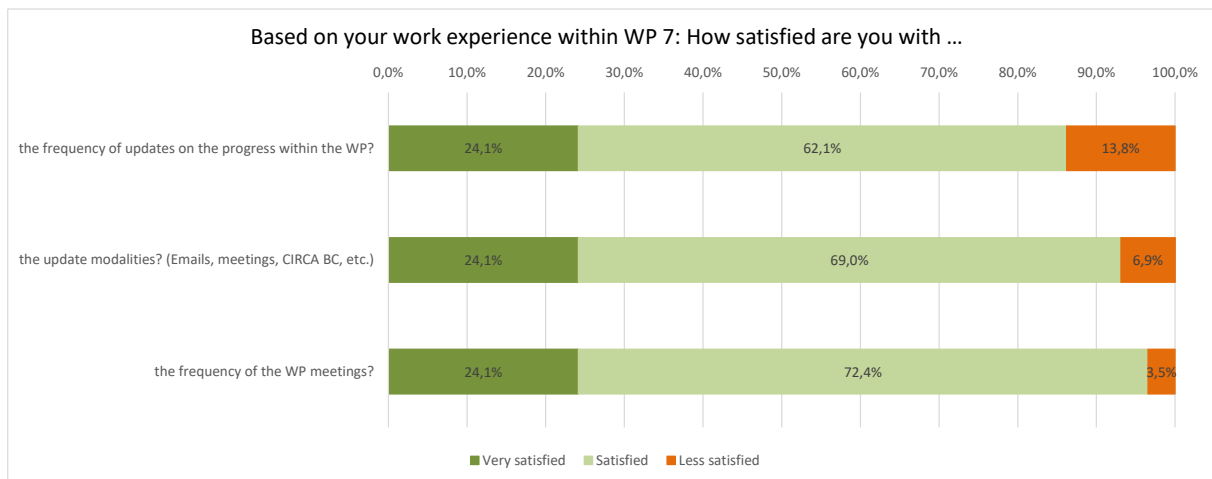
Figure 32: Satisfaction with frequency and modality of updates, and frequency of meetings (WP7)

24,1% are very satisfied with the frequency of updates on the progress of the WP. 62,1% are satisfied and 13,8% are less satisfied.

The update modalities are very satisfactory to 24,1%, satisfactory to 69% and less satisfactory to 6,9%.

The frequency of WP meetings is at least satisfactory to most of the participants. 24,1% are very satisfied, 72,4% are satisfied and 3,5% are less satisfied.

Question 53: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP7?

- We are very satisfied about the management of the whole WP and specific tasks
- The number of meetings and emails in WP7 is time consuming
- WP meetings are replaced by task meetings, which is more effective

Question 54: How motivated do you consider the members of WP7?

How motivated do you consider the members of WP 7?

3,5%

34,5%

62,1%

■ Very motivated   ■ Motivated   ■ Less motivated
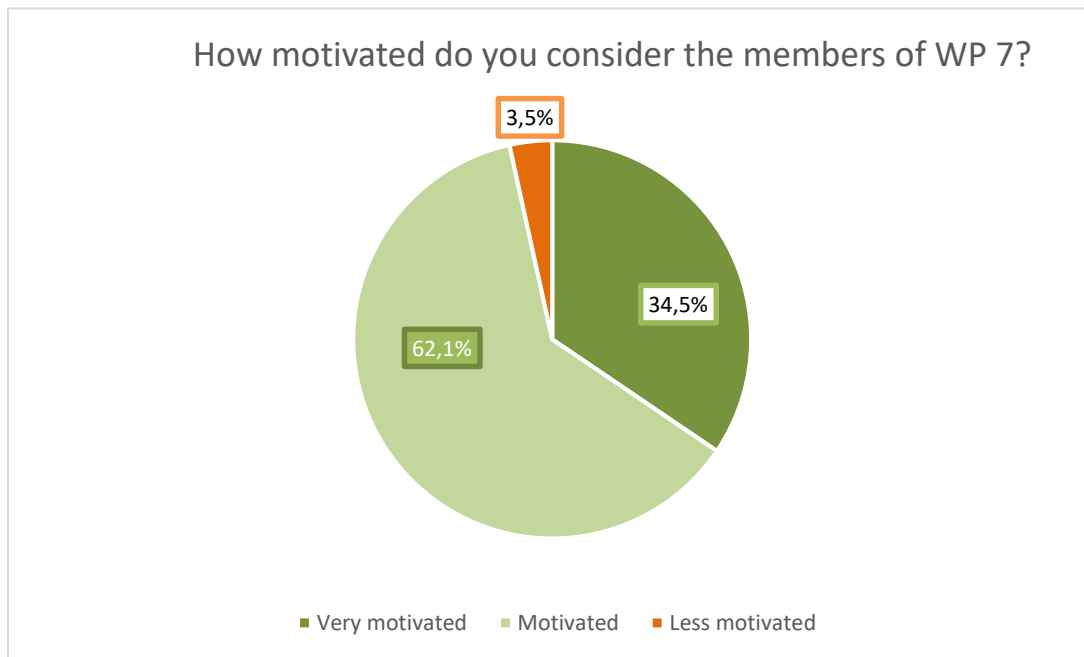
Figure 33: Motivation of WP7 members

Motivation is perceived as quite high within WP7. 34,5% consider WP7 members as very motivated, 62,1% as motivated and 3,5% as less motivated.

No comments were made to question 55: How could the WP7 leader(s) improve motivation?

Feedback meeting WP7

A feedback meeting with the WP members and partners of WP7 was conducted as an online meeting via Microsoft Teams on March 22nd, 2023. The following are the findings of the feedback meeting.

Motivation to work within WP7

- Participants feel very motivated.
- Initial motivation came from wanting to get to know the operation of an international project and meet international colleagues.
- Positive experiences within JATC1, especially the gained expertise gave motivation to work within JATC2.
- They think it is important work and a lot can be learned by contributing to the WP.
- By combining different expertise and ways of thinking unique results can be achieved.

Involvement of WP partners

- Participants feel very involved and are happy to contribute as much as they can.
- The regularity of meetings very regularly (every 3 weeks), is very helpful and works quite well.

Workload & Investment in tasks

- PMs
  o Since there different definitions of PM among various countries, some might not be aware of the correct definition for their country.

- o Some participants are not fully aware of the person months that are allocated to them, since there is some communication issue with their organisations' administrative team
- o Clarification on PMs from Coordination team would be appreciated
- Do tasks match expertise
  - o In task 7.2 there is a very good discussion on the workload& investment. It is always in discussion if the tasks fit the PMs and if the tasks match with the individual expertise. There is always room to say "This is not my expertise, I can't help you with this. I would like to participate in another part"
  - o Some participants feel that their expertise does not match the tasks that they are assigned to. Some further discussion with the WP leader and/or the task leader might be beneficial.

Communication

- The communication is working excellent and is balanced – not too much not too little
- For some participants, communication levels fluctuate, and at times they are unsure what their responsibilities are.
- There does not seem to be mayor problems regarding the language barrier.
- When there are some aspects that need further clarification, the team members and task leaders always answer on time. There is always room for meetings to be arranged to discuss in further detail.
- The meetings are well spaced out, not to frequent but also not too far apart. There is plenty of time between the meetings to solve possible problems.
- There are not too many emails. All of the emails and their information is important. However, if someone is involved in more tasks then someone might feel that there are too many emails sent out within WP7. Additionally, since there is a lot of fluctuation within the countries, the emails might go out to all the contacts to reach the responsible person Nonetheless, no solution has been found yet.

What works well within WP7/ which factors are supportive?

- All the partners are working very well within the task. There was a questionnaire and everyone responded to it.
- The leaders of WP7 are pushing everything forward, and that is how results were achieved, despite possible challenges.
- International colleagues are willing to provide guidance, and help out regarding tasks.

Challenges

- One problem is that often organisations cannot hire someone full time to work on the project, so the hours are divided onto different people. Also often to new employees, who then might only stay for a few months at the organisation. This makes it difficult to work the same amount over the whole project span.
- Staff changes within organisations, can lead to difficulties in communication and in understanding the whole scope of the tasks the organisation was assigned to.
- Taking a different position in a participants country can also lead to having less working hours available to work on the JATC2. Especially when it comes to joining meetings during working hours.

No further **suggestions for improvement** were made.

Challenges and lessons learned

Involvement of partners and task allocation

WP7 has many different partners and WP members. Many of them have only a small amount of person months. It requires good planning and management to keep everyone involved and informed.

WP7 has opted for a more democratic management approach, especially when it comes to task allocation and the structure of discussions in meetings. However, the WP leaders learned during personal talks during the meeting in Copenhagen, that some partners prefer a more top-down approach. They were hesitant to speak up during meetings and prefer to be assigned to tasks instead of working on tasks proactively themselves. This was a very helpful insight, which allowed the WP leaders to adapt to the preferences and needs of some of their partners.

In the beginning of the project all the partners could decide which tasks they want to participate in. This led to some partners being involved in many different tasks. In hindsight it might have been more beneficial if the partners were more dedicated to one task, instead of spreading out their person months and therefore are only able to contribute a small amount on the different tasks. A lesson learned out of this is to be more directive, and assigning just a few partners on one task, to focus their attention, skills, and resources on one task.

A task that is going very well according to the WP leaders, is one concerning literature reviews on perception and use of e-cigarettes and heated tobacco products. The work has been mainly divided between partners with larger amounts of PMs. They seem to be very involved and are contributing and interacting during the meetings.

Information exchange

Because WP7 has many different tasks and partners, a high level of coordination is needed. The shared leadership is perceived as very beneficial by the WP leaders. They are able to share ideas and discuss problems. Furthermore, they divided the content between each other, which decreases the workload for both, since they do not need to partake in each task. Other colleagues from RIVM are also participating in the JATC2 and in other WPs. They have a monthly meeting where the progress of the overall project is discussed informally.

WP7 has four main tasks. Two of them are led by RIVM, one by ANSES and one by BfR. They have regular meetings to discuss the progress of the specific tasks. These meetings seem to work quite well for all participants. However, it can sometimes be difficult for the WP leaders to get a very clear understanding of the progress within the other tasks. The WP leaders highlighted that the task lead by ANSES seems to be progressing very well. The task lead by BfR is due in the last year of the project, therefore the updates from this task are expected to increase in the future.

The digital nature of the project can be challenging at times. In an all-digital format, it is harder to connect with the partners and with other WPs. In-person, and also informal discussions at the Consortium meetings were perceived as very beneficial. Unfortunately, not enough funds are allocated for travel therefore there is only a limited number of physical meetings, and even then, not all partners are able to participate.

Unanticipated changes and delays

WP7 has several tasks that are dependent on information provided by WP5. Originally it was planned that the information needed is provided by month 4. However, due to several unpredictable circumstances, the information is still unavailable[4]. Several outputs had to be postponed. For D7.3 WP7 made the decision to work with a limited data set, since for the type of analysis they are

[4] See WP5: Challenges and lessons learned

undertaking the limited data set will meet their needs. Nonetheless, for other outputs the full data sets are necessary.

All the deliverables with their respective due dates were developed before the project started. Therefore, it is not uncommon that changes to the original plan need to be made along the way. D7.5, for example, is planned to be a scientific publication. However, during the preparation of the Deliverable it became apparent that the information collected is too extensive to compile in a single scientific publication. Discussions with the partners are needed to discuss how to proceed with the output format and if needed an amendment has to be initiated.

WP8 - Smoke-free environments and TAPS legislation in Europe

Output Monitoring

Table 23: Output Monitoring WP8

Output	Output Title	Main output	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D8.1	"Weight of evidence" paper on the evidence for supporting the expansion of smoke-free environments		EU population	18	31.03.2023	31.03.2023	0	ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat
D8.2	Position paper on best practices for SHS & SHA protection and evidence supporting the expansion of smoke-free environments		EU population	23	31.08.2023			ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat
D8.3	Position paper for a new TAD		EU population	29	29.02.2024			ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat
M8.1	Systematic consultation to experts and MS representatives on existing best practices, barriers and opportunities to protect the EU population from SHS exposure		Tobacco Control Experts in EU	14	30.11.2022	12.09.2022	79	ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat
M8.2	Systematic consultation to experts and MS representatives on TAPS loopholes and best-practices for application in the EU		Tobacco Control Experts in EU	20	31.05.2023	02.06.2023	-2	ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat
M8.3	Scientific symposium on best practices to protect the EU population from SHS exposure (within a tobacco control European conference)	Yes	Tobacco Control Experts in EU	20	31.05.2023	25.04.2023	36	ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat
M8.4	Web-based repository of best practices to protect the EU population from SHS exposure	Yes	Tobacco Control Experts in EU	18	31.03.2023	19.04.2023	-19	ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat
M8.5	Webinar on the evidence for supporting the expansion of smoke-free environments to other indoor and outdoor areas	Yes	Tobacco Control Experts and professionals in related fields	23	31.08.2023			ICO	E. Fernández; D. Carnicer; Anna Mar Lopez Luque	efernandez@iconcologia.net; dcarnicer@iconcologia.net; amlopez@idibell.cat

All outputs were submitted on time.

The following outputs were changed in the amendment:

- M8.1: month 12 → month 14 (Initially there was a concern that the output might be delayed, therefore the due date was changed in the amendment. However, it was submitted on time according to the original due date).
- M8.2 month 17 → month 20 (The questionnaire was finalized in month 18, but WP8 thought it was best to distribute it after the WP8 symposium in April 2023. Therefore, the consultation was launched from 4th May – 2nd June, and some experts were given and extension to reply in June).

Other changes:

- M8.5 the "webinar on the evidence for supporting the expansion of smoke-free environments to other indoor and outdoor areas" will probably take place in October or November. WP8 expects a higher participation rate in October/November compared to August, due to summer vacations.

LogFrame WP8

Table 24: LogFrame WP8

Logical Framework JATC 2 - WP 8 - Interim Update

Color code:
green: achieved
blue: comments

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 8 To outline and disseminate best practices for addressing upcoming challenges to smoke-free environments in Europe (FCTC Art.8) and to assess tobacco advertisement, promotion and sponsorship (TAPS) implementation and	n.a.	n.a.	n.a.	n.a.
Specific objective 8.1 To outline and disseminate best practices and the evidence to protect the population from exposure to second-hand tobacco smoke and aerosols produced by electronic cigarettes and other novel products and to identify, adapt and assess novel challenges to smoke-free	*Indicator(s):* - No. Of position papers on best practices for SHS & SHA protection and evidence supporting the expansion of smoke-free environments -timeliness of submission of position *paper* *Target(s):*	Project documentation	n.a.	n.a.
Specific objective 8.2 To assess and create the framework for the expansion of smoke-free environments in Europe, including but not limited to outdoor areas and some private settings	*Indicator(s):* -No. Of "weight of evidence" papers on the evidence for supporting the expansion of smoke free environments produced -timeliness of submission of "weight of evidence" paper	Project documentation	n.a.	n.a.
Specific objective 8.3 To identify and share actions undertaken by MS to address challenges in the application of the EU bans on cross-border and internet TAPS and to develop the "weight of evidence" for a new TAD	*Indicator(s):* - No. Of position papers for a new TAD produced and disseminated *Target(s):* -1 position paper for a new TAD produced and disseminated	Project documentation	n.a.	n.a.
Result/ Output 8.1.1 Web-based repository of best practices to protect the EU population from SHS exposure [M8.4]	*Indicator(s):* -timeliness of web-based repository of best practices *Target(s):* -web based respository by month 18 (achieved)	Project documentation	*Indicator(s):* -No. Of tobacco control experts and stakeholders the questionnaire was delivered to *Target(s):* -delivered to at least 4 tobacco control experts and stakeholders in each MS (achieved) (response rate 50%+, but variations in countries; 19 countries are represented in the consultation)	Project documentation
Result/ Output 8.1.2 Scientific symposium on best practices to protect the EU population from SHS exposure (within a tobacco control European conference) [M8.3]	*Indicator(s):* - timeliness of scientific symposium within a tobacco control European conference *Target(s):* - Scientific symposium held by month 20 (achieved)	Project documentation	*Indicator(s):* - No. Of experiences selected (based on the systematic consultation M8.1) - No. of particpants at the symposium *Target(s):* - 10 experiences selected (Best Practices) (achieved) - 30-40 participants (changed from 50 to 30-40 due to the size of the available room) (achieved - 35 attendees on the day)	Project documentation
Result/ Output 8.1.3 Position paper on best practices fos SHS & SHA protection and evidence supporting the expansion of smoke-free environments [D8.2]	Indicator(s): - Nº and timely delivery of document *Target(s):* -1 position paper produced by month 23	Project documentation	n.a.	n.a.
Result/ Output 8.2.1 Assessment of the barriers and opportunities of MS to implement national and transnational interventions to enforce and expand SFE [part of M8.1]	Indicator(s): - timeliness of systematization of the barriers and opportunities in web-based repository *Target(s):* - systematization of barriers and opportunities by month 14 (achieved)	Project documentation	Indicator(s): - timeliness of development of questions for current development *Target(s):* - questions developed by month 14 (achieved)	Project documentation
Result/ Output 8.2.2 "Weight of evidence" paper on the evidence for supporting the expansion of smoke-free environments [D8.1]	*Indicator(s):* -No. And timely delivery of document *Target(s):* - 1 "weight of evidence" paper produced by month 18 (achieved)	Project documentation	*Indicator(s):* - No. Of participants at the webinar on supporting the expansion of smoke-free environments to other indoor and outdoor areas [M8.5] *Target(s):* - 50 participants	Project documentation
Result/ Output 8.2.3 Dedicated Webinar on the evidence for supporting the expansion of smoke-free environments to other indoor and outdoor areas [M8.5]	*Indicator(s):* - Nº and timeline of Webinar *Target(s):* -1 webinar to be held by month 23	Project documentation	*Indicator(s):* - No. Of participants at the webinar on supporting the expansion of smoke-free environments to other indoor and outdoor areas [M8.5] *Target(s):* - 50 participants	Project documentation
Result/ Output 8.3.1 Systemic consultation to experts and MS representatives on TAPS loopholes and best-practices for application in the EU [M8.2]	*Indicator(s):* - timeliness of consultation on TAPS loopholes and best-practices for application in the EU *Target(s):* -experts and MS representatives consulted by month 20	Project documentation	*Indicator(s):* - No. Of tobacco control experts and stakeholders who received questionnaire on TAPS loopholes *Target(s):* - at least 4 tobacco control experts and stakeholders in each MS	Project documentation
Result/ Output 8.3.2 Position paper for a new TAD [D8.3]	*Indicator(s):* - timeliness of submission of position paper for a new TAD *Target(s):* -Position paper submitted by month 29	Project documentation	*Indicator(s):* - feedback rate on draft of position paper obtained by WP8 partners *Target(s):* -feedback obtained from at least 50% of WP8 partners	Project documentation

WP8 had 19 participants in the second online survey.

Question 56: Based on your work experience in the JATC2 project and in particular with WP8: How important do you think is…?
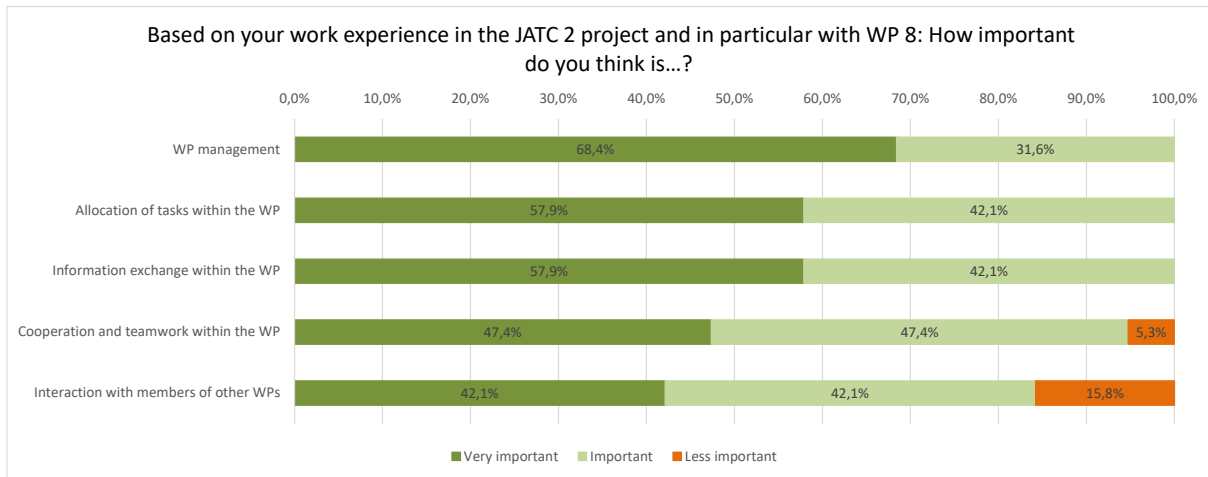

Figure 34: Importance of different items (WP8)

'WP management' is very important to 68,4% of participants and important to 31,6%.

57,9% think of 'Allocation of tasks within the WP' as well as 'Information exchange within the WP', as very important and 42,1% see them as important.

'Cooperation and teamwork within the WP' is very important to 47,4% and important to another 47,4%. 5,3% consider 'cooperation and teamwork within the WP' as less important.

To 42,1% 'Interaction with members of other WPs' is very important. Another 42,1% think it is important whereas 15,8% think that 'Interaction with members of other WPs' is less important.

Question 57: How satisfied are you so far with each of the items below within WP8?
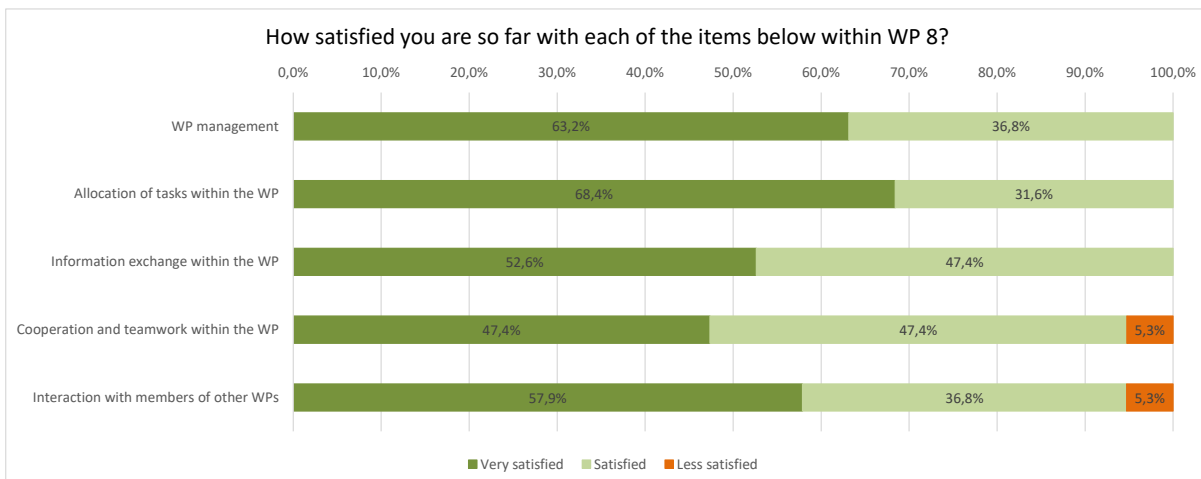
Figure 35: Satisfaction with different items (WP8)

When comparing all of the items, WP8 participants are most satisfied with 'Allocation of tasks within the WP'. 68,4% are very satisfied and 31,6% are satisfied.

'WP management' is very satisfactory to 63,2% and satisfactory to 36,8%.

52,6% are very satisfied and 47,4% are satisfied with 'Information exchange within the WP'.

'Interaction with members of other WPs' is very satisfactory to 57,9% and satisfactory to 36,8%. 5,3% are less satisfied with this item.

Compared to the other items, 'Cooperation and teamwork within the WP' is the least satisfactory to WP8 participants. Nevertheless, the vast majority of participants are at least satisfied. 47,4% are very satisfied, another 47,4% are satisfied and 5,3% are less satisfied.

Question 58: In your view: What does work well, what does not work so well within WP8?

- We have regular meetings and we are well informed. When working on different tasks we have plenty opportunity to meet with WP leaders. I do not see that anything is not working well currently
- Work well: communication, availability of WP coordinators, small group discussions, regularity of meetings
- Also for this WP it is hard for any leader to mobilize enthusiasm digitally

Question 59: Based on your work experience within WP8: How satisfied are you with…?
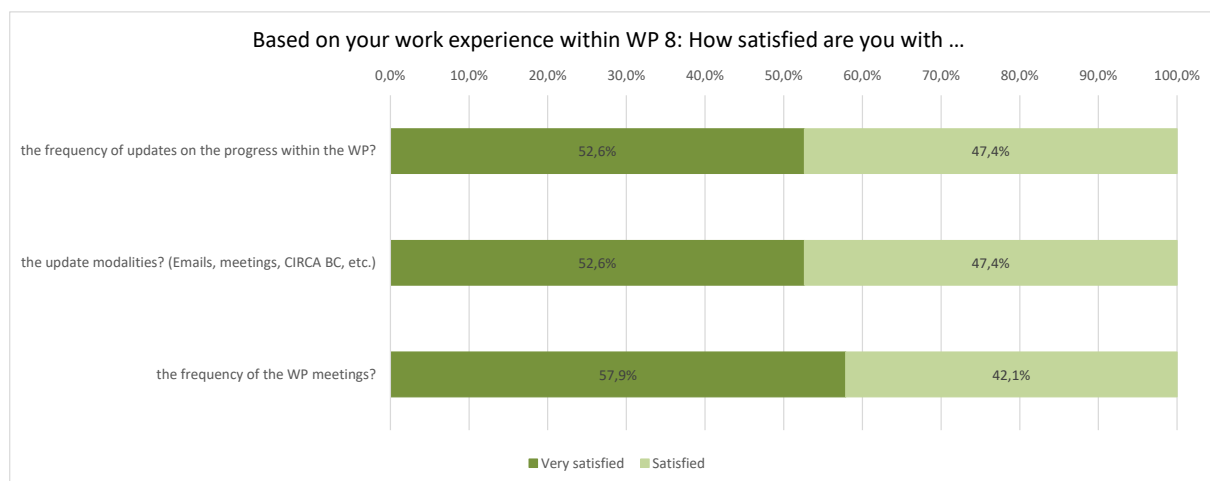
Figure 36: Satisfaction with frequency and modality of updates, and frequency of meetings (WP8)

The 'frequency of updates on the progress within the WP' and the 'update modalities' are very satisfactory to 52,6% and satisfactory to 47,4%.

57,9% are very satisfied with the frequency of WP meetings. 42,1% are satisfied with the frequency of WP meetings.

Question 60: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP8?

- Could consider less meetings if the agenda is not "complete"

Question 61: How motivated do you consider the members of WP8?

How motivated do you consider the members of WP 8?

42,1%

57,9%

■ Very motivated   ■ Motivated
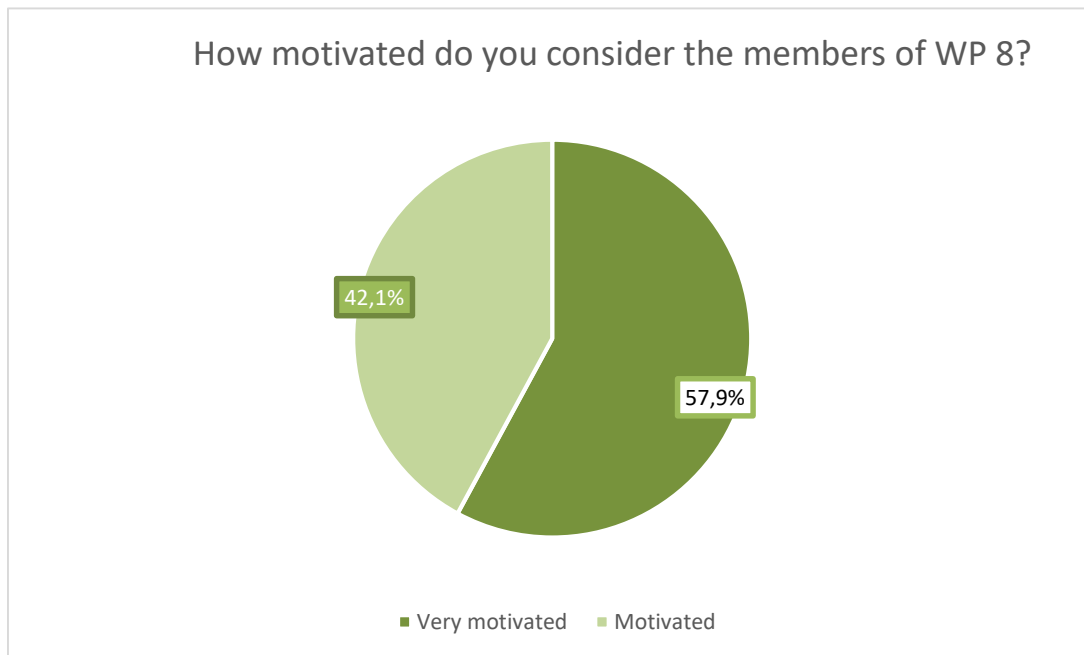
Figure 37: Motivation of WP8 members

57,9% of participants consider WP8 members as very motivated. The remaining 42,1% think of WP8 members as motivated.

Question 62: How could the WP8 leader(s) improve motivation?

- It is hard to motivate digitally. I believe they are doing a good job.

WP8 Feedback meeting

A feedback meeting with the WP members and partners of WP8 was conducted as an online meeting via Microsoft Teams on January 25th ,2023. The following are the findings of the feedback meeting.

Involvement of WP partners

- Members feel very involved in the work package, especially those who have more PM.
- Members with fewer PM feel less involved in the work package. Some smaller tasks could be allocated to members with fewer PM, to get them more involved and feel more engaged.
- The coordination team is always available for help regarding tasks.
- The updates are very good, the members feel informed and therefore feel like a part of the work package.

Motivation

- Motivation seems to be high, especially for the members who feel more involved.
- Members mentioned that they feel heard and get regular feedback from the coordination team and from partners.

Communication

- Members perceive communication as good.

- Members mentioned that the task allocation and the work package/working plan is helpful in terms of communication.
- The regular work package meetings work well (see also "what works well within WP8").
- "If you have motivation, the communication will be better"
- Language barriers do not seem to be a problem within WP8.

What works well within WP8 / which factors are supportive?

- "I always know exactly what I had to do. I knew which tasks were meant for me".
- There is always the opportunity have discussions with the coordination team.
- The coordination team provides sufficient information.
- "Those managing the work package are doing a great job"
- Meetings:
  o It is very helpful that the schedule for the meetings is sent out far in advance. This is very helpful for the members to organise and know beforehand what is going to be discussed
  o Very helpful are the meeting minutes and the slides, which are very well structured. Even when a member is unable to participate in the meeting, they have a clear understanding of what was discussed, and what the next steps are.
  o Members are very pleased with the structure of the meetings, and that there is always a discussion on what was done and also gives an outlook on what will be done in the future.
  o There is plenty of time for discussions and questions during the meetings. Members feel free to speak anytime during the meeting.
- Email correspondence works very well within the work package. Replies are usually on time. The coordination team is doing their best to answer emails.

No challenges or suggestions for improvement were mentioned.

Challenges and lessons learned

Involvement and expertise of partners

The main concern for WP8 in the first year was how to make WP8 partners participate and engage in the WP tasks. WP8 leaders are in favour of a more lateral leadership style. They do not want to force tasks on their partners, but rather prefer them to get involved out of their own motivation, with respect to their PMs and expertise. In the beginning, the participation rate by partners was quite low. WP8 went through a process of bilateral interaction with partners, to get to know their expertise and jointly decided on the tasks they are best suited for. Some partners prefer to be assigned to a task and like to have clear structure. Having bilateral conversations early on helped to discover which management style the different partners need and allows the WP8 leaders to act accordingly. This helped solve most of the participatory issues WP8 faced in the beginning.

Allocating tasks to partners with fewer PMs can be challenging. Some tasks can be broken down into smaller ones, but they are easier to execute if the involved partners have a sense of the overall objective of the task. Additionally, breaking the tasks down calls for an increase of management resources.

In some cases, quality of the input or feedback from some partners is lacking and requires extra resources to improve. In most cases, the partners put in sufficient effort and work, therefore it is not considered as a big problem. In other cases, the WP leaders are unsure if the lack of quality stems from a lack of expertise or a lack of resources allocated. Further discussions with these partners are needed. If this situation does not improve, WP1 will help with solving the issue.

Learning from experience, WP8 often works in smaller groups with partners. For example, for

the analysing of the data of the first consultation, they have been working with two different organisations and organised small group meetings with them. This encourages the partners to not only communicate and bond with the WP leaders but also with other partners. Smaller group meetings help facilitate a sense of teamwork and cooperation.

The main communication is via email, but WP8 leaders always offer the possibility to do an online meeting if further clarification is needed. The communication works very well via email and is perceived is very fluent.

WP meetings are set up as participative and democratic meetings. The WP members and partners are very satisfied with the way the online meetings are set up (see Feedback meeting WP8).

Lack of physical meetings

The JATC2 was set up as a mostly digital project. It was planned in the wake of the second wave of Covid-19 restrictions in Europe. Therefore, there were limited funds allocated for travel and physical meetings. However, most partners of the JATC2 strongly believe that there is a need for more physical meetings. The first physical meeting in Copenhagen was a turning point according to many partners, and also for WP8. The possibility to get to know the other WP members and talk to them in person built better relationships and yielded a stronger sense of commitment and teamwork. Partners who were rather silent before are now more engaged in the work of the WP.

Unfortunately, there are not enough funds allocated to frequent physical meetings. Nonetheless, every chance for physical interaction should be used. Furthermore, it is important that the JATC2 is present at international conferences on tobacco control. Therefore, the decision the host the second consortium meeting at the 2023 ECToH[5] was seen as very valuable for the whole JA.

Lack of overarching coordination in the beginning

Many WPs were in a hurry to start the activities in the beginning of the project, and all of them started individually at different points in time. A structured kick-off organised by WP1 might have been beneficial to create a sense of community, teamwork and structure right at the beginning. The WPs were left to their own devices to introduce the project and its technicalities to their WP members. In hindsight, it became clear that some aspects of the project organisation fell though the gaps and have to be rectified during the course of the project. The current head coordinator is very eager to get feedback from the JATC2 partners and works on resolving the matters in question.

[5] European Conference on Tobacco or Health, April 26th – 28th 2023, Madrid, Spain

WP9 - Best practices to develop an effective and complehensive tobacco endgame strategy

Output Monitoring

Table 25: Output Monitoring WP9

Output	Output Title	Main output	Target group	Due in Month	Due Date	Submission	On time?	Lead beneficiary	Responsible Person	Contact Info
D9.1	Report of tobacco endgame strategies for the European region.	Yes	Project Staff; EC; EU MS; IGOs; NGOs	18	31.03.2023	12.05.2023	-42	THL	Hanna Ollila	hanna.ollila@thl.fi
D9.2	Recommendations for research on forward-looking tobacco control policies and tobacco endgame strategies.		Project Staff; EC; Scientific community	29	29.02.2024			THL	Hanna Ollila	hanna.ollila@thl.fi
D9.3	EU Tobacco Endgame Toolkit to disseminate best practices in the development, implementation and evaluation of tobacco endgame strategies.	Yes	Project Staff, EC, MS, IGOs and NGOs, Public	34	31.07.2024			THL	Hanna Ollila	hanna.ollila@thl.fi
M9.1	Indicator compendium to compile the selected measures, criteria and data sources for identifying and assessing the policies, strategies, enablers, constraints and best practices covered in this WP.		Project Staff; EC; Scientific community	19	30.04.2023	28.04.2023	2	THL	Hanna Ollila	hanna.ollila@thl.fi
M9.2	Workshop for key policy makers, regulators and researchers to discuss traditional and forward-looking approaches		Project Staff; EC; EU MS; IGOs; NGOs	2	30.11.2021	04.11.2021	26	THL	Hanna Ollila	hanna.ollila@thl.fi

The following outputs were changed in the amendment:

- M9.1: Month 17 → month 19
- M9.2: Month 29 → month 2

Reasons for delays:

- D9.1 was slightly delayed. The delay was caused by a couple of minor challenges, for example adjustments to the analysis and format of the deliverable during the process, and changes in availability of staff. Nonetheless, the first draft was forwarded to the WP9 partners in month 18 to give them the opportunity to give feedback. Overall, the deliverable was delivered with only a slight delay.

Logframe

Table 26: LogFrame WP9

Color code:
green: achieved
blue: comments

Logical Framework JATC 2 - WP 9 - Interim Update

Intervention Logic	Output indicators/ Targets	Source of verification	Process indicators/ targets	Source of verification
General objective 9 To identify and develop best practices regarding tobacco endgame strategies and smoke-free environments.	n.a.	n.a.	n.a.	n.a.
Specific objective 9.1 To identify and assess tobacco endgame strategies and forward-looking tobacco control policies for the European region	*Indicator(s):* - No. of tobacco endgame strategies and forward looking tobacco control policies identified and assessed *Target(s):* - At least 5 strategies and policies identified and assessed	Project documentation	n.a.	n.a.
Specific objective 9.2 To explore best practices in the development, implementation and evaluation of tobacco endgame strategies and forward-looking tobacco control policies	*Indicator(s):* - No. of best practices identified *Target(s):* - At least 3 best practices identified	Project documentation	n.a.	n.a.
Specific objective 9.3 To promote best practices and facilitate the development of national tobacco endgame strategies in Europe, in synergy with WP4 and other WPs	*Indicator(s):* - No. of relevant stakeholders reached by WP results/outputs *Target(s):* - At least 20 relevant stakeholders reached	Project documentation	n.a.	n.a.
Result/ Output 9.1.1 Report of tobacco endgame strategies for the European region produced (D9.1)	*Indicator(s):* - No.of reports produced - Timely availability of report *Target(s):* - 1 report produced - Report available at end of month 18 (submitted in month 20)	Project documentation	*Indicator(s):* - No. of copies disseminated/downloaded *Target(s):* - At least 20 copies disseminated/downloaded until the end of JATC2	Project documentation
Result/ Output 9.1.2 Recommendations for research on forward-looking tobacco control policies and tobacco endgame strategies. (D9.2)	*Indicator(s):* - No.of reports produced - Timely availability of report *Target(s):* - 1 report produced - Report available at the end of month 29	Project documentation	*Indicator(s):* - No. of copies disseminated/downloaded *Target(s):* - At least 20 copies disseminated/downloaded until the end of JATC2	Project documentation
Result/ Output 9.1.3 To synthesize the available evidence and identify the needs for future research on the effectiveness of new or recently introduced policies through literature review and key stakeholder interviews	*Indicator(s):* - No. Of stakeholders interviewed - Timeliness of stakeholder interviews *Target(s):* - at least 5 stakeholders interviewed - Stakeholders interviews initiated by month 18 (achieved) (wording changed - it initially said "finalized")	Project documentation	*Indicator(s):* - Timeliness of identification of potential stakeholders for interviews - Timeliness of the creation of a topic guide for interviews *Target(s):* - potential stakeholders identified by month 16 - topic guide created by month 16	Project documentation
Result/ Output 9.1.4 To assess the feasability of their translation into the development of national policies and strategies in the European region	*Indicator(s):* - timely completion of the list of policy options *Target(s):* - list of policy options completed by month 29 (changed to month 29 because the toolkit (D9.3) needs to be available in month 34)	Project documentation	*Indicator(s):* - No. Of different levels of implementation identified -No. Of policy options per level identified *Target(s):* - at least 3 different levels identified - at least 2 different policy options per level identified (might be changed in the future because the target is very ambitious)	Project documentation
Result/ Output 9.2.1 Key Stakeholder interviews on best practices and enablers and constraints in the development, implementation and evaluation of tobacco engame strategies and control policies conducted	*Indicator(s):* - No.of key stakeholder interviews conducted - Timely conduct of interviews *Target(s):* - At least 5 interviews conducted - Interviews initiated by of month 18 (achieved) (wording changed - it said "finalized before)	Project documentation	*Indicator(s):* - Availability of a topic guide *Target(s):* - Inteview guide available at end of month 16 (see also 9.1.3)	Project documentation
Result/ Output 9.3.1 EU Tobacco Endgame Toolkit to disseminate best practices in the development, implementation and evaluation of tobacco endgame strategies developed (D9.3)	*Indicator(s):* - No. of Toolkits developed - Timely availability of toolkit - No. of website visitors - No. of case studies included *Target(s):* - At least 1 Toolkit developed - Toolkit available at end of month 34 - At least 100 website visitors - At least 3 case studies included	Project documentation	*Indicator(s):* - Indicator compendium developed (M9.1) *Target(s):* - Indicator compendium available at end of month 19 (achieved) (changed according to amendment)	Project documentation
Result/ Output 9.3.2 Workshop for key policy makers, regulators and researchers to discuss traditional and forward looking approaches conducted (M9.2)	*Indicator(s):* - No. of workshops conducted - Timely conduct of workshop *Target(s):* - At least 1 workshop conducted - Workshop conducted at end of month 2 (achieved) (changed from month 29 to month 2, because it was conducted earlier. In line with amendment)	Project documentation	*Indicator(s):* - No. of workshop participants *Target(s):* - At least 50 workshop participants (achieved) (~100 registrations and ~60 participants)	Project documentation

WP9 had 25 participants in the second online survey.

Question 63: Based on your work experience in the JATC2 project and especially with WP 9: How important do you think is?
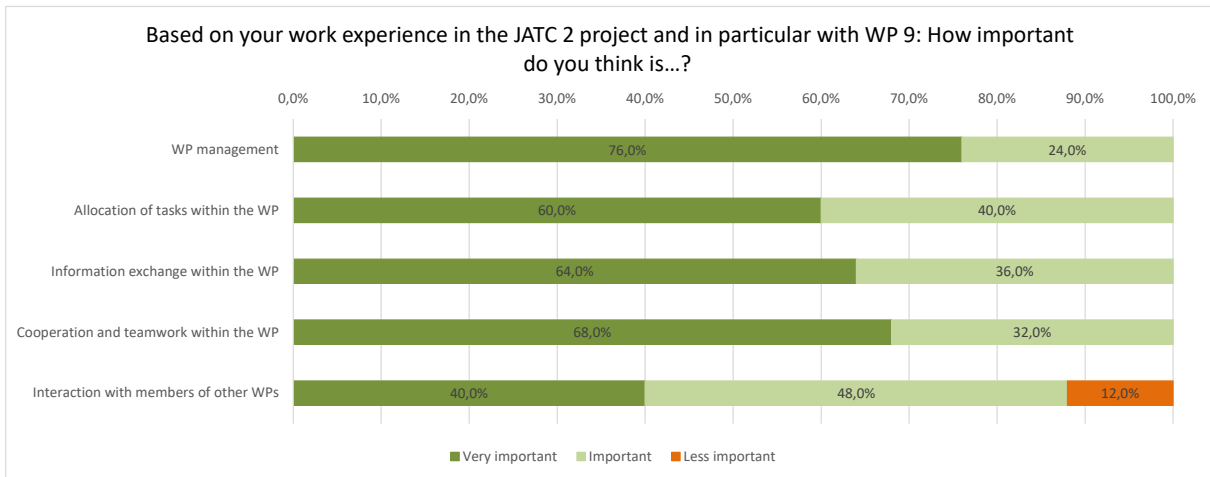

Figure 38: Importance of different items (WP9)

'WP management' seems to be the most important item for WP9. 76% consider it as very important and 24% as important. 'Cooperation and teamwork within the WP' ranks on second place regarding importace with 68% seeing it as very important and 32% as important. 64% think that 'Information exchange within the WP' is very important and 36% think of it as important. 'Allocation of tasks within the WP' is very important to 60% of participants, and important to 40%. 'Interaction with members of other WPs' seems to be the least important item for WP9. 12% think it is less important, 48% think of it as important and 40% see 'Interaction with members of other WPs' as very important.

Question 64: How satisfied are you so far with each of the items below within WP9?
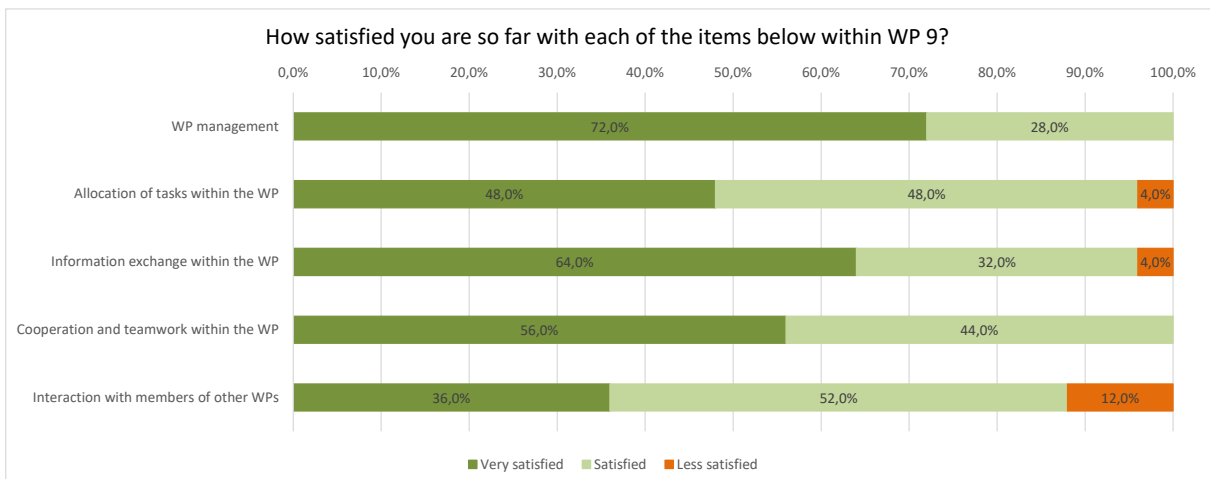
Figure 39: Satisfaction with different items (WP9)

The item that is seen as most important by the participants is also the item with the highest satisfaction rating. All participants perceive 'WP management' at least satisfactory and 72% are very satisfied with 'WP management'.

56% are very satisfied with 'cooperation and teamwork within the WP', and 44% are satisfied.

All of the other items are perceived at least by one participant as less satisfactory. 4% stated to be less satisfied with 'Information exchange within the WP'. However, 64% are very satisfied and 32%

are satisfied.

4% are less satisfied with 'Allocation of tasks within the WP'. 48% are very satisfied with this item and another 48% are satisfied with 'Allocation of tasks within the WP'.

'Interaction with members of other WPs' was ranked as the least important item for WP9, but is also the item the participants are least satisfied with. 12% are less satisfied with the interaction with members of other WPs. 52% are satisfied and 36% are very satisfied.

Question 65: In your view: What does work well, what does not work so well within WP9?

- Regular meetings with all necessary information
- Good coordination
- WP management is great. It is very structured and reliable.
- WP leader is always available, included and helpful
- Little interaction and discussions within the WP, probably because all meetings are digital
- More partners are taking active roles under different tasks. The different expertise combined benefit the planned deliverables
- Given that everything is done digitally, it is hard to get to know the partners more intimately and work closely with them

Question 66: Based on your work experience within WP9: How satisfied are you with…?
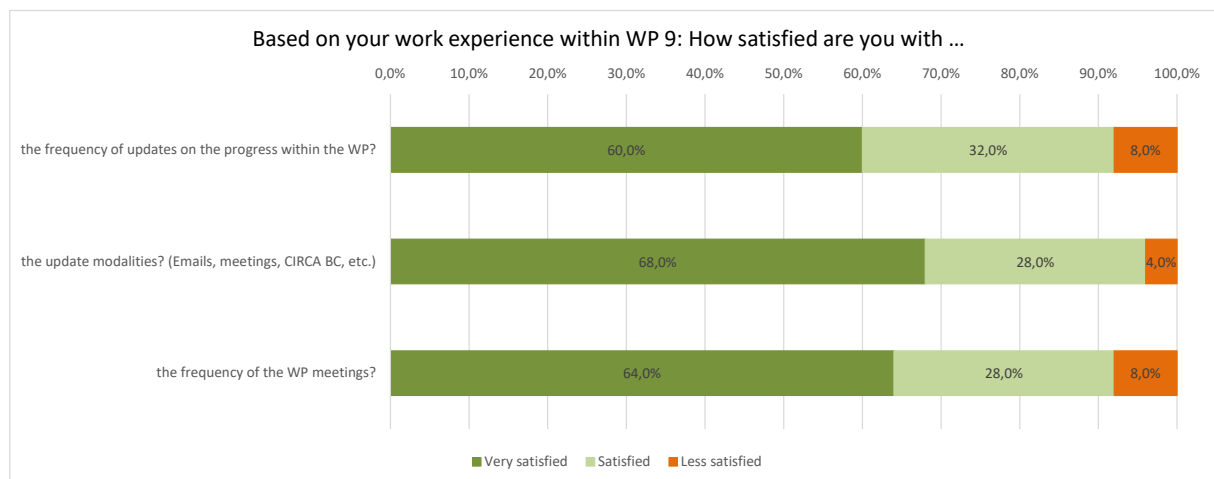
Figure 40: Satisfaction with frequency and modality of updates, and frequency of meetings (WP9)

60% are very satisfied with the frequency of the updates on the progress of WP9. 32% are satisfied and 8% are less satisfied. The update modalities are perceived as very satisfactory by 68%, as satisfactory by 28% and as less satisfactory by 4%. 64% are very satisfied with the frequency of WP meetings, 28% are satisfied and 8% are less satisfied. Overall, the majority of participants is at least satisfied with all of the items.

Question 67: Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP9?

- Good communication and high commitment
- Difficult to keep track of the progress and concrete tasks
- We are very satisfied about the management of the whole WP and specific tasks
- The number of meetings and emails in WP9 is time consuming

Question 68: How motivated do you consider the members of WP9?
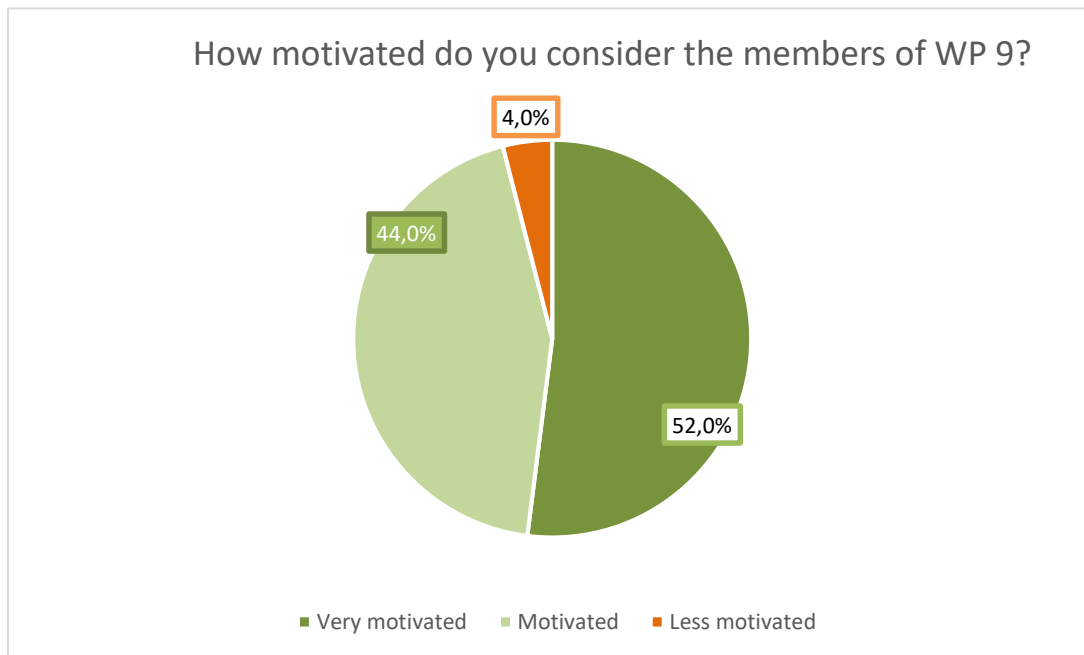
Figure 41: Motivation of WP9 members

More than half of the participants (52%) consider the members of WP9 as very motivated. 44% are under the impression that the members are motivated. 4% view the motivation of WP9 members as less. It was mentioned in the open comment section that physical meetings could improve motivation. However, due to the nature of the JATC2 it might be difficult to

Question 69: How could the WP9 leader(s) improve motivation?

- Physical meetings

Feedback meeting WP9

A feedback meeting with the WP members and partners of WP9 was conducted as an online meeting via Microsoft Teams on March 2nd,2023. The following are the findings of the feedback meeting.

Involvement & Motivation of WP partners

- The WP leader does a great job to get people involved.
- Members always have to opportunity to get involved.
- Involvement is exhibited to a smaller extent during the meetings.
- Members contribute when producing documents.
- Every partner has the possibility to get involved in any task. All partners are asked if they want to contribute. Therefore, the door is always open.

Communication

- The language barrier could be a reason why discussions/interactions during the meetings are sometimes limited.
- A PowerPoint with specific questions might be a possibility to improve participation.
- There is plenty of time for discussion, but it depends on the type of meeting. During the meetings with all the partners, everybody has the opportunity to engage, but there is less discussion. At meetings addressing specific topics/tasks, there is a lot of discussion.

- Communication is very well organised.

- Email correspondence works well. If you have questions, they are immediately answered.
- Coordination and commitment from the WP leader is very good.

Challenges

- WP9 has several tasks; therefore, many emails/meetings cannot be avoided.
- Digital meetings are not good to promote communication. Face-to-face meetings would be greatly appreciated. However, they are not feasible.

No further **suggestions for improvement** were made.

Challenges and lessons learned

Finding the right means for information exchange within the WP

WP9 has many different partners, therefore finding the right means for information exchange is valuable to the workflow of the project. At first the partners decided on using the Microsoft Teams platform, but it never really kicked off. Members were quite inactive, so the Teams Platform remained dormant. CIRCA BC is also not really used by the WP9 partners. Documents are shared on the platform but there is little interaction. CIRCA BC is perceived as not very user friendly by many JATC2 participants. Furthermore, it does not allow for dynamic documents and information exchange. WP9 will continue to share important documents on CIRCA BC, and will encourage their team members further to use this platform. Furthermore, the WP leader will show them how to turn on notifications, in order to be notified by email if a new document gets uploaded.

The WP9 leader has also started to include progress charts in the WP meetings to keep all members on track about the current and upcoming tasks. Sharing these progress charts on CIRCA BC might also be a good solution for partners to have an overview on the progress at any time. This might also encourage partners to use CIRCA BC more frequently.

The main communication tools for WP9 are emails and meetings, which can sometimes be overwhelming since there are many different tasks and partners within the WP. It is a delicate line between too much and too little information exchange via email. In the beginning of the project, WP9 held more frequent meetings, but upon request from the WP members and partners the meeting frequency was decreased.

Generally, it is harder to get partners involved in active discussions in a digital setting. At physical meetings, discussions tend to be more lively. To facilitate better discussions and team building, team members are encouraged to turn on their camera during meetings. Having the camera already turned on from the beginning of the meeting might also provide a lower threshold to engaging in the discussion. In smaller, often task specific meetings, the percentage of people who turn on their camera is generally higher than in regular WP meetings. Discussions in smaller meetings are also oftentimes more active compared to the bigger meetings.

Overall more than 90% of partners are satisfied or very satisfied with the means of communication and information distribution (see second online survey, Question 66).

Lack of a common and consistent management in the beginning of the JATC2

Many of the people involved in the planning process were already involved in the first JA, and for them it was natural to approach the planning process according to traditions developed in the first JA. People who were new to the project might have had challenges in understanding whether these traditions applied by default also to JATC2, as the planning of each WP proceeded relatively independently. Many partners have not been involved in the first JA[6]. However they quickly got accustomed to the workflow, according the WP9 leader.

Due to the size and complexity of the JATC2, discussions about a common management approach might have been beneficial in the beginning of the project. Many project partners perceived the beginning of the project as quite hectic. Nonetheless, the current head coordinator is acknowledging this and is now including general management topics in the discussion points at the regular SC meetings.

Frequent changes in WP1 have been challenging for the whole JA and the WP leaders, as it affected especially communication and information exchange between the WPs and JA partners. However, the current head coordinator is very committed and very active in rectifying mistakes made in the past. They are very keen on receiving input to make the project management easier for all participants.

Expertise management

A supporting factor for WP9 was that several partners were already actively involved in the planning process. Therefore, the start of the project might have been easier, because many of the partners already knew each other and were aware of what the objectives and tasks entail. New personnel and partners got the necessary support to catch up quickly especially in the first meetings.

Figuring out the expertise of the different partners and allocating them to the respective tasks in the beginning of the project took some time to figure out. However, partners are able to change their involvement according to their workload and expertise during the project, which allows for flexibility within the WP.

Lack of expertise is generally not a big issue within WP9. However, task 9.1d, the feasibility assessment, turns out to be a little bit more challenging. The partners wanted to include a feasibility assessment in the project, but upon initiating the work in this task, it turned out that there is a lack of expertise within the task members in this field, which has caused some delay in the process. Nonetheless, WP9 is managing the situation well and are gaining the necessary expertise and knowledge by working with a bigger number of partners on that task with the help of some individual partners having more active role.

Overall, the contribution of smaller partners is not a concern within WP9. Some partners were involved a little bit less and had more of a listening role in regular partner meetings in the beginning. However, especially the discussions in the breakout session of the first coordination meeting were fruitful and led to good activity by smaller members in the interviews (tasks 9.2a&b).

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[6] The exact number is unclear. In the baseline survey 29% stated that they were involved in the JATC1. In the second survey 44,8% said that they were involved in the JATC1. This indicates that at least to some extent, there has been a fluctuation in participants between the two online surveys. This is expected in a project of this size and complexity.

4. Limitations

The evaluation is set up as an "internal evaluation", since the evaluation team is one of the project partners and the evaluation is a separate work package (WP3). Evaluation activities are therefore carried out in parallel to project activities implemented by other work packages.

The timing of the evaluation impacts the assessment of outcomes. Outcome-oriented projects are based on a causal intervention logic, in which activities enable the delivery of outputs. Outputs trigger outcomes, which finally should lead to impacts. While the implementation of activities and the production of outputs take place during the lifespan of the project and thus lie within the control of the project management, the outcomes envisaged need time to unfold and usually only occur after the project ends. Also, their achievement depends to a large extent on external factors. Therefore, a time span of at least several months after the end of the project would be needed to comprehensively identify project outcomes and to analyse if and how project outputs were taken up and further used by the target group. Since the internal evaluation ends with the project, the outcomes of the JATC project cannot really be assessed. Consequently, the evaluation can only provide a first overview of outcomes that have already started to unfold during project implementation and of indications for further developments.

Some regulators and competent authorities are themselves involved in the project. Therefore, there is a possibility of self-evaluation, which might cause some bias.

Constraints in data collection may occur, since it cannot be guaranteed that the same project staff participates in the surveys and feedback rounds. This is amongst others a result of staff fluctuation, which will most probably occur during the time span of the project.

Other limitations might occur due to, for example, the Covid-19 pandemic.

5. Ethics and Confidentiality

The evaluation has a high standard of confidentiality. All data collected from individuals is handled with absolute confidentiality and no track of identity can be made in documents, etc. shared by the evaluation team. Track of identity can only occur with the explicit consent of the individual in question. The data collection methods are free from any bias. Personal data, for example race, ethnicity, gender, sexuality, age, religion or disabilities will not be collected.

Quotations will be anonymous and indirect. Direct quotations will only occur with the consent of the individual.

Records are kept for five years after the end of the project.

The evaluation is in line with the International Standards for Evaluation and is committed to the CERN statement of ethics (Hughes and Niewenhuis, 2005, 73).

6. References

Hughes, J. and Nieuwenhuis L. 2005. A Project Manager's Guide to Evaluation[7]. Evaluate Europe Handbook Series Volume 1. ISSN 1861-6828. Availabe at: https://www.pontydysgu.org/wp-content/uploads/2008/02/EvaluateEuropeVolume1final.pdf [Accessed 17.03.2022].

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[7] See for example https://www.degeval.org/degeval-standards-alt/kurzfassung/

7. Annex

A. Baseline survey report

Agreement n°: 101035968 - JA-01-2020 - HP-JA-2020 / HP-JA-2020-2

Work Package 3 – Evaluation of the Joint Action on Tobacco Control 2

WP3 Baseline Survey Report

Authors: WP3

November 2022

Type: Document

Dissemination: Internal

Version	Date	Lead Author	Comments
1	7 November 2022	Irina Gebetsberger-Hartleitner	Version 1: uploaded to CIRCA BC and distributed to SC
2	28 November 2022	Irina Gebetsberger-Hartleitner	Version 2: slight changes in format, correction of spelling mistakes/wording, improvement of some figures. No contextual or other major changes. Version 2 uploaded to CIRCA BC

Acronyms

AGES	Austrian Agency for Health and Food Safety
CIRCA BC	Website/Platform used for management and distribution of internal documents, provided by the EU Commission
EU-CEG	EU Common Entry Gate
JA	Joint Action
JATC2	Joint Action on Tobacco Control 2
WP	Work Package

1. Introduction

The evaluation of the JATC2 project is one of the nine work packages and is therefore an internal evaluation. It combines process and outcome evaluation and uses a responsive approach, i.e., a flexible design that allows for an adaptation of evaluation questions and methodology in case of newly emerging information needs throughout the course of the project.

One part of the process evaluation is to determine the satisfaction of project staff with the quality of the project implementation. To that extent feedback talks with WP members are held according to the individual WPs' needs. Furthermore, four online surveys are undertaken during the course of the project (see table 1). The baseline survey is the first survey in this series of online surveys.

Table 27: Overview of online surveys

Number	Time	Name
1	2022 – Q2	Baseline Survey
2	2023 – Q1	First questionnaire on satisfaction of project staff
3	2024 – Q1	Second questionnaire on satisfaction of project staff
4	2024 – Q3	Final questionnaire on satisfaction of project staff

The aim of the baseline survey is to determine the expectation of the project staff, especially regarding communication and cooperation within and outside of the work package, work package management and regarding the frequency of evaluation activities.

This report provides the general data and WP specific data on these aspects. The survey can be found in Annex A.

2. General data

The following table shows the key data of the baseline survey.

Table 28: Key data of the baseline survey

Start of the Survey	May 5, 2022
End of the Survey	June 5, 2022
Duration	31 days
Participants	62 of 137
Response rate	45,3%
Average time to complete survey	22:59 min.

Question 2: Did you already participate in the previous JATC1 project? If not, have you been involved in other EU projects with a complexity and size like JATC2?

29% of the survey participants already participated in the JATC1 project (see figure 1). 15,9% of those who did not participate in JATC1 participated in an EU project of the size and complexity of JATC2 (see figure 2). Which means that 40,3% of the survey participants have experience with large and complex EU projects.
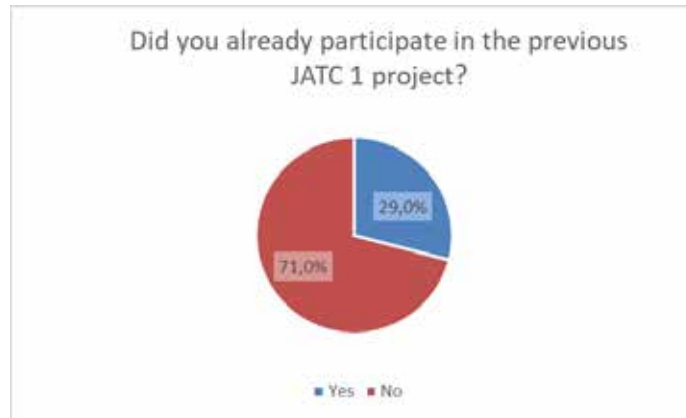
Figure 42: Percentage of participation in JATC1
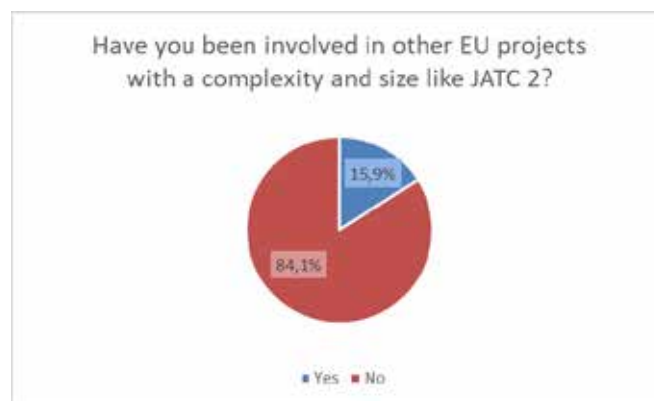
If not =

Figure 43: Percentage of participation in other EU projects (if not participated in JATC1)

40,3% of the participants have experience with either the JATC1 or another EU project with the size and complexity like JATC2.

Expectations (and therefore satisfaction in the long run) might vary between participants who already have experience with complex projects, than those without experience. However, the sample size is too small and the differences too insignificant to make any conclusions. The respective data can be found in Annex B.

Question 3a: Based on your work experience: How important do you think is…?

Participants were asked about some aspects that are usually relevant for the implementation of multi-country projects with many project partners. Each indicator had the following selection options: *very important, important, less important, not important.*

The majority of participants perceived all indicators as very important or important (see figure 3).

Especially *information exchange within a WP* and Cooperation and teamwork within a WP were seen as most important. Interaction with members of other WPs is the least important indicator compared to the others.

Chapter 3 will discuss the WP specific indications.
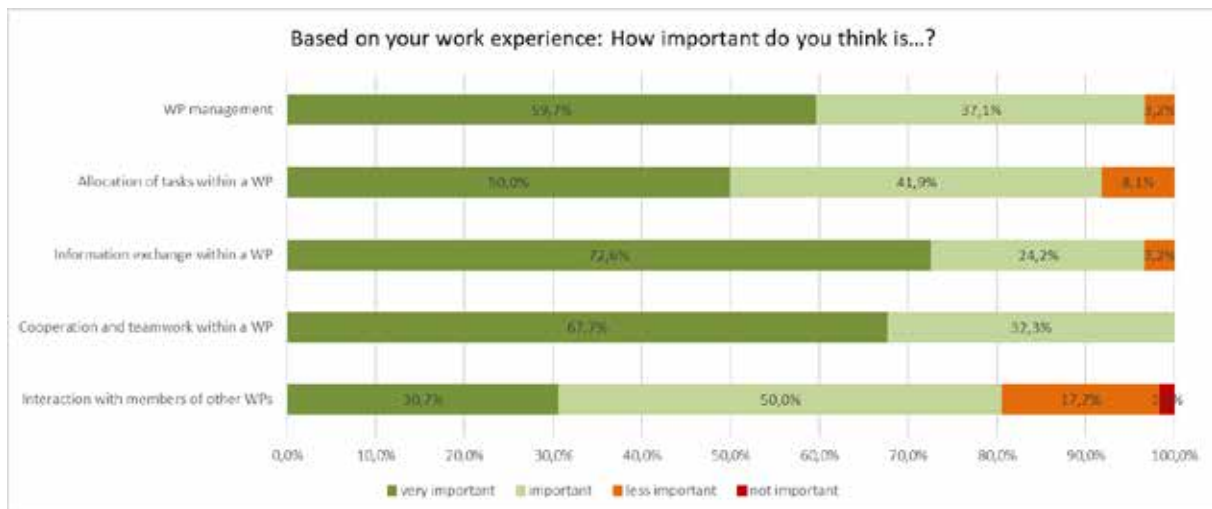
Figure 44: Overview Importance of different items (all participants)

Question 4: Based on your experience so far: Is there anything you could think of where you would say: 'This should definitely not happen in the course of project implementation!' If so, what would that be?

The following statements were given in regards to a "worst case scenario":

- Being disrespectful with other members
- Lack of communication from the coordination team/insufficient support from coordination team/weak coordination in general
- Lack of information about the progress of WP's implementation/no updates on WP progress
- No clear information on who is responsible for which tasks in each country
- Unclear what participant is doing what, within project but also for individual tasks
- Lack of communication from WP leaders
- Duplication of work regarding the deliverables and milestones
- No participation of partners that have person months in the tasks
- (WP) Partners being unresponsive and uncooperative, are not involved according to their commitment/PMs, lack of participation
  o Which means extra work, time and effort for other partners and puts the achievement of goals in jeopardy
- Tasks being delayed for several months, no progress made
- Not being involved in the tasks/work
- WP leader/member fluctuations can lead to difficulties in communication
- Key partners dropping out
- Lack of dissemination of results

Question 6: How often would you like to be updated on the overall progress of the JATC2 project? Which format would you prefer?

The participants prefer regular updates on the overall progress of the JATC2 project. One third want to be updated quarterly, the other third want to be updated monthly. The last third divides in 8,3% which want to be updated more often (weekly or bi-weekly), and 18,3% which want to be updated once or twice a year, and 6,7% which want to be updated only when there is an important update (see

figure 4).
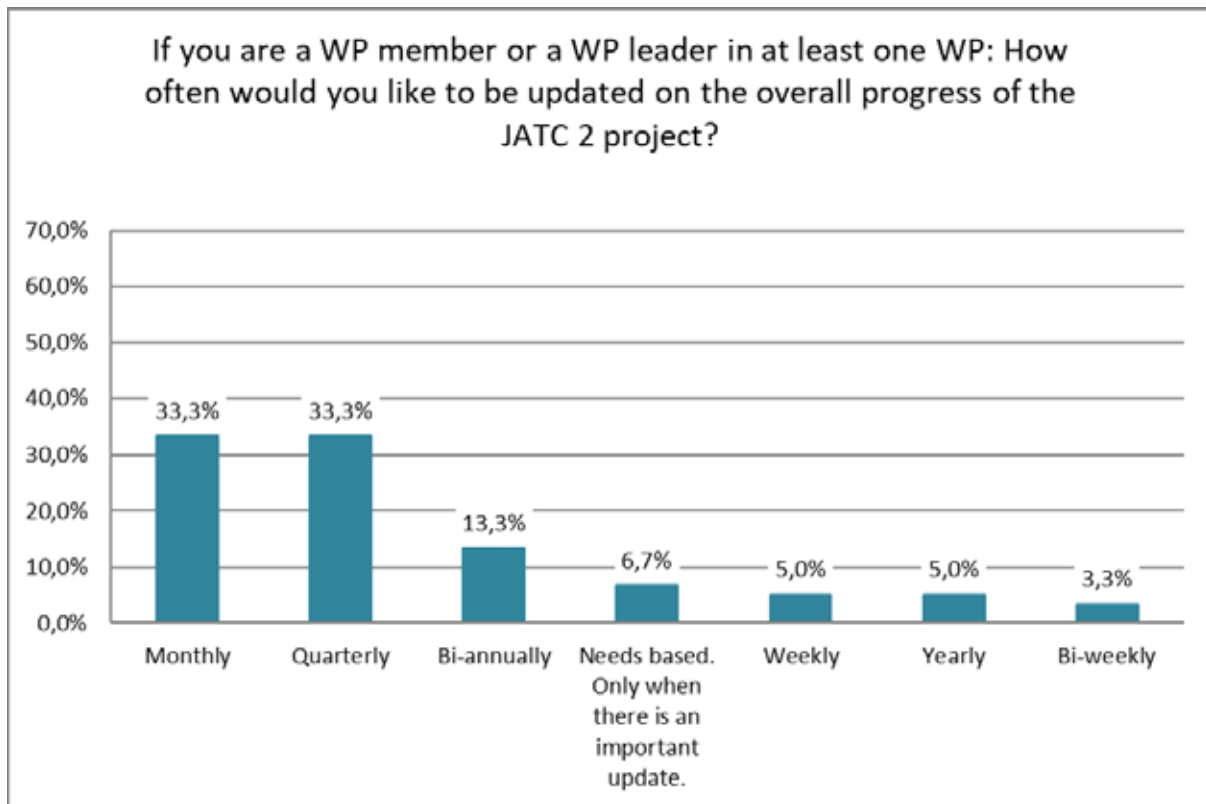
Figure 45: Preferred frequency of updates on overall progress of the JATC2

The vast majority prefers a written update via e-mail. Virtual meetings are a suitable tool for 40% of participants. CIRCA-BC is found to be suitable by 26,7%, and 5% want to be updated via another platform than CIRCA-BC. Face-to-face meetings are a suitable tool for updates for 18,3% (see figure 5).
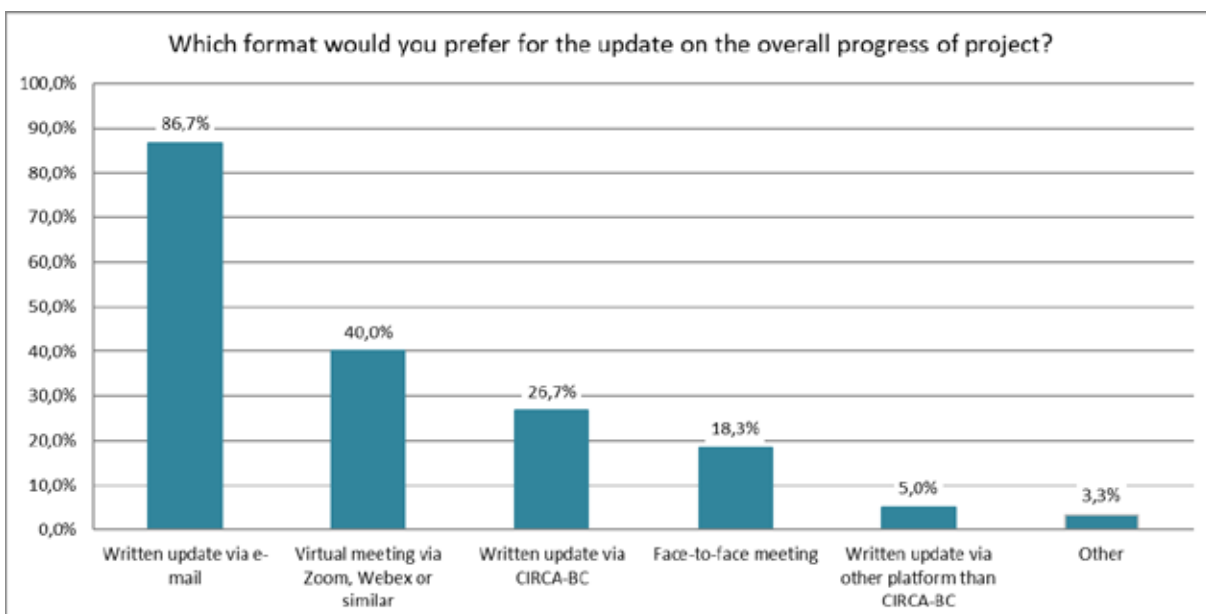
Figure 46: Preferred format for update on overall progress of the JATC2

Question 9: Is there anything else you want to add (ideas, suggestions, complaints,…)?

The following statements were given:

- Workflow and cooperation has improved compared to JATC1.
- Meetings should only be scheduled when there are actually updates instead of regular meetings.
- Meeting minutes should be short, straightforward, time-actions oriented, written and dispatched very soon after the meeting, submitted to a follow-up at the next meeting.
- Participants do not always get very involved in the tasks. In some cases, they just attend meetings but do not participate so much in the necessary work such as research, writing reports/deliverables, providing feedbacks. More involvement could lead to sounder results for the project.
- NGOs can only participate as collaborating partners, therefore are not getting paid. This seems frustrating and disincentivising.

3. WP specific data

This chapter will discuss the WP specific data. In the first section provides general information, which applies to every WP. Then each WP has its own subchapter.

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in?

The majority of all participants across all WPs want to be updated on the WP progress on a monthly basis, except for WP1 where 50% of participants want more frequent updates (see figure 6). The means of the updates are discussed for each WP individually in the subchapters.
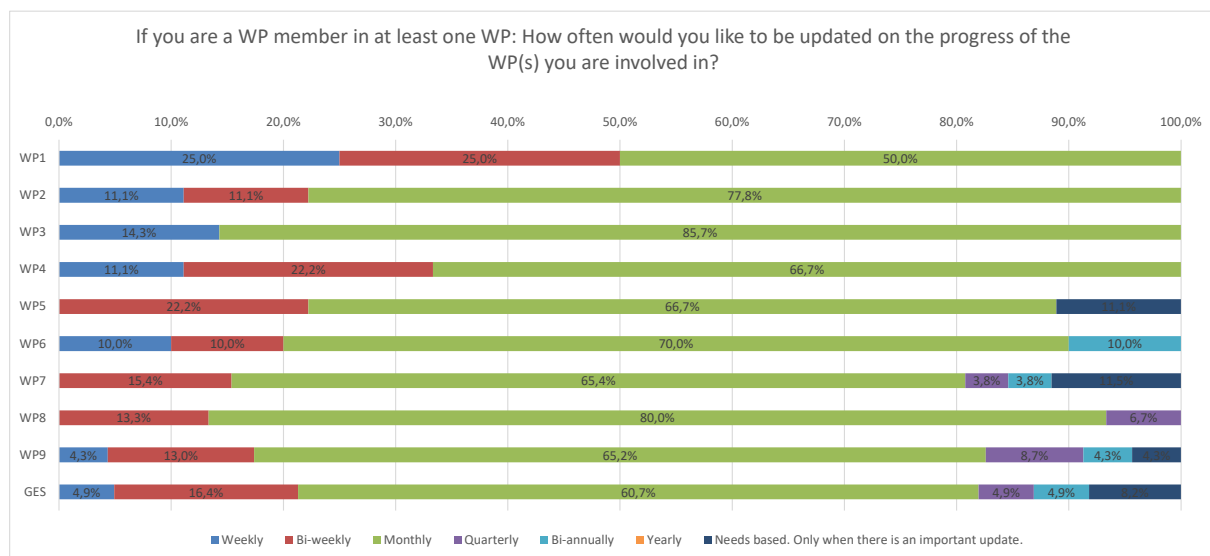
Figure 47: Frequency of updates on WP progress

Question 3b: Polarity profile

Question 3b of the baseline survey was built on a story-telling format with a polarity profile. Each indicator (WP management, Allocation of tasks within the WP, Information exchange within the WP, Cooperation and teamwork within the WP and Interaction with members of other WPs) was paired with two opposite and extreme statements (see table 3). A polarity scale was placed in between those statements (see figure 7). 3 stands for a very strong agreement, 2 for a strong agreement and 1 for a fairly weak agreement to the statement. A neutral middle category was not included so that respondents had to choose a direction. The participants were asked to 'think quickly and tick the box where you think each item should ideally be located on the spectrum'.

Figure 45: Polarity Scale

Table 29: Polarity Profile - Statements

WP management	
Detailed work plan, which is constantly updated and therefore changes continuously. The WP leader controls the execution of each task and sub-task, they must be informed about everything and make all decisions alone.	Vague work plan without details, which is never updated. There are no guidelines from the WP leader. Necessary decisions and the coordination of different tasks have to be made by each WP member alone.
Allocation of tasks within the work package	
The tasks are clearly defined and delimited from each other. Responsibilities are strictly regulated and changes are only possible in exceptional cases. New requirements that arise during project implementation are only responded to with great delay, if at all.	The tasks are mostly unclear and their description often consists only of ‚headings'. Responsibilities are regulated by the fact that someone simply ‚feels responsible'. Everything changes constantly and everyone only knows roughly what they are supposed to do.
Information exchange within the WP	
Constant information flow and permanent communication between the members of the WP. There is a flood of e-mails because everybody is being copied on everything. Numerous WP meetings where everybody is expected to attend, no matter whether they address anything that is relevant for their work or not.	You only receive information if you actively ask for it. Respective e-mails are answered only with great delay. Work package meetings are rare and often postponed. Finding out anything about the current status quo of the work package is almost impossible.
Cooperation and teamwork within the WP	
Cooperation and teamwork is above all. Every decision is discussed at lengths with the entire team and every WP member is expected to comment on everything produced by any other WP member. Meetings are held constantly, even when an email would have been sufficient.	Asking others for advice or support is seen as weakness and a sign of incompetence. Advising or offering support/ cooperation to someone else in the WP team is interpreted as you obviously not having enough to do. Everybody works on their own and there is hardly any exchange amongst team members.
Interaction with members of other WPs	
Constant updates on the progress of other WPs. Being copied in every email, even if it is not relevant to you or your WP. Receiving invitations to other WP meetings and you are expected to join, even if there is no real benefit from participating.	Never receiving any information or updates from other WPs. Finding out anything about other WPs is almost impossible. Emails to members of other WPs are answered only with great delay, if at all! WP members are clearly not interested in any interaction with someone outside their own WP.

WORK PACKAGE 1

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

50% of WP1 participants want monthly updates on the WP progress, 25% want to be updated bi-weekly and 25% want to be updated on a weekly basis (see figure 6). All participants want written updates via e-mail, 50% want written updates via CIRCA BC. Virtual meetings are preferred over face-to-face meetings with 50% compared to 25% (see figure 8). This is probably a result of the team consisting of members of different countries, which makes face-to-face meetings quite difficult to organise.
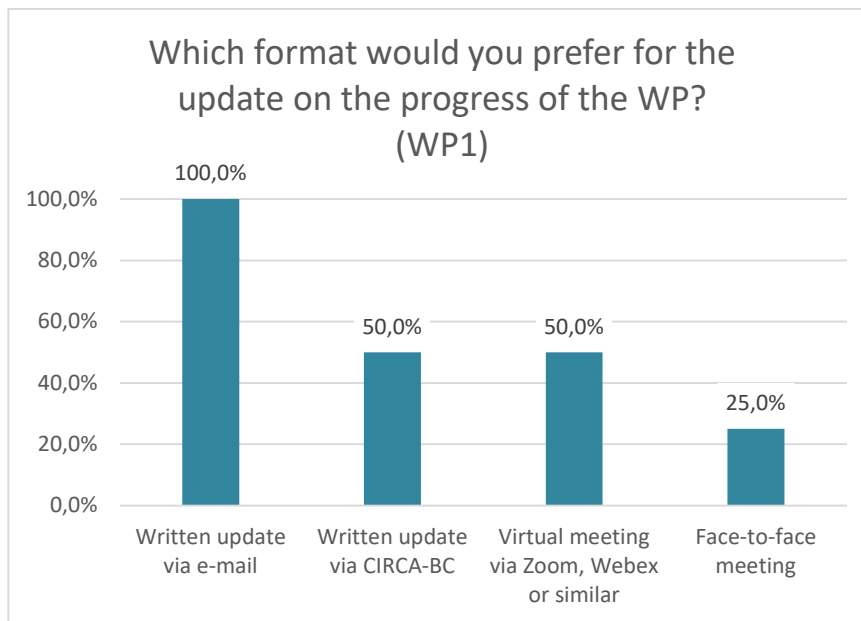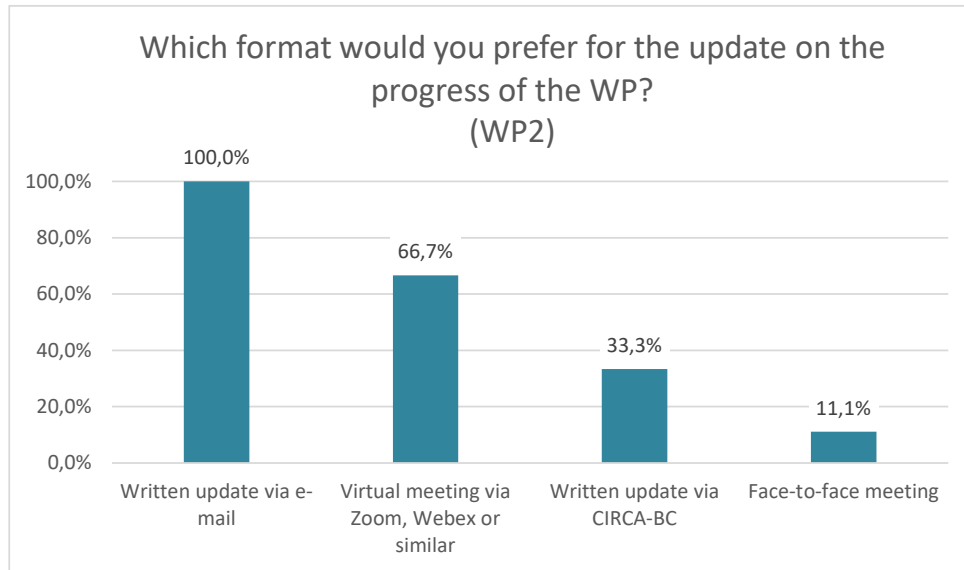

Figure 49: Preferred format for update on progress of WP1

Question 3a: Based on your work experience: How important do you think is...? Question 3b: Polarity Profile

All participants perceive the allocation of tasks and information exchange within the work package as very important. 25% perceive the WP management and the cooperation and teamwork within WP1 as important, whereas 75% think these areas are very important. The interaction with team members of other WPs is seen as very important or important by 75% of participants. The differences could be due to the nature of tasks the participants are working on, especially when it comes to the interaction with members of other WPs. Some WP1 members might work on tasks that do not rely much on the interaction with other WPs. However none, of the indicators are seen as not important, and the majority of participants view all five indicators as important or even very important (see figure 9)
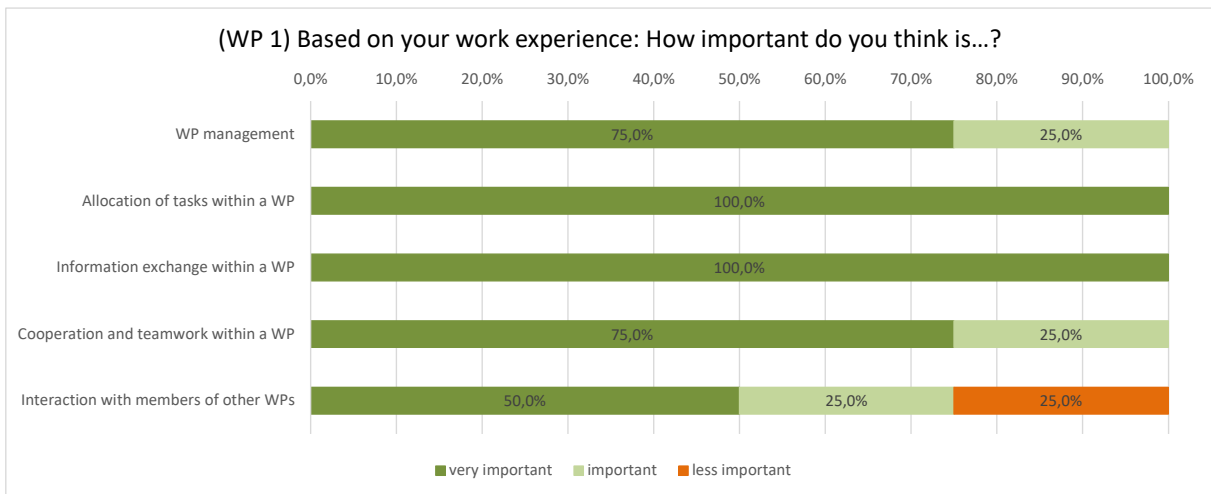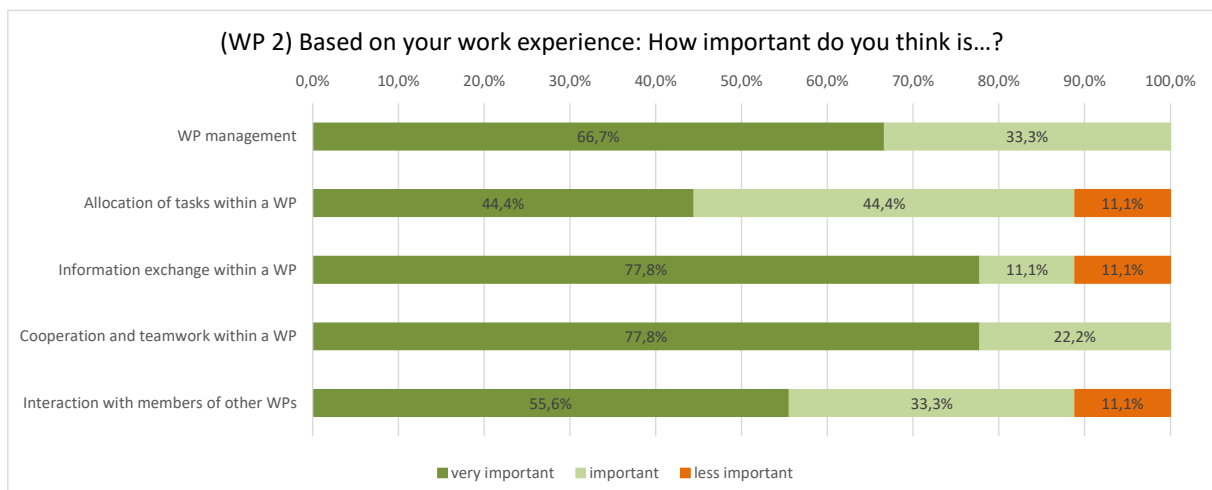
Figure 50: Importance of different items (WP1)

The next figure shows the polarity profile for WP1 (see figure 10). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
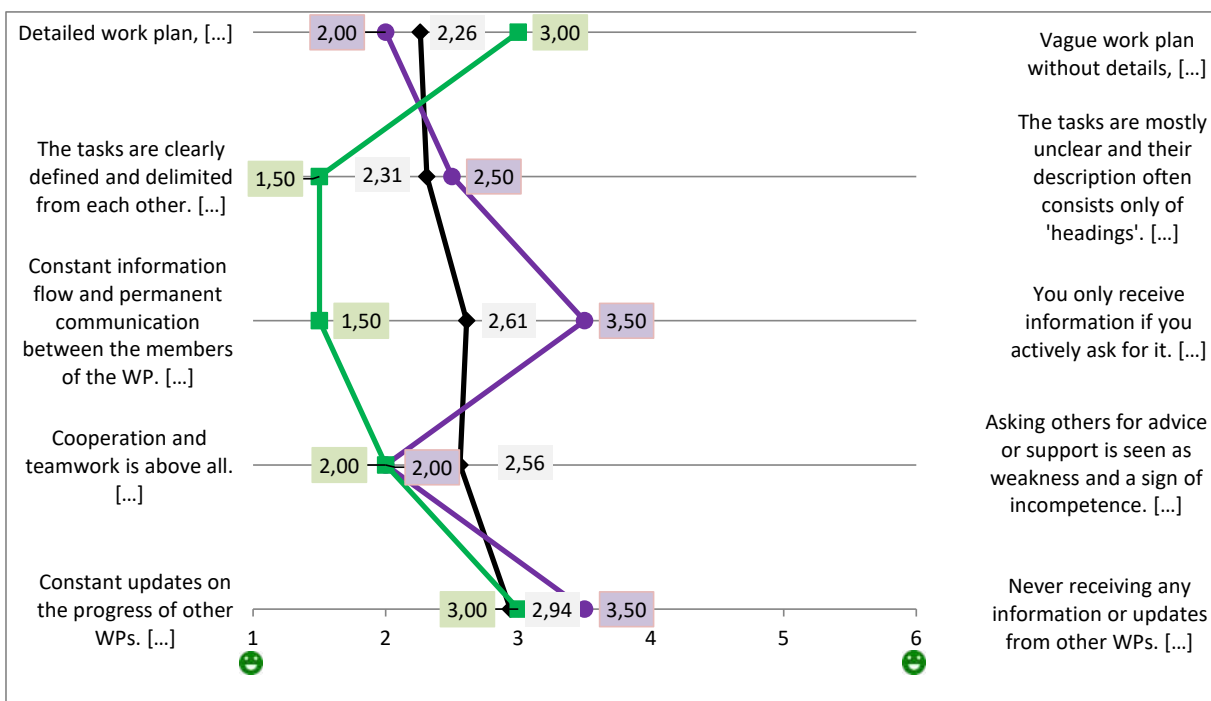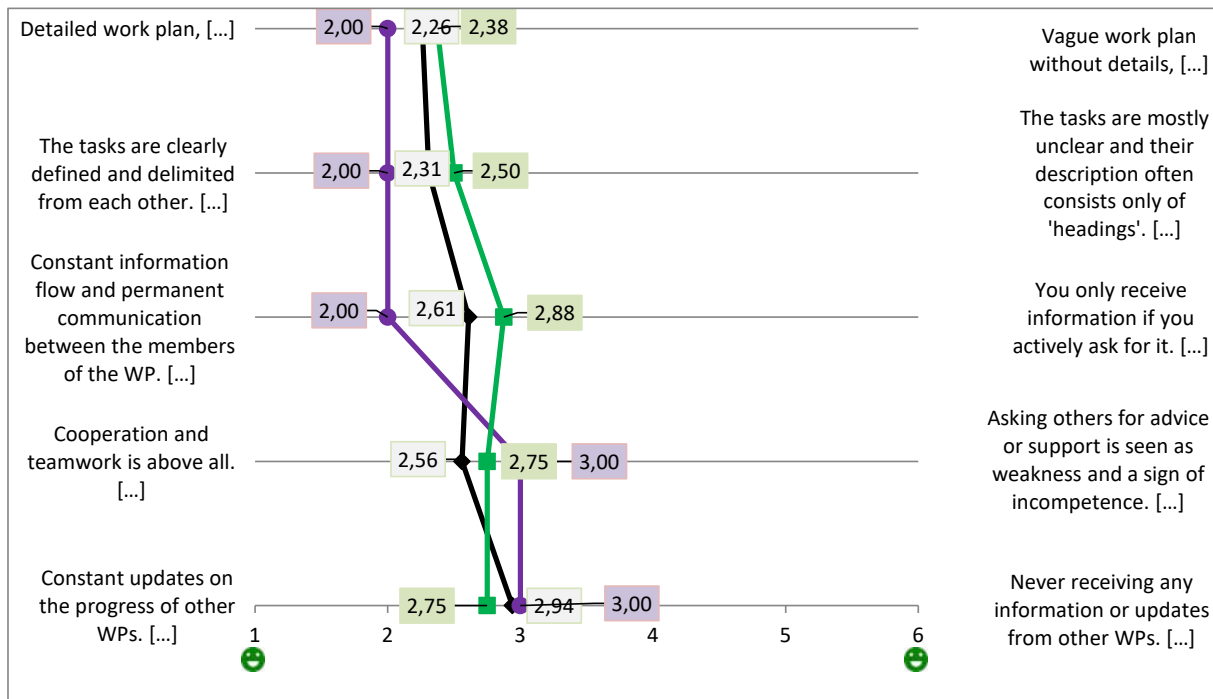

Figure 51: WP1 polarity profile

WP management

The WP leaders tend to prefer a more detailed work plan, and want to have more control over the execution of each task and subtask. They want to be informed about almost everything and want to take control over decisions made.

The WP members prefer a slightly more relaxed management structure, with a little bit less guidance from the WP leaders and more autonomy in decision-making.

Allocation of tasks within the WP

The WP members want clearly defined tasks, and regulated responsibilities for each task. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation.

The leaders are also more in favour of clear task and responsibility definition, however they are more open to blurrier lines, as long as everyone knows what they have to do, and the tasks get done in time.

Information exchange within the WP

This item shows the most notable difference between WP members and WP leaders.

The WP members want constant information flow and permanent communication between the members of the work package. They are more likely to accept a flood of emails, and frequent meetings, even when the content is not relevant for their work, in order to be in the picture of all the things going on within the WP.

Whereas the WP leaders want less emails and meetings. Constant information exchange does not seem too important to them. They seem to have more a needs based approach on information exchange.

Cooperation and teamwork within the WP

WP members and WP leaders both view cooperation and teamwork within the WP as very important. Decisions should be discussed with the entire team. Meetings should be held frequently. WP1 in general views cooperation and teamwork slightly more important than the mean of all the participants.

Interaction with members of other WPs

Both leaders and members view the interaction with members of other WPs as least important (see also figure 9). WP members view this item as slightly more important. Leaders and members do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. There is some interest in interaction with people outside of their own work package, especially when information is needed.

WORK PACKAGE 2

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

The majority of WP2 participants in this survey (77,8%) prefer monthly updates on the progress of the work package (see figure 6). All of the participants want to be updated via email. 66,7% also like to get updates via virtual meetings. One third of the participants want updates via CIRCA BC. Only 11,1% think that face-to-face meetings are suitable for the WP updates. This is probably due to the fact, that WP members are working across different countries, and face-to-face meetings thus are rare (see figure 11).
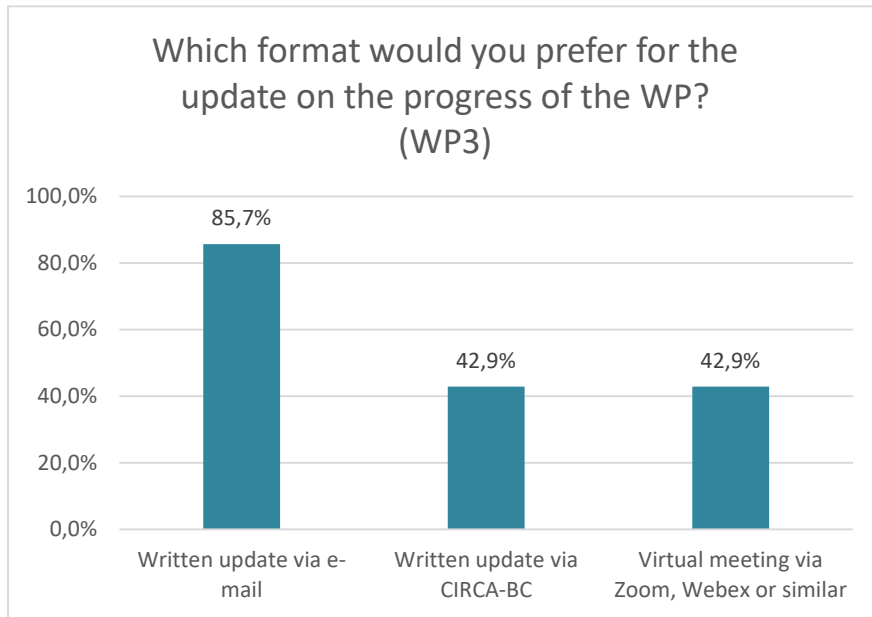
Figure 52: Preferred format for update on progress of WP2

Question 3a: Based on your work experience: How important do you think is…? Question 3b: Polarity Profile

Cooperation and teamwork within a WP is seen as most important by WP2 participants of the survey. 77,8% think this item is very important and 22,2% view it as important. Cooperation and teamwork within a WP is closely followed by WP management. Two thirds of the participants think it is very important, and one third view it as important. Information exchange within a WP is very important for 77,8%. Allocation of tasks within a WP and Interaction with members of other WPs are seen as the least important items compared to the other ones (see figure 12).
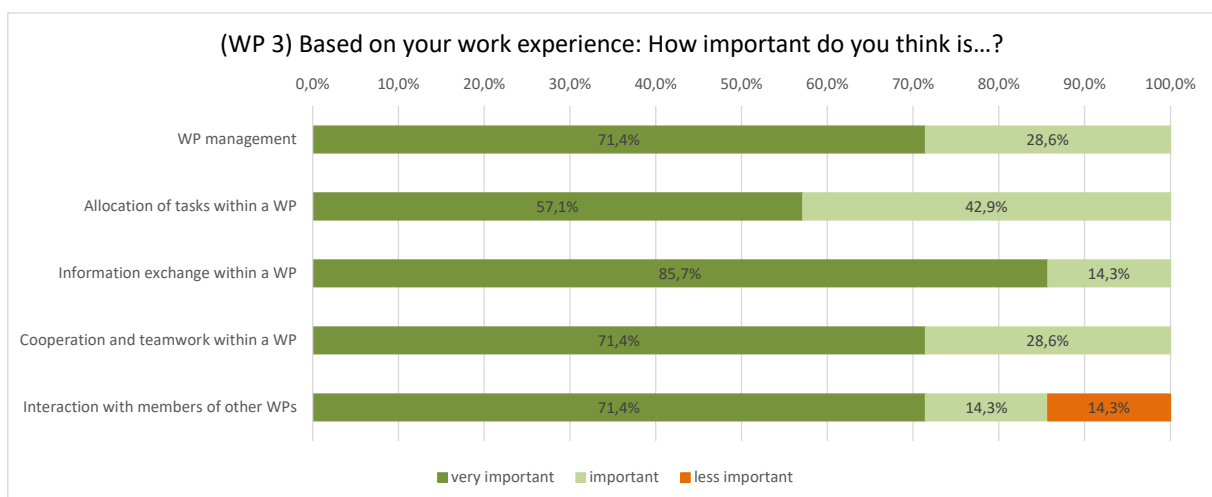
Figure 53: Importance of different items (WP2)

The next figure shows the polarity profile for WP2 (see figure 13). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
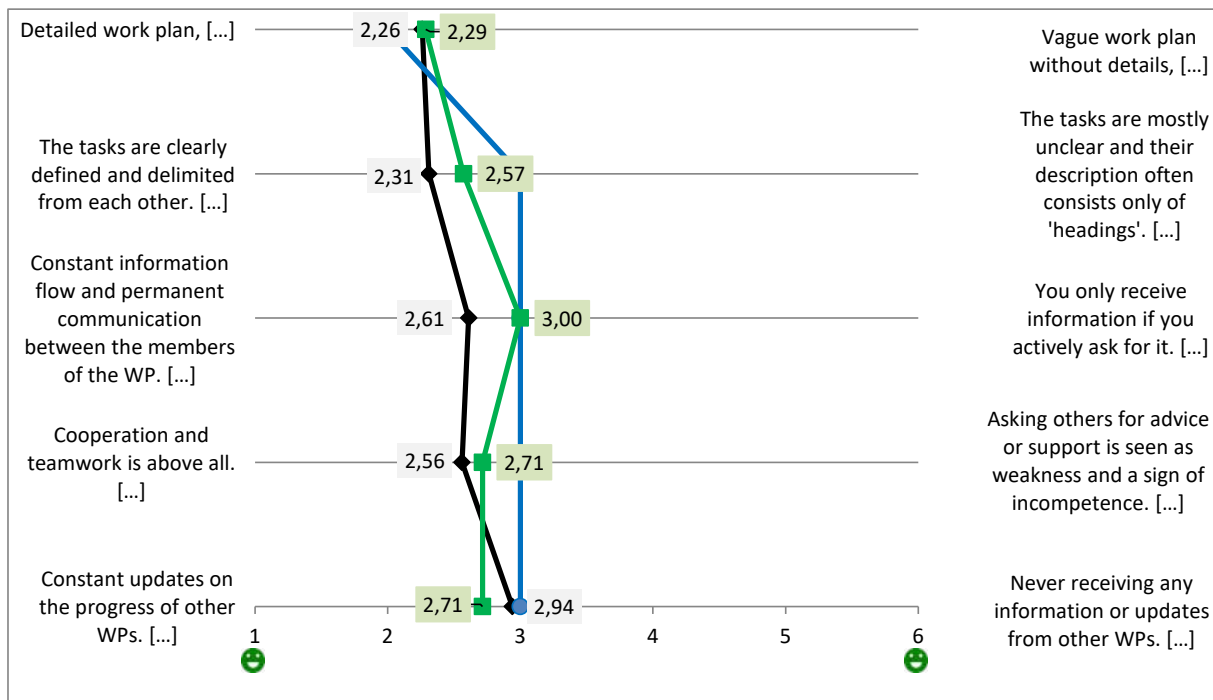

Figure 54: WP2 polarity Profile

WP management

The WP leaders tend to prefer a more detailed work plan, and want to have more control over the execution of each task and subtask. They want to be informed about almost everything and want to take control over decisions made.

The WP members prefer a slightly more relaxed management structure, with a little bit less guidance from the WP leaders and more autonomy in decision-making. However, they appreciate the guidance by the leader, as well as well structured work plan.

Allocation of tasks within the WP

The WP leaders want clearly defined tasks, and regulated responsibilities for each task. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation.

The members are also more in favour of clear task and responsibility definition, however they are more open to blurrier lines, as long as everyone knows what they have to do, and the tasks get done in time.

Information exchange within the WP

This item shows the most notable difference between WP members and WP leaders.

The WP leaders want regular information flow and communication between the members of the work package. They are more likely to accept a flood of emails, and frequent meetings, even when the content is not relevant for their work, in order to be in the picture of all the things going on within the WP.

Whereas the WP members want less emails and meetings. Information exchange is important to members of WP2. However, they seem to have a more needs based approach on information exchange.

Cooperation and teamwork within the WP

Cooperation and teamwork is the most important item for WP2 (see figure 12). Important decisions should be discussed with the entire team. Meetings should be held only when appropriate, and email correspondence is not sufficient. Asking for support or advice is appreciated, however everyone should be responsible for their own tasks.

Interaction with members of other WPs

WP members view this item as slightly more important. Leaders and members do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. There is some interest in interaction with people outside of their own work package, especially when information is needed.

WORK PACKAGE 3

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

The majority of WP3 participants in this survey (85,7%) prefer monthly updates on the progress of the work package (see figure 6). 85,7% of the participants want to be updated via email. 42,9% also like to get updates via virtual meetings. 42,9% also appreciate updates via CIRCA BC (see figure 14).

Figure 55: Preferred format for update on progress of WP3

Question 3a: Based on your work experience: How important do you think is…? Question 3b: Polarity Profile

Information exchange within a WP is seen as the most important item within WP3. 85,7% perceive it as very important. WP management and cooperation and teamwork within a WP are seen as the second most important items, with 71,4% of participants who perceive it as very important. Allocation of tasks within a WP is considered as very important by 57,1% and as important by 42,9%. Interaction with members of other WPs is classed as very important by 71,4%, as important by 14,3% and as less important by 14,3% of WP3 participants (see figure 15).
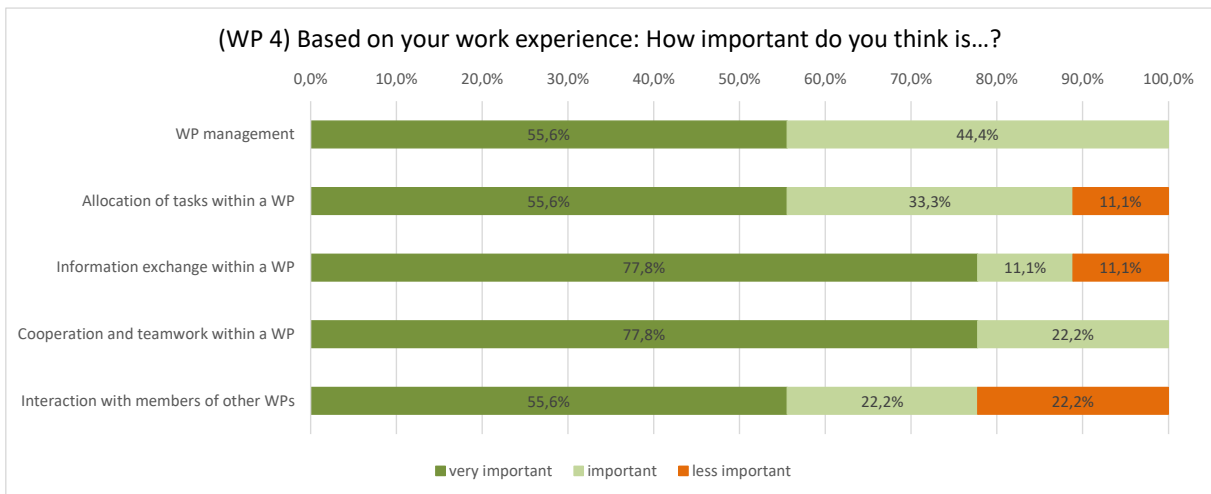

Figure 56: Importance of different items (WP3)

The next figure shows the polarity profile for WP3 (see figure 16). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
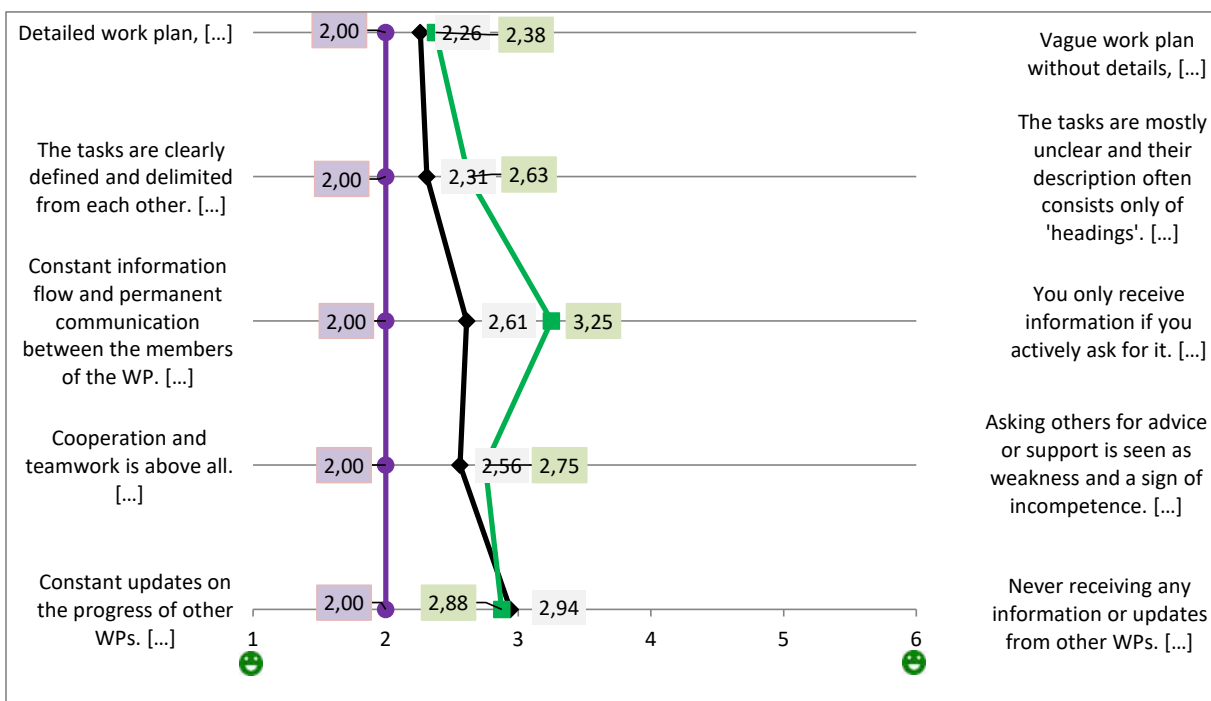

Figure 57: WP3 polarity profile

WP management

The WP leaders tend to prefer a more detailed work plan, and want to have more control over the execution of each task and subtask. They want to be informed about almost everything and want to take control over decisions made.

The WP members are also in favour of a detailed work plan and appreciate guidance from the leaders.

Allocation of tasks within the WP

The WP members appreciate defined tasks, and regulated responsibilities. However they are open to blurry lines, and not everything has to be set in stone. The allocation of tasks is not too important for WP3 leaders, as long as everyone feels some sort of responsibility for their allocated tasks. As long as all the tasks get done in time, WP leaders and members are probably satisfied.

Information exchange within the WP

WP members and WP leaders have a needs based approach to information exchange. They do not want to constantly receive emails or be invited to meetings that are not beneficial to their work. However, they expect requests and emails to be answered in a reasonable amount of time, and want to be updated on important developments. Nevertheless, the item information exchange within a WP got the highest rating among WP3 participants (see figure 15).

Cooperation and teamwork within the WP

WP members and WP leaders have a similar stance on cooperation and teamwork within WP3. Teamwork and cooperation is important to them. However, not every decision needs to be discussed in detail with all of the WP members. Asking for advice and support is appreciated.

Interaction with members of other WPs

WP members and leaders do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. There is interest in interaction with people outside of their own work package, especially when information is needed.

WORK PACKAGE 4

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

Two thirds of the WP4 participants in this survey prefer monthly updates on the progress of the work package (see figure 6). All of the participants want to be updated via email. 55,6% also like to get updates via virtual meetings. 44,4% of the participants want updates via CIRCA BC. Only 11,1% think that face-to-face meetings are suitable for the WP updates. This is probably due to the fact, that WP members are working across different countries, and face-to-face meetings thus are rare (see figure 17).
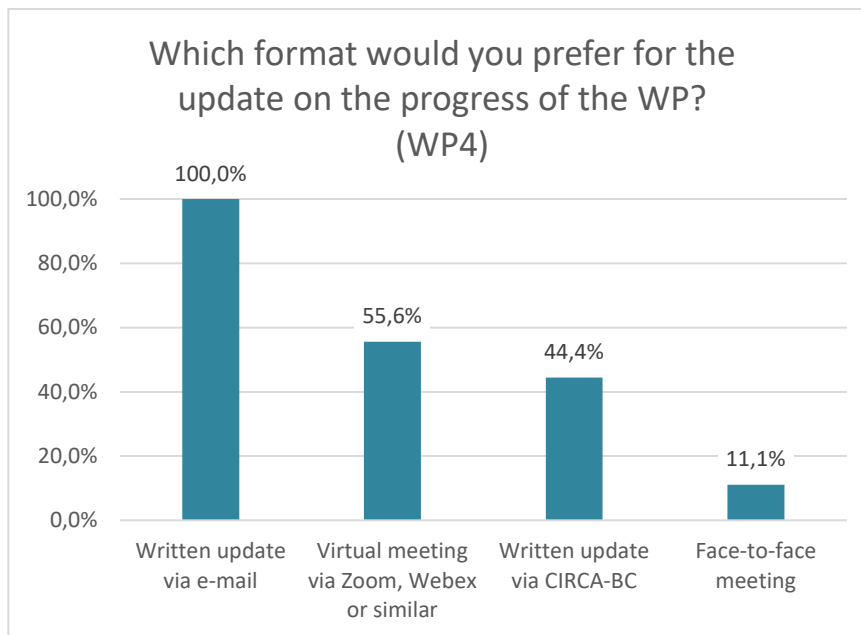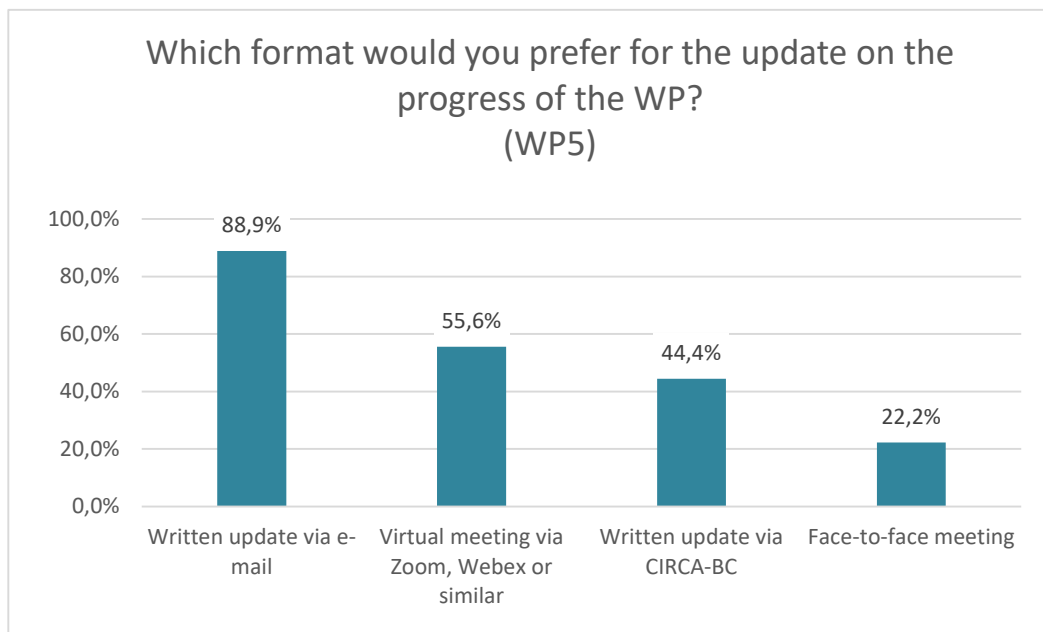

Figure 58: Preferred format for update on progress of WP4

Question 3a: Based on your work experience: How important do you think is…? Question 3b: Polarity Profile

The participants of WP4 perceive Cooperation and teamwork within a WP as the most important item. 77,8% view it as very important and 22,2% as important. Information exchange within a WP is also seen as very important by 77,8%. 11,1% view it as important and another 11,1% as less important. WP management is seen as very important by more than half of the WP4 participants (55,6%), and by 44,4% as important. Allocation of tasks within a WP is viewed as very important by 55,6%, as important by a third of the participants and as less important by 11,1%. Interaction with members of other WPs is deemed to be the least important item compared to the others. 22,2% reckon it to be less important, another 22,2% view it as important and 55,6% as very important. Generally more than half of the participants view every item as very important, and Information exchange within a WP and Cooperation within a WP are viewed as very important by more than three quarters of participants (see figure 18).
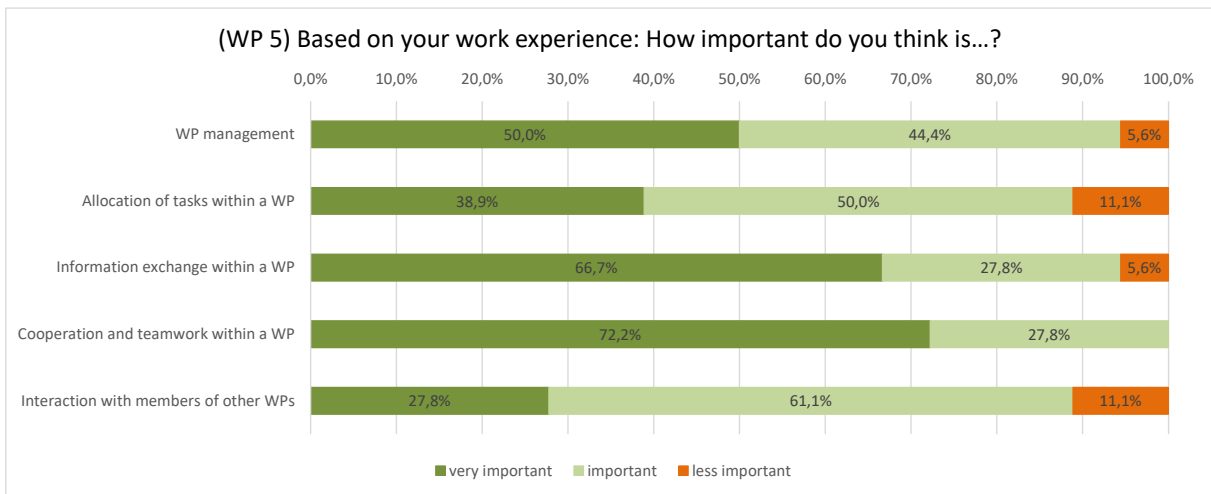
Figure 59: Importance of different items (WP4)

The next figure shows the polarity profile for WP4 (see figure 19). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.

Figure 60: WP4 polarity profile

WP management

The WP leaders tend to prefer a more detailed work plan, and want to have more control over the execution of each task and subtask. They want to be informed about almost everything and are likely to want to take control over decisions made.

The WP members prefer a slightly more relaxed management structure, with a little bit less guidance from the WP leaders and more autonomy in decision-making. However, they probably value a detailed work plan and guidelines offered from the WP leaders

Allocation of tasks within the WP

The WP leaders want clearly defined tasks, and regulated responsibilities for each task. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation.

The members are also more in favour of clear task and responsibility definition, however they are more open to blurrier lines, as long as everyone knows what they have to do, and the tasks get done in time.

Information exchange within the WP

This item shows the most notable difference between WP members and WP leaders.

The WP leaders want regular information flow and communication between the members of the work package. They are more likely to accept a flood of emails, and frequent meetings, even when the content is not relevant for their work, in order to be in the picture of all the things going on within the WP.

Whereas the WP members want less emails and meetings. Constant information exchange does not seem too important to them. They seem to have a more needs based approach on information exchange.

Cooperation and teamwork within the WP

WP leaders view cooperation and teamwork within the WP as very important. Decisions should be discussed with the entire team. Meetings should be held frequently. WP members do not want be expected to comment or have an opinion in every discussion. They want meeting only to be held when necessary. However, WP4 in general thinks that cooperation and teamwork is very important for the success of the WP (see also figure 18).

Interaction with members of other WPs

Both leaders and members view the interaction with members of other WPs as least important (see figure 18). WP leaders view this item as slightly more important. Leaders and members do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. There is some interest in interaction with people outside of their own work package, especially when information is needed.

WORK PACKAGE 5

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

Two thirds of the WP5 participants in this survey prefer monthly updates on the progress of the work package. 22,2% prefer updates every two weeks, and 11,1% only want to be updated when there is an important development (see figure 6).

88,9% of the WP5 participants want to be updated via email. 55,6% also like to get updates via virtual meetings. 44,4% of the participants want updates via CIRCA BC. Only 22,2% think that face-to-face meetings are suitable for the WP updates. This is probably because WP members are located across different countries, and thus face-to-face meetings are difficult to organise (see figure 20).
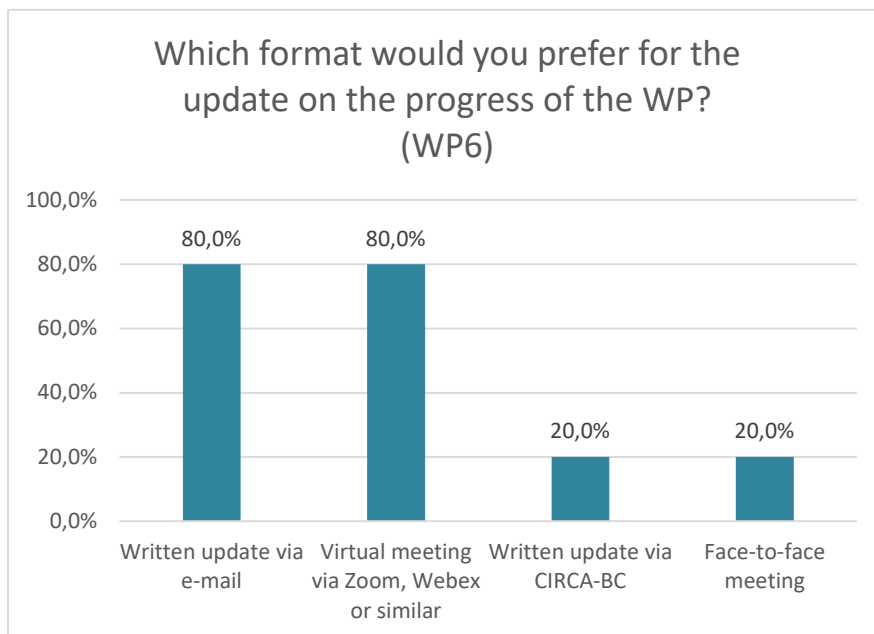

Figure 61: Preferred format for update on progress of WP5

Question 3a: Based on your work experience: How important do you think is...? Question 3b: Polarity Profile

Cooperation and teamwork within a WP is clearly viewed as the most important item among WP5 participants. 72,2% perceive it as very important and 27,8% as important. Information exchange within a WP is considered very important by two thirds of the participants. 27,8% think it is important and 5,6% think Information exchange is less important. Half of the participants perceive WP management as very important. 44,4% think it is important, and 5,6% think it is less important. Allocation of tasks, in comparison seems a little bit less important, with 11,1% viewing it as less important, 50% as important and 38,9% as very important. Interaction with members of other WPs is the least important item in this comparison. 11,1% perceive it as less important, 61,1% as important and 27,8% as very important. WP 5 members view cooperation, teamwork and information exchange to be the most crucial aspects of this work package (see figure 21).
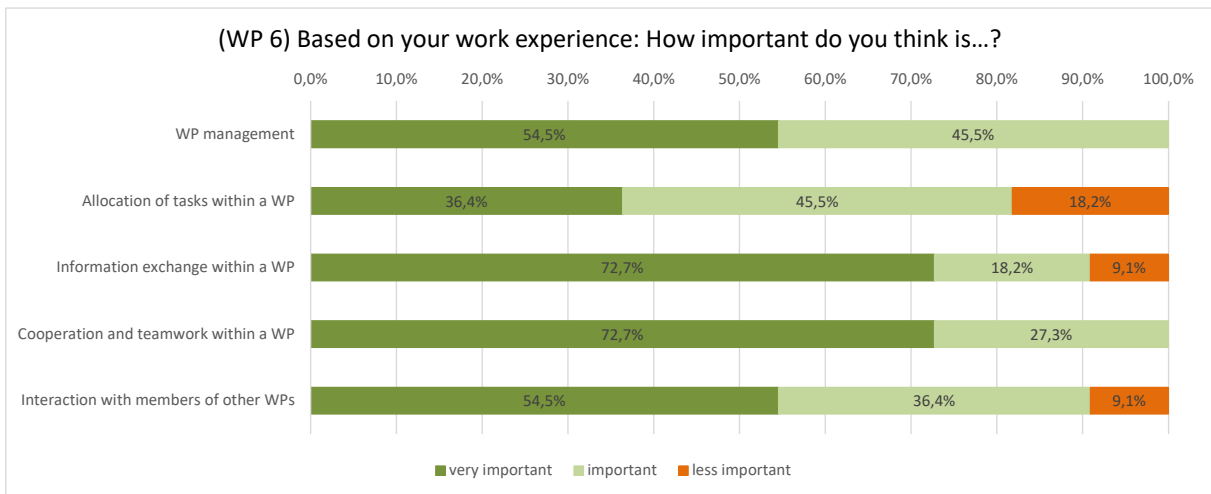
Figure 62. Importance of different items (WP5)

The next figure shows the polarity profile for WP5 (see figure 22). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
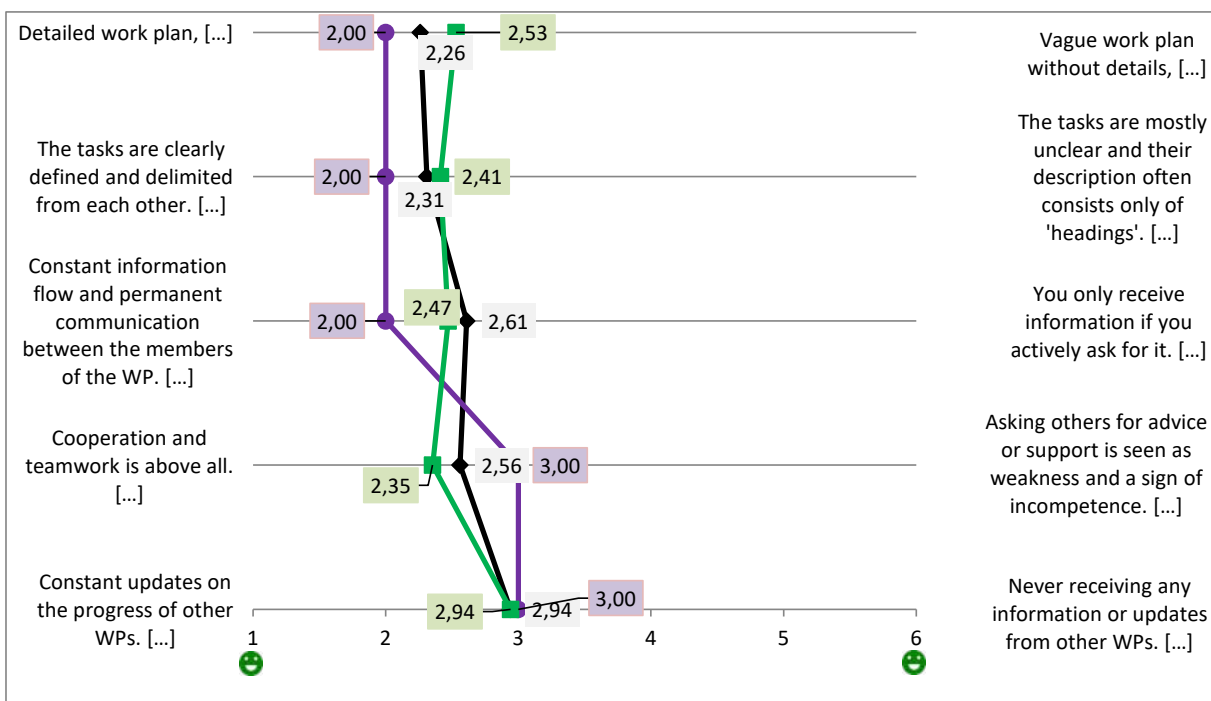
Figure 63: WP5 polarity profile

WP management

The WP leaders tend to prefer a more detailed work plan, and want to have more control over the execution of each task and subtask. They want to be informed about almost everything and want to take control over decisions made.

The WP members prefer a slightly more relaxed management structure, with a little bit less guidance from the WP leaders and more autonomy in decision-making.

Allocation of tasks within the WP

The WP leaders want clearly defined tasks, and regulated responsibilities for each task. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation.

The members are also in favour of clear task and responsibility definition. However, they are more open to blurrier lines, as long as everyone knows what they have to do, and the tasks get done in time.

Information exchange within the WP

The WP leaders want regular information flow and communication between the members of the work package. They are more likely to accept a flood of emails, and frequent meetings, even when the content is not relevant for their work, in order to be in the picture of all the things going on within the WP. The WP a little bit want less emails and meetings, and want mostly to take part in meetings that are beneficial to them. They do not need to be kept in the loop of everything that is going on within the work package, as long as they have an overview.

Cooperation and teamwork within the WP

WP members and WP leaders both view cooperation and teamwork within the WP as very important. Decisions should be discussed with the entire team. Meetings should be held frequently. WP members see cooperation and teamwork a little bit more important, and want to discuss decisions with their team.

Interaction with members of other WPs

Both leaders and members view the interaction with members of other WPs as least important (see also figure 21). Leaders and members do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. They are interested in the interaction with people outside of their own work package, especially when information is needed.

WORK PACKAGE 6

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

70% of the WP6 participants in this survey prefer monthly updates on the progress of the work package. 10% prefer updates every two weeks, as well as 10% who like to be updated on a weekly basis. 10% want to receive updates twice a year (see figure 6).

80% of the WP6 participants want to be updated via email. 80% also like to get updates via virtual meetings. 20% of the participants want updates via CIRCA BC. 20% think that face-to-face meetings are suitable for the WP updates. This is probably because WP members are located across different countries, and thus face-to-face meetings are difficult to organise (see figure 23).

Figure 64: Preferred format for update on progress of WP6

Question 3a: Based on your work experience: How important do you think is…? Question 3b: Polarity Profile

Cooperation and teamwork within a WP is the most important item, with 72,2% of WP6 participants viewing it as very important and 27,3% as important. Information exchange within a WP also seen as very important by 72,%. However, 9,1% view it as less important. WP management is perceived as very important by 54,5% and as important by 45,5%. Interaction with members of other WPs is deemed to be very important by more than half of the participants (54,5%), as important by 36,4% and as less important by 9,1%. Compared to the other ones, Allocation of tasks within a WP is the least important item. 36,4% view it as very important, 45,5% as important and 18,2% as less important. Cooperation, teamwork and information exchange seen to be the main indicators for a successful WP6 (see figure 24).

Figure 65: Importance of different items (WP6)

The next figure shows the polarity profile for WP6 (see figure 25). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
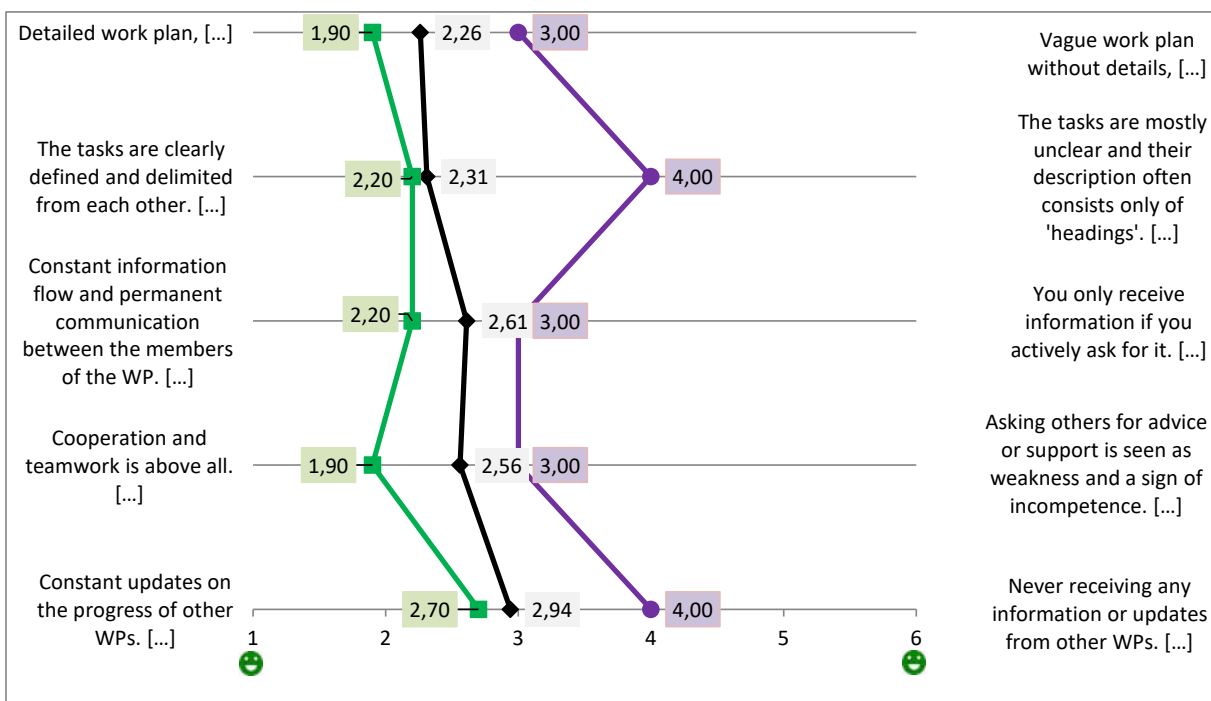
Figure 66: WP6 polarity profile

WP management

WP members want a clear and structured WP management. They want a clear and detailed workplan. The leaders are expected to offer more than just vague guidelines and should take the lead over tasks und subtasks. They are likely to inform the leaders over even small developments within their work.

The WP leaders have a more relaxed approach to their management structure and style. They offer guidelines but expect members to make their own decisions when they see fit. The workplan does not need to be defined into every detail.

Allocation of tasks within the WP

This item shows the most notable difference between the leaders and members.

The WP members want clearly defined tasks, and regulated responsibilities for each task. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation.

They are more open to blurrier lines when it comes to task responsibilities. They are open to changes when it comes to responsibilities. New requirements that arise during the project period are accepted. They want everyone to have a sense of responsibility for their allocated tasks, but are open to change, as long as everyone knows what they have to do, and the tasks get done in time.

Information exchange within the WP

The WP members want regular information flow and communication between the members of the work package. They are more likely to accept a flood of emails, and frequent meetings, even when the content is not relevant for their work, in order to be in the picture of all the things going on within the WP. Whereas the WP leaders want less emails and meetings. They seem to have a more needs based approach on information exchange. Information exchange is a very important item for both WP members and leaders (see also figure 24).

Cooperation and teamwork within the WP

WP members and WP leaders both view cooperation and teamwork within the WP as very important (see also figure 24). Decisions should be discussed with the entire team. Meetings should be held frequently. WP members are probably more willing to discuss decisions at length in order to facilitate teamwork than WP leaders.

Interaction with members of other WPs

Both leaders and members view the interaction with members of other WPs as least important (see also figure 24). WP members view this item as slightly more important. Members do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. There is some interest in interaction with people outside of their own work package, especially when information is needed. Members are more likely to appreciate not being copied in emails that are not relevant to them and their WP. However, they expect emails to be answered in a reasonable amount of time.

WORK PACKAGE 7

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

65,4% of WP7 participants in this survey prefer monthly updates on the progress of the work package. 15,4% prefer updates every two weeks. 3,8% want quarterly updates. Another 3,8% prefer to be updated twice a year. Needs based updates are the preferred form for 11,5% of WP7 participants (see figure 6).

96,2% of the WP7 participants want to be updated via email. 38,5% also like to get updates via virtual meetings. 19,2% of the participants want updates via CIRCA BC. 23,1% think that face-to-face meetings are suitable for the WP updates. 3,8% want written updated on another platform than CIRCA BC. 3,8% selected the option other and specified that any proposed means would be okay. (see figure 26).
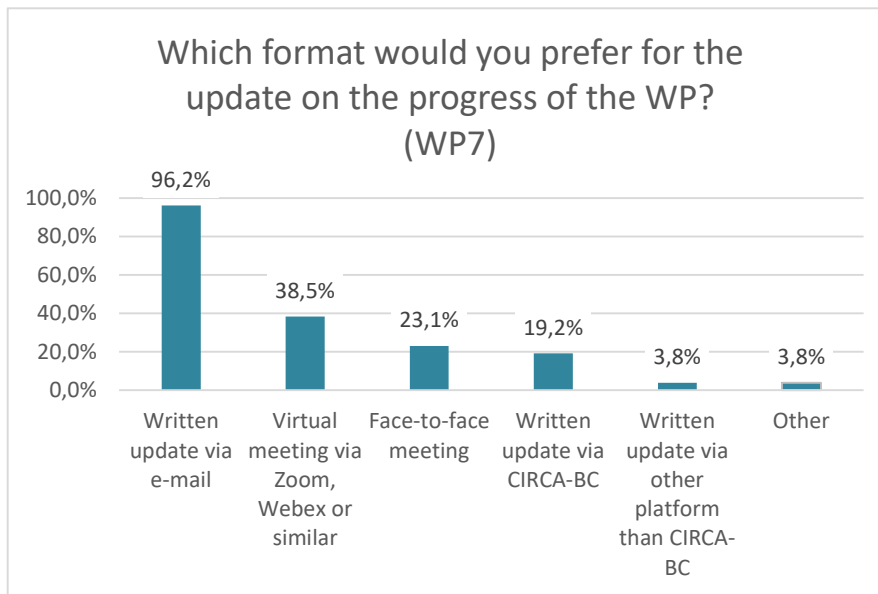
Figure 67: Preferred format for update on progress of WP7

Question 3a: Based on your work experience: How important do you think is...? Question 3b: Polarity Profile

WP7 participants see information exchange within a WP as the most important item. 69,2% perceive it as very important and 30,8% as important. WP management is the second most important item, with 61,5% viewing it as very important. WP management is closely followed by Cooperation and teamwork within a WP. 57,7% deem this item to be very important and 42,3% to be important. Allocation of tasks is perceived to be very important or important by both 50%. Interaction with members of other WPs is compared to the other items the least important one. 23,1% reckon that interaction with members of other WPs is less important. 42,3% think it is important and 14,6% think it is very important (see figure 27).
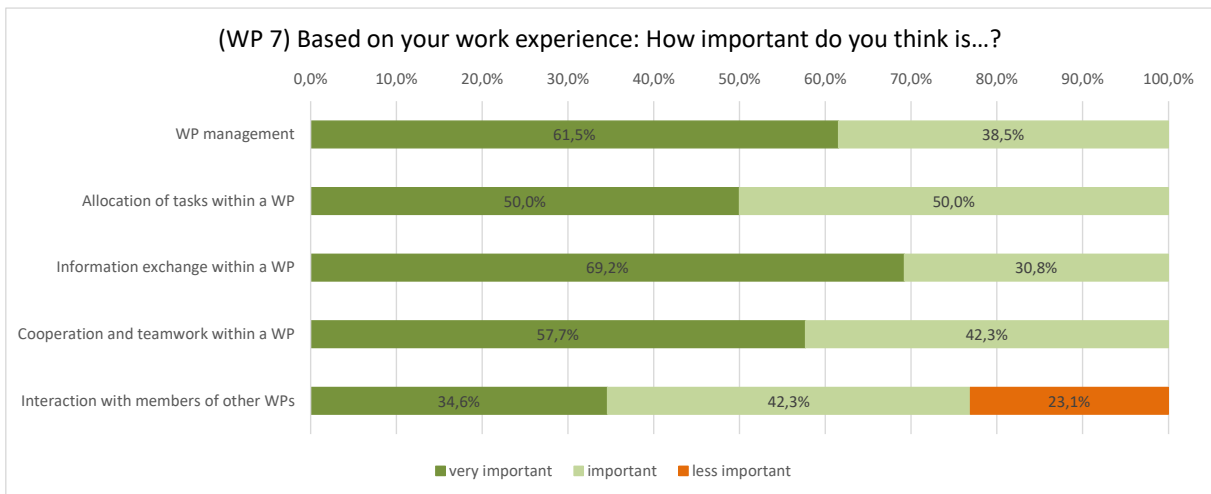
Figure 68: Importance of different items (WP7)

The next figure shows the polarity profile for WP7 (see figure 28). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
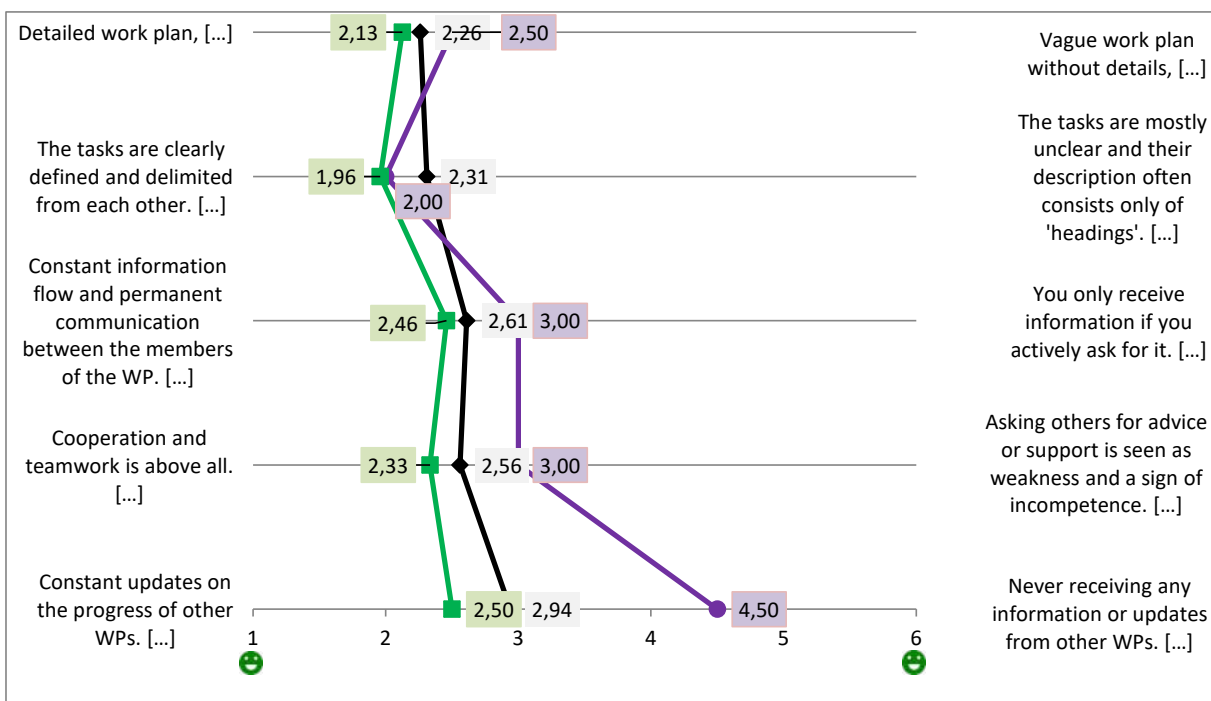
Figure 69: WP7 polarity profile

WP management

The WP members tend to prefer a slightly more detailed work plan, than their leaders. They are more in favour of the leaders offering guidelines and having control over the tasks and sub-tasks. However, they both are in favour of members making decisions by their own to some extent.

Allocation of tasks within the WP

WP leaders and members have a similar understanding of the allocation of tasks within the WP. Tasks

and their respective responsibilities should be defined clearly. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation.

The initial allocation of tasks should not be changed much during the project period. However, there is some room for flexibility.

Information exchange within the WP

WP members as well as leaders do not need a constant overwhelming information exchange. WP members are a bit more willing to accept being copied in emails and invited to meetings that are not directly relevant for their work, in order to be in the picture of all the things going on within the WP.

Whereas the WP leaders seem to have more a needs based approach on information exchange.

Both expect that emails are answered within a reasonable time period, and that set meetings are not postponed on a regular basis.

Cooperation and teamwork within the WP

Cooperation and teamwork seems important to both leaders and members. Important decisions should be discussed with the team. Asking for support or advice is appreciated within WP7. However, the communication should be as efficient as possible. Oftentimes an email is more appreciated than lengthy meetings.

Interaction with members of other WPs

This item shows the most significant difference between leaders and members. Members want interaction with members of other WPs to come extent. They do not want to be constantly copied in emails or having to join meetings that offers no benefit to them. However, they definitely want to be held in the loop of important updates. They want emails so be answered in a reasonable amount of time.

WP leaders view the interaction with members of other WPs as not very necessary. They are willing to accept emails being answered with great delay. They definitely do not want to be copied in emails that are not relevant to them and have no interest in joining other WP meetings, unless it is crucial for their own work to join.

WORK PACKAGE 8

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

80% of the WP8 participants in this survey prefer monthly updates on the progress of the work package. 13,3% prefer updates every two weeks. 6,7% only want to be updated when there is an important development that needs to be shared (see figure 6).

86,7% of the WP8 participants want to be updated via email. 60% also like to get updates via virtual meetings. 13,3% think that face-to-face meetings are suitable for the WP updates. This is probably because WP members are located across different countries, and thus face-to-face meetings are difficult to organise (see figure 29). Interestingly none of the WP8 participants want to receive updates via CIRCA BC, whereas in every other WP at least some like this format of updates.
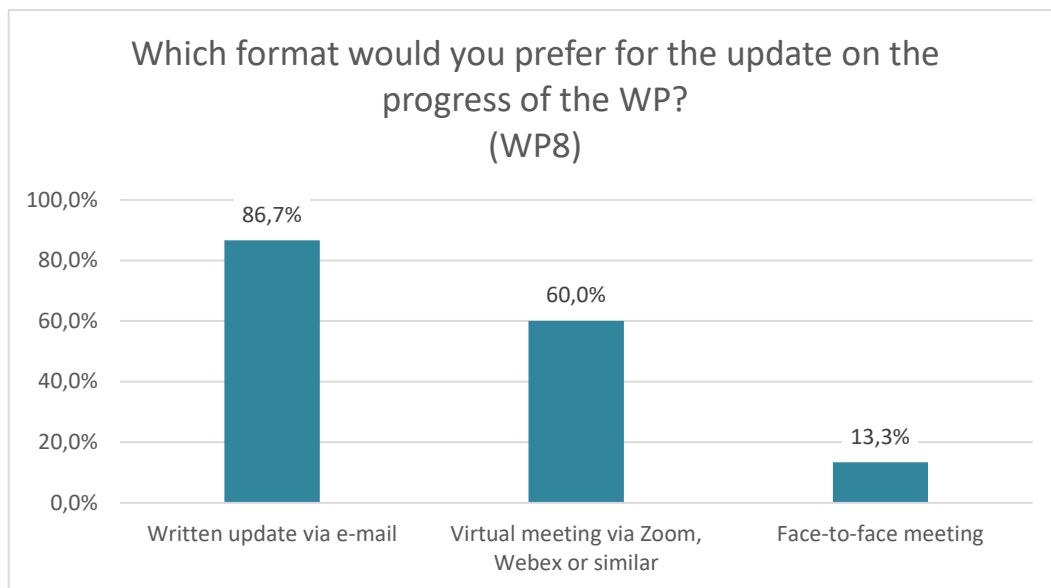
Figure 70: Preferred format for update on progress of WP8

Question 3a: Based on your work experience: How important do you think is...? Question 3b: Polarity Profile

WP8 members perceive WP management as the most important item. 80% think it is very important, and 20% view WP management as important. The second most important item is information exchange within a WP, with 73,3% viewing it as very important and 26,6% as important. Cooperation and teamwork within a WP is deemed very important by 60% and important by 40%. Allocation of tasks within a WP is a little less important to WP8 members. For 40% it is very important and 60% think it is important. Interaction with members of other WPs has the greatest range. The answers stretch from very important with 46,7% to not important with 6,7%. However, 73,4% think that interaction with members of other WPs is very important or important. 26,7% think this item is less or not important. WP8 members expect strong WP management and information exchange during the project period (see figure 30).
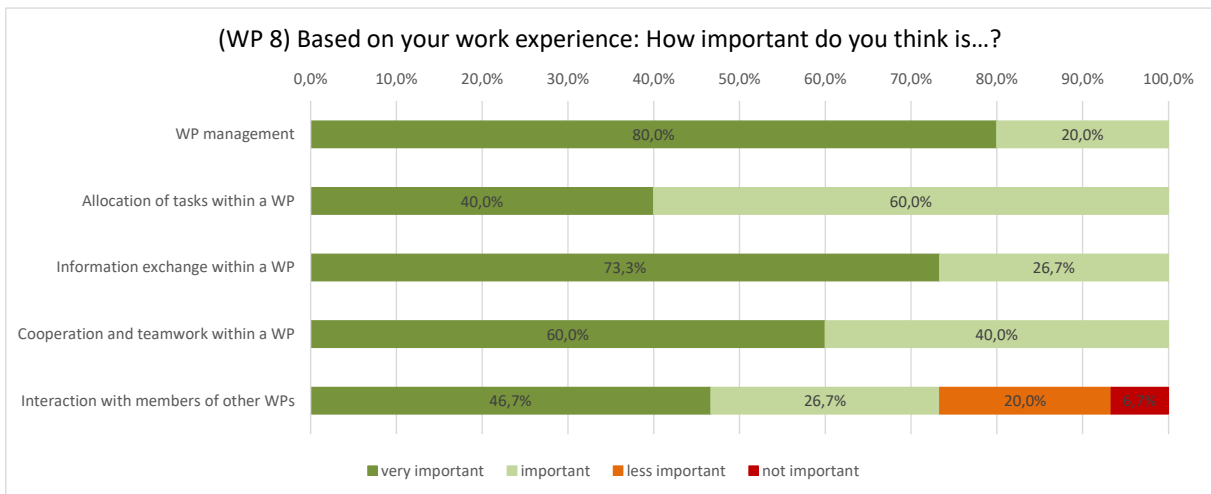
Figure 71: Importance of different items (WP8)

The next figure shows the polarity profile for WP8 (see figure 31). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
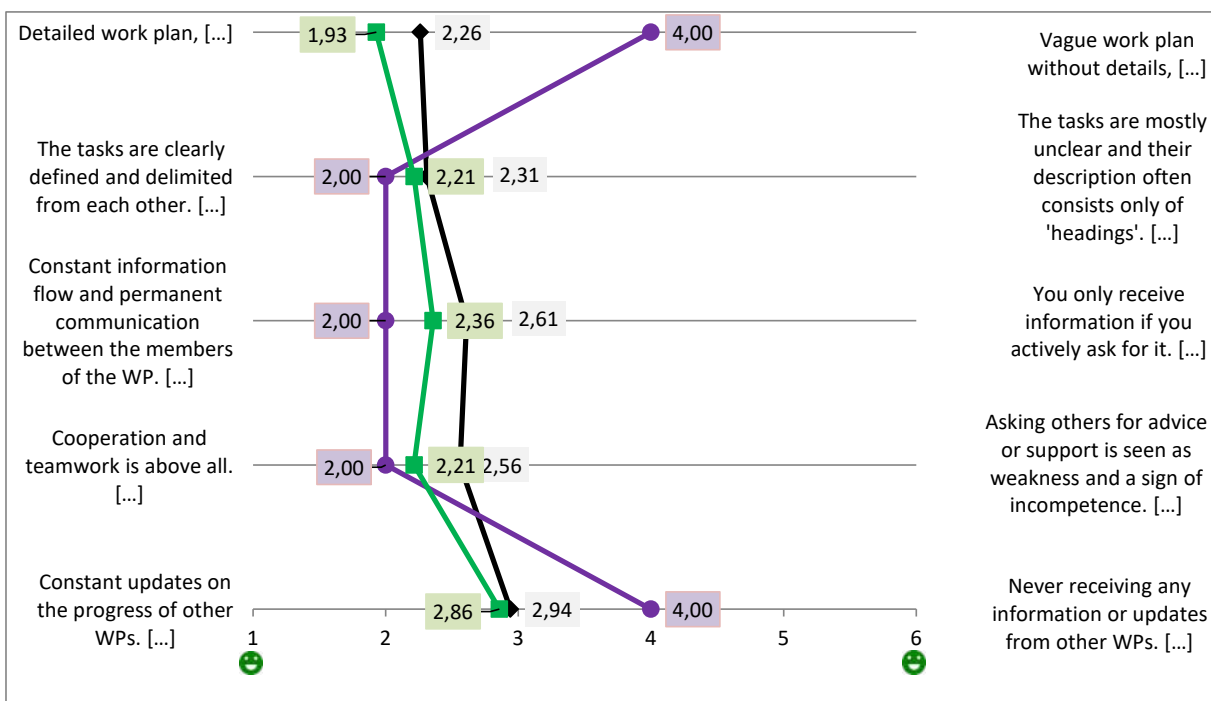
Figure 72: WP8 polarity profile

WP management

This item shows the most signification difference between the experience and expectations of WP members and leaders. The WP members tend to prefer a more detailed work plan, and want the leader to take control over the execution of each task and sub-task. They are more likely to inform the leaders over little decisions they have made, and are likely to involve the leaders in these decisions.

The WP leaders prefer a more relaxed management structure. They are more likely to offer a vague work plan, and want members to be proactive in their decision-making.

Allocation of tasks within the WP

The WP members and leaders have a quite similar understanding of the allocation of tasks within the work package. They want more clearly defined tasks, and regulated responsibilities for each task. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation. However, there is room for changes in the responsibilities.

Information exchange within the WP

The leaders want constant information flow and permanent communication between the members of the work package. They are more likely to accept a flood of emails, and frequent meetings, even when the content is not relevant for their work, in order to be in the picture of all the things going on within the WP.

Whereas the WP members want less emails and meetings. Constant information exchange seems a little bit less important to them. There seems to be more of a tendency to a needs based approach on information exchange. However, both leaders and members want more information exchange, than the average participant does.

Cooperation and teamwork within the WP

WP members and WP leaders both view cooperation and teamwork within the WP as very important. Decisions should be discussed with the entire team. Meetings should be held frequently. WP8 in general views cooperation and teamwork as slightly more important than the mean of all the participants.

Interaction with members of other WPs

Both leaders and members do not think that the interaction with members of other WPs is one of the most important items (see figure 30). WP members, however, view this item as slightly more important. Leaders and members do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. There is some interest in interaction with people outside of their own work package, especially when information is needed.

WORK PACKAGE 9

Question 5: How often would you like to be updated on the progress of the WP(s) you are involved in? Which format would you prefer for the update?

65,2% of the WP9 participants in this survey prefer monthly updates on the progress of the work package. 4,3% want to be updates weekly, and 13% every two weeks. Quarterly updates are appreciated by 8,7%. 4,3% prefer to be updated twice a year. Another 4,3% only want to be updated when there is a need, or important development (see figure 6).

87% of the WP9 participants want to be updated via email. 65,2% also like to get updates via virtual meetings. 8,7% of the participants want updates via CIRCA BC. 4,3% think that face-to-face meetings are suitable for the WP updates. This is probably because WP members are located across different countries, and thus face-to-face meetings are difficult to organise (see figure 32).
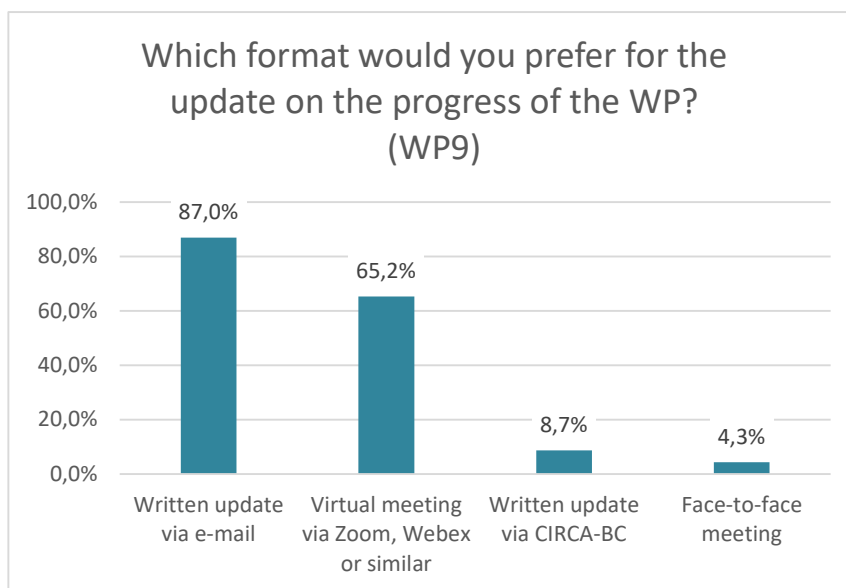
Figure 73: Preferred format for update on progress of WP9

Question 3a: Based on your work experience: How important do you think is…? Question 3b: Polarity Profile

All of WP9 participants view Information exchange within a WP and Cooperation and teamwork within a WP as very important (73,9%) or important (26,1%). WP management is perceived as very important by 78,3%), as important by 17,4% and as less important by 4,3%. Allocation of tasks is very important to more than half of WP9 participants (52,2%). 43,5% deem the allocation of tasks to be important and 4,3% think of it as less important. Interaction with members of other WPs is clearly the least important item compared to the others. However the majority still perceive this item to be very important (26,1%) or important (52,2%). 17,4% think it is less important and 4,3% think Interaction with members of other WPs is not important (see figure 33).
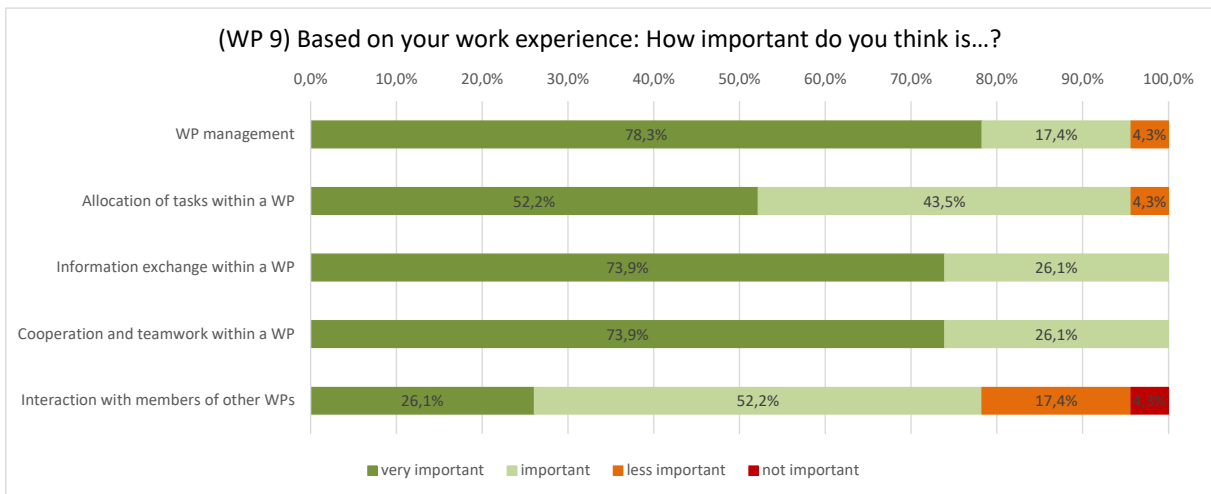
Figure 74: Importance of different items (WP9)

The next figure shows the polarity profile for WP9 (see figure 34). The polarities can be found in the Annex, as well as the beginning of chapter 3.

The back line symbolizes the total over all WPs. The purple line symbolizes the mean of the WP leaders, whereas the green line represents the mean of the WP members.
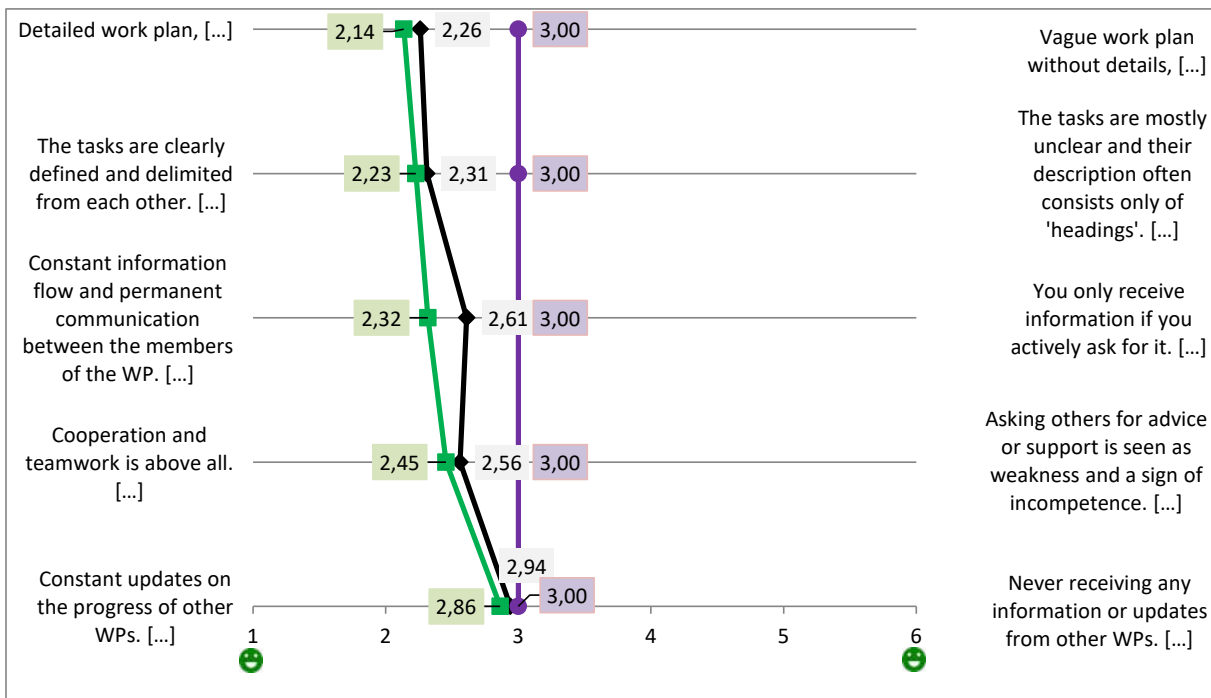
Figure 75: WP9 polarity profile

WP management

The WP members tend to prefer a more detailed work plan, and are more likely to accept constant updates and changes to the work plan, than their WP leaders, and are also slightly above the average. The members are more likely to want the leaders to take the lead of the tasks und sub-tasks. Members appreciate decision making by the leaders, however they want to be involved as well.

The WP leaders prefer a slightly more relaxed management structure, with a little bit less guidance from the WP leaders and more autonomy in decision-making. A more vague work plan might be sufficient for them. They want to encourage members to make their own decisions, but are likely to

want to be involved in important decision-making processes.

Allocation of tasks within the WP

The WP members want clearly defined tasks, and regulated responsibilities for each task. They are more willing to accept delays in the implementation of new requirements, in order to have a clear picture of the task allocation. However, they also might appreciate some flexibility within the allocation of tasks.

The leaders want of the allocation of tasks to be a little bit less rigid. They want the WP members to have more flexibility and are more willing to accept changes within the initial task definition and allocation, as long as the tasks are done in time.

Information exchange within the WP

The WP members want somewhat constant information flow and permanent communication between the members of the work package. They are more likely to accept a flood of emails, and frequent meetings, even when the content is not relevant for their work, in order to be in the picture of all the things going on within the WP. Nevertheless, they will not be appreciative of too much irrelevant information.

Whereas the WP leaders want less emails and meetings. Constant information exchange does not seem too important to them. They seem to have a more needs based approach on information exchange.

Cooperation and teamwork within the WP

Cooperation and teamwork is overall in important item for WP9 (see figure 33). WP members are willing to accept lengthy discussions to a point, but do not expect every team member to comment on every single discussion or decision-making process. Asking for help is appreciated and exchange between WP members and leaders seems important.

WP leaders are also in favour of teamwork and internal discussions. However, meetings should only be held when there is a need for it and not everyone needs to be involved in every decision and discussion. Asking for help and support is appreciated as well.

Interaction with members of other WPs

Both leaders and members view the interaction with members of other WPs as least important (see also figure 33). WP members and leaders view this item quite similarly. Leaders and members do not want to be copied in every email, or join meetings that offer no real benefit of their work, but want to be held in the loop of important updates, or relevant data. There is some interest in interaction with people outside of their own work package, especially when information is needed.

4. Evaluation specific data

Question 7a: One of the planned evaluation activities are regular feedback rounds with the members of each WP which should not take longer than 10 to 15 minutes. If possible, they should take place right after a regular WP meeting.

In your view, how often should such feedback rounds take place for each WP?

40,3% of participants want quarterly feedback rounds, 40,3% want feedback rounds twice a year and 19,4% want to participate in feedback meetings once a year (see figure 35). Therefore, the feedback meetings will be held 2 times per year, unless a work package specifically wants other intervals.
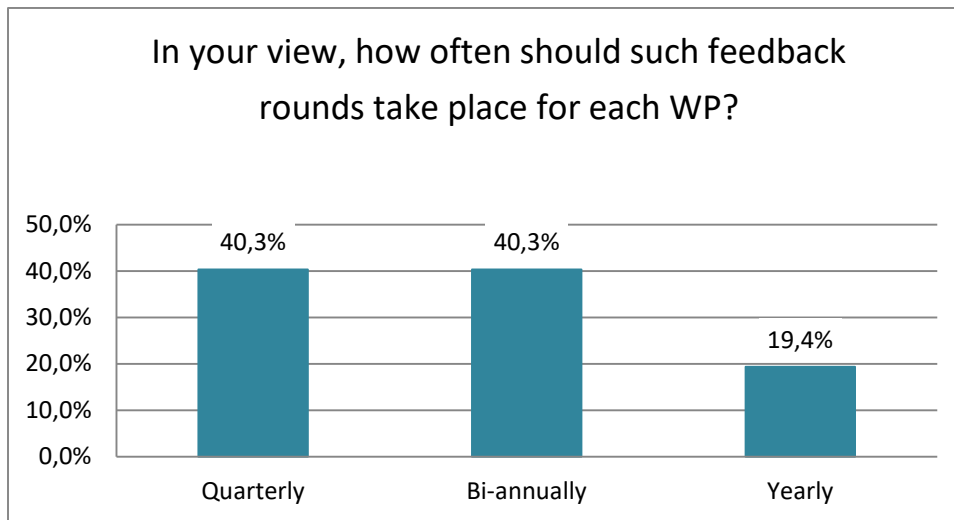
Figure 76: How often should feedback meetings take place?

Question 8: We would also like to set up informal meetings open to all project staff, e.g. lunchtime meetings, topical discussions, etc. How often would you be interested in such meetings?

Most participants are generally interested in informal meetings (see figure 36). Depending on the rate of attendees, quarterly or bi-annual informal meetings could be envisaged.
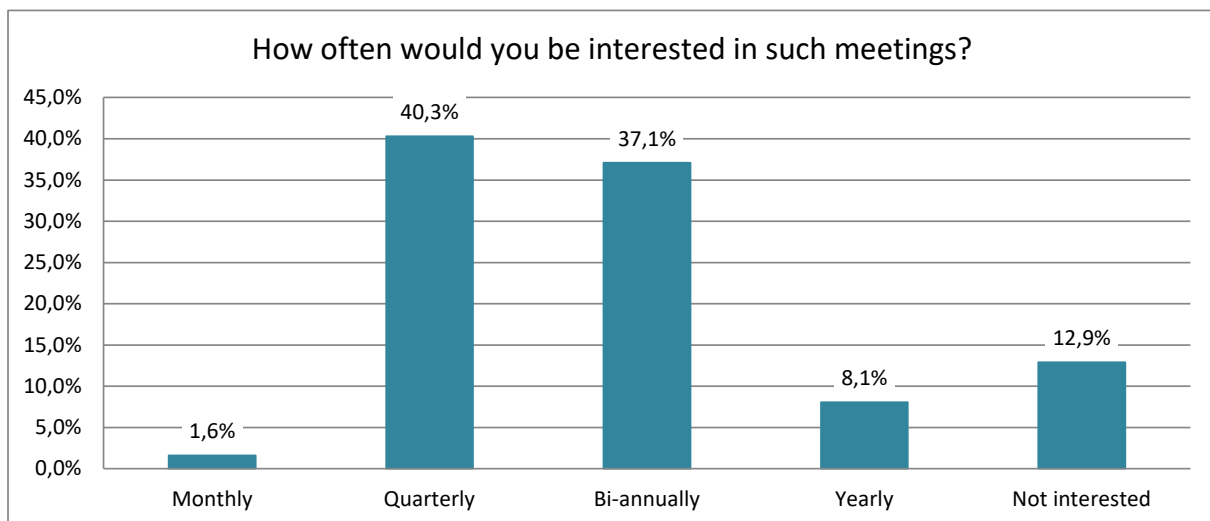
Figure 77: Preferred frequency of informal meetings

5. Annex – Baseline Survey Report

Question 3a | Comparison between participants with and without experience

Are there differences between participants who already participated in the JATC1 or have experience with a project of similar size and complexity, and those without experience is such projects?

1. WP management
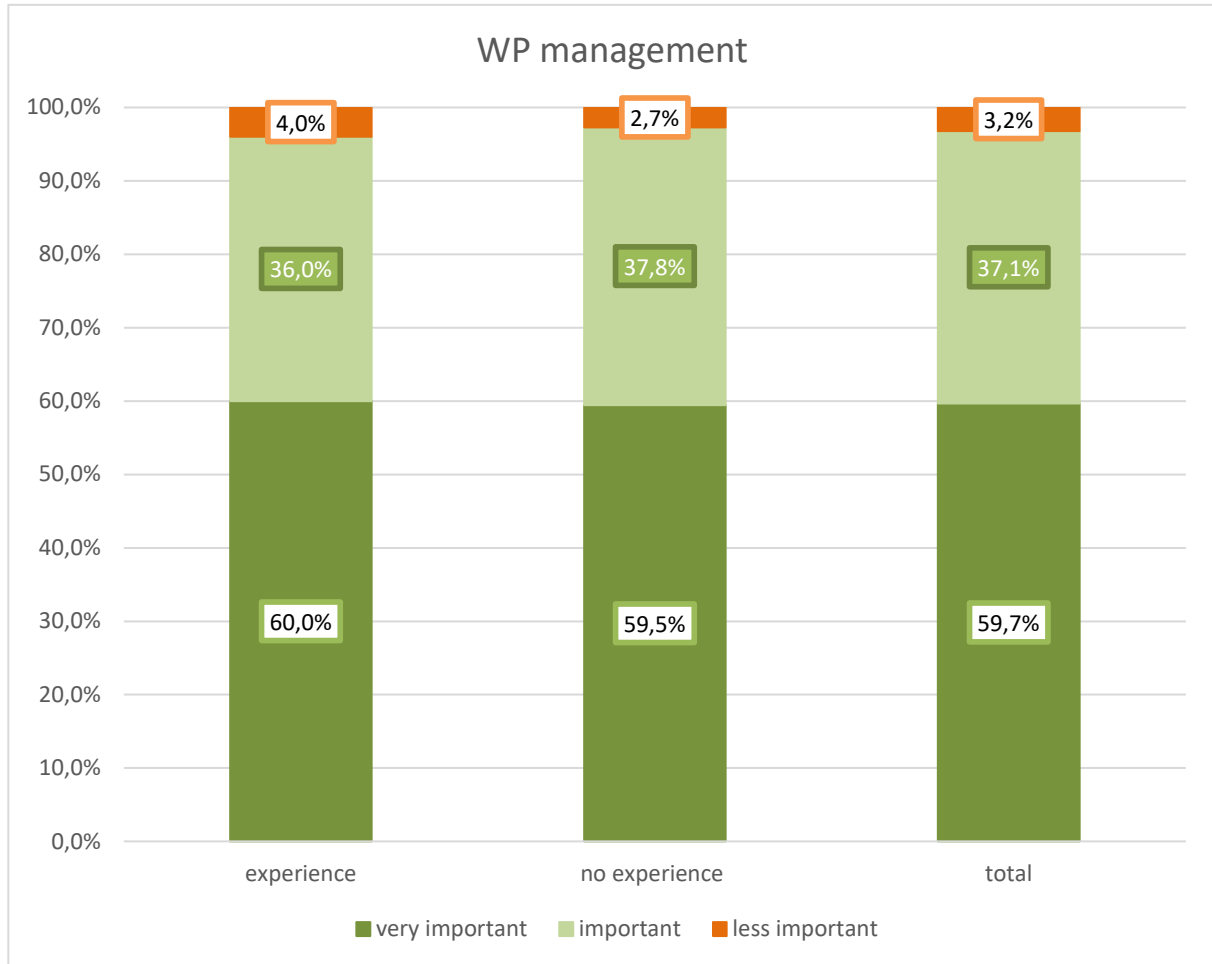
There is basically no difference between people with or without experience.

2. Allocation of tasks within a WP

There is a slightly higher percentage of people with experience, who perceive allocation of tasks within a WP as less important, compared to those without experience. However, there is also a higher percentage of people who perceive this item as very important. Therefore, there is no relevant difference.

Allocation of tasks within a WP
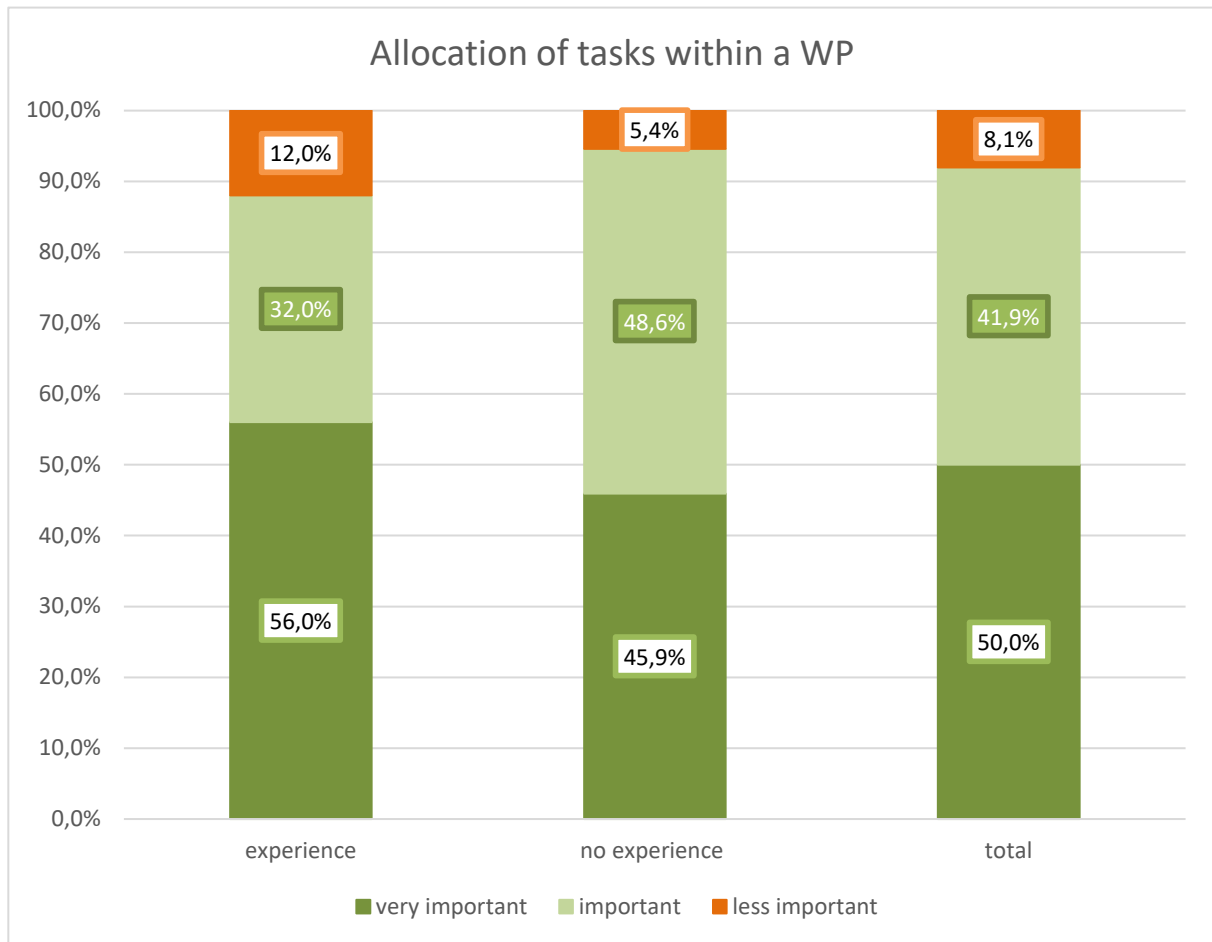
3. Information exchange within a WP

Participants without experience perceive information exchange within a WP as slightly more important, compared to those with experience. However, there is no relevant difference.

Information exchange within a WP

	experience	no experience	total
less important	4,0%	2,7%	3,2%
important	28,0%	21,6%	24,2%
very important	68,0%	75,7%	72,6%

Legend: ■ very important ■ important ■ less important
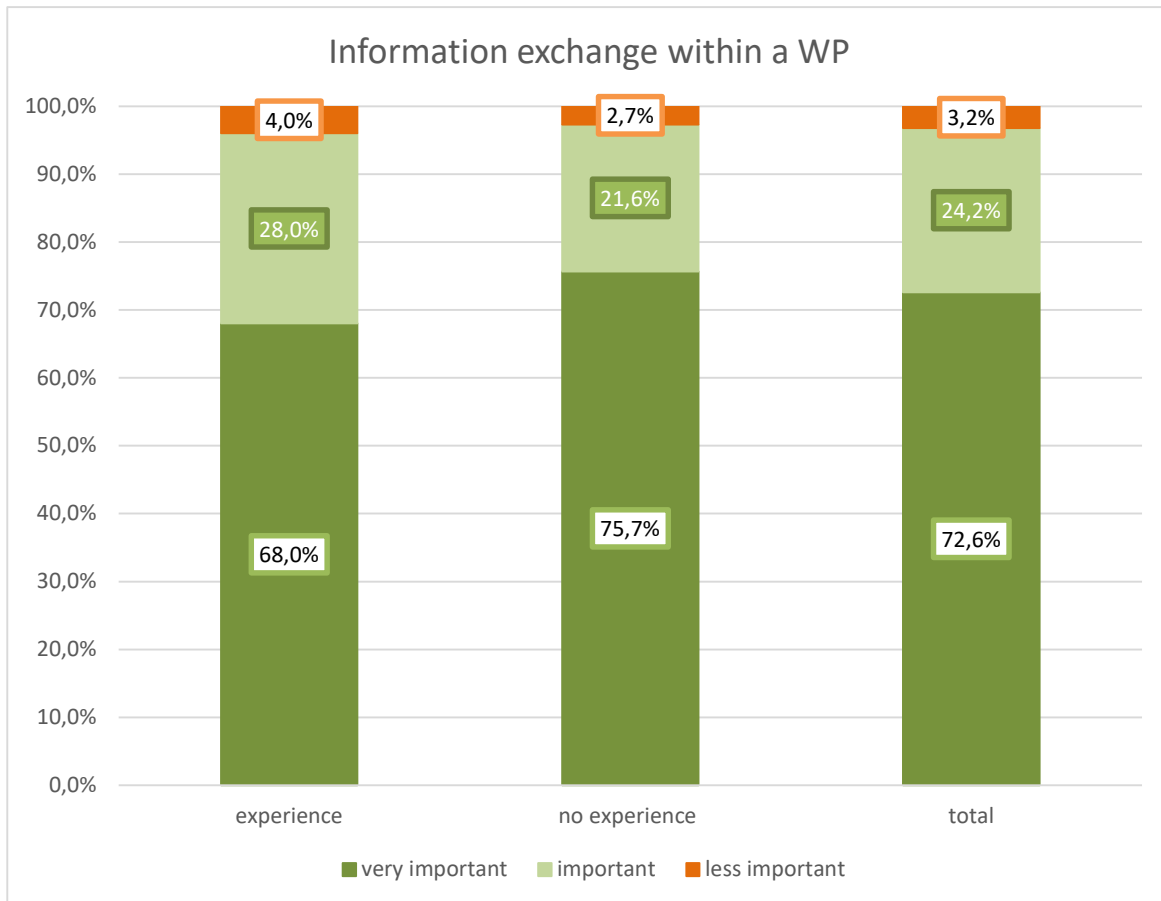
4. Cooperation and teamwork within a WP

Based on their work experience, participants with experience perceive Cooperation and teamwork within a WP as more important than participants without experience. Still, all participants perceive this indicator as either important or very important.

Cooperation and teamwork within a WP

	experience	no experience	total
very important	80,0%	59,5%	67,7%
important	20,0%	40,5%	32,3%
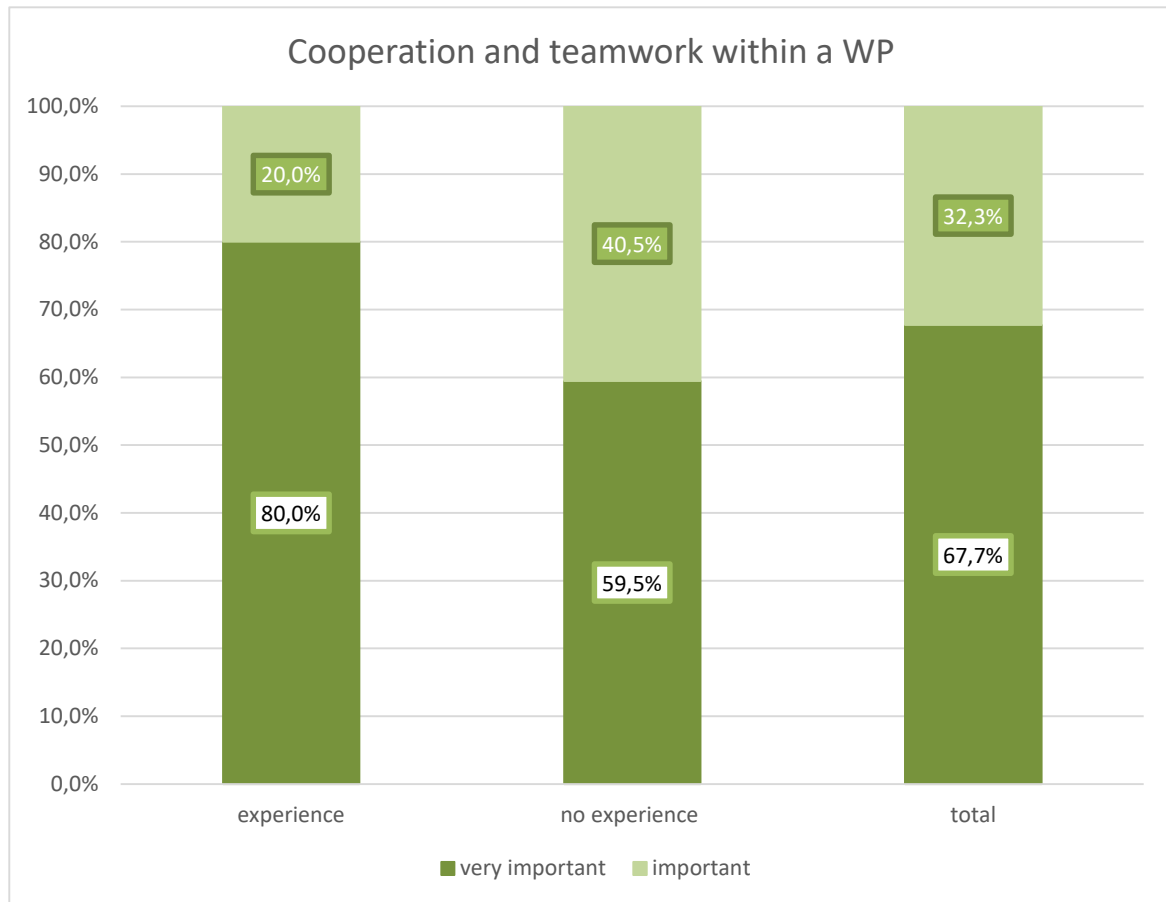
5. Interaction with members of other WPs

Participants with experience reckon interaction with members of other WPs to be slightly more important than those without experience. Nevertheless, there are no significant differences.

Interaction with members of other WPs
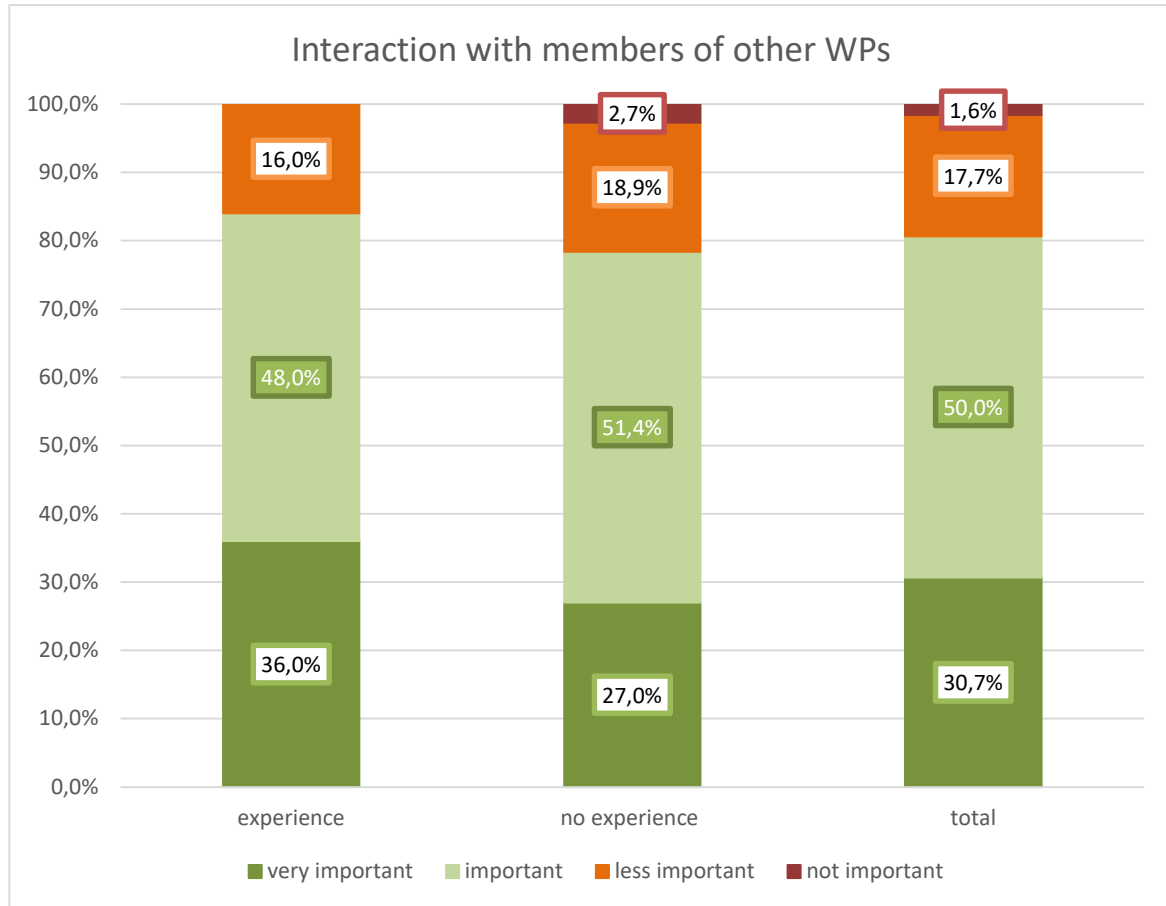
Conclusion

There might be slight differences in the perception of these indicators, between people with or without experience. However, the sample size is too small and the differences too insignificant to identify statistically relevant differences and furthermore to draw any conclusions.

AGES20 Jahre GESUNDHEIT FÜR MENSCH, TIER & PFLANZE

JATC² JOINT ACTION ON TOBACCO CONTROL

Joint Action on Tobacco Control 2

Your involvement in the JATC 2 project

What is your role in the work packages (WP) of the JATC 2 project?

Please choose: WP leader, WP member or no role (=not involved)

	WP leader	WP member	No role
WP 1	○	○	○
WP 2	○	○	○
WP 3	○	○	○
WP 4	○	○	○
WP 5	○	○	○
WP 6	○	○	○
WP 7	○	○	○
WP 8	○	○	○
WP 9	○	○	○

Did you already participate in the previous JATC 1 project?

○ Yes

○ No

Have you been involved in other EU projects with a complexity and size like JATC 2?

○ Yes

○ No

Your expectations

In the following section, we will ask you about some aspects that are usually relevant for the implementation of multi-country projects with many project partners. We would like to know how important you consider each of them, and how they should ideally be organised.

Based on your work experience: How important do you think is...?

Very important, important, less important or not important?

	Very important	Important	Less important	Not important
WP management	○	○	○	○
Allocation of tasks within a WP	○	○	○	○
Information exchange within a WP	○	○	○	○
Cooperation and teamwork within a WP	○	○	○	○
Interaction with members of other WPs	○	○	○	○

Below you find statements that describe how project work can be organised in a polarised way. Both statements represent extremes. Please think quickly and tick the box where you think each item should ideally be located on the spectrum.

3 stands for a very strong agreement, 2 for a strong agreement and 1 for a fairly weak agreement to the statement. There are no right or wrong answers.

WP management

	(3)	(2)	(1)	(1)	(2)	(3)	
Detailed work plan, which is constantly updated and therefore changes continuously. The WP leader controls the execution of each task and sub-task, they must be informed about everything and make all decisions alone.	○	○	○	○	○	○	Vague work plan without details, which is never updated. There are no guidelines from the WP leader. Necessary decisions and the coordination of different tasks have to be made by each WP member alone.

Allocation of tasks within the work package

	(3)	(2)	(1)	(1)	(2)	(3)	
The tasks are clearly defined and delimited from each other. Responsibilities are strictly regulated and changes are only possible in exceptional cases. New requirements that arise during project implementation are only responded to with great delay, if at all.	○	○	○	○	○	○	The tasks are mostly unclear and their description often consists only of 'headings'. Responsibilities are regulated by the fact that someone simply 'feels responsible'. Everything changes constantly and everyone only knows roughly what they are supposed to do.

Information exchange within the WP

	☻ (3)	☺ (2)	😐 (1)	😐 (1)	☺ (2)	☻ (3)	
Constant information flow and permanent communication between the members of the WP. There is a flood of e-mails because everybody is being copied on everything. Numerous WP meetings where everybody is expected to attend, no matter whether they address anything that is relevant for their work or not.	○	○	○	○	○	○	You only receive information if you actively ask for it. Respective e-mails are answered only with great delay. Work package meetings are rare and often postponed. Finding out anything about the current status quo of the work package is almost impossible.

Cooperation and teamwork within the WP

	☻ (3)	☺ (2)	😐 (1)	😐 (1)	☺ (2)	☻ (3)	
Cooperation and teamwork is above all. Every decision is discussed at lengths with the entire team and every WP member is expected to comment on everything produced by any other WP member. Meetings are held constantly, even when an email would have been sufficient.	○	○	○	○	○	○	Asking others for advice or support is seen as weakness and a sign of incompetence. Advising or offering support/ cooperation to someone else in the WP team is interpreted as you obviously not having enough to do. Everybody works on their own and there is hardly any exchange amongst team members.

Interaction with members of other work packages

	☻ (3)	☺ (2)	😐 (1)	😐 (1)	☺ (2)	☻ (3)	
Constant updates on the progress of other WPs. Being copied in every email, even if it is not relevant to you or your WP. Receiving invitations to other WP meetings and you are expected to join, even if there is no real benefit from participating.	○	○	○	○	○	○	Never receiving any information or updates from other WPs. Finding out anything about other WPs is almost impossible. Emails to members of other WPs are answered only with great delay, if at all. WP members are clearly not interested in any interaction with someone outside their own WP.

'Worst case'

Based on your experience so far: Is there anything you could think of where you would say: 'This should definitely not happen in the course of project implementation!' If so, what would that be?

Please describe it with a few key words:

Update on the progress of the WP

If you are a WP member in at least one WP: How often would you like to be updated on the progress of the WP(s) you are involved in?

From the list below, please select the frequency of updates you would prefer. In case you do not participate as a WP member in any WP, select 'I am not involved as WP member'.

- ○ Weekly
- ○ Bi-weekly
- ○ Monthly
- ○ Quarterly
- ○ Bi-annually
- ○ Yearly
- ○ Needs based. Only when there is an important update.
- ○ 'I am not involved as WP member'

Which format would you prefer for the update on the progress of the WP?

- ☐ Written update via e-mail
- ☐ Written update via CIRCA-BC
- ☐ Written update via other platform than CIRCA-BC, please specify: [　　　　　　　　]
- ☐ Virtual meeting via Zoom, Webex or similar
- ☐ Face-to-face meeting
- ☐ Other, please specify: [　　　　　　　　]

Update on the overall progress of the JATC 2 project

If you are a WP member or a WP leader in at least one WP: How often would you like to be updated on the overall progress of the JATC 2 project?

From the list below, please select the frequency of updates you would prefer. In case you do not participate as a WP member or a WP leader in any WP, select 'I am not involved as WP member/leader' at the bottom of the list.

- ○ Weekly
- ○ Bi-weekly
- ○ Monthly
- ○ Quarterly
- ○ Bi-annually
- ○ Yearly
- ○ Needs based. Only when there is an important update.
- ○ 'I am not involved as WP member/leader'

Which format would you prefer for the update on the overall progress of project?

- ☐ Written update via e-mail
- ☐ Virtual meeting via Zoom, Webex or similar
- ☐ Written update via CIRCA-BC
- ☐ Written update via other platform than CIRCA-BC, please specify:
- ☐ Face-to-face meeting
- ☐ Other, please specify:

Internal evaluation activities

Feedback rounds with WPs

One of the planned evaluation activities are regular feedback rounds with the members of each WP which should not take longer than 10 to 15 minutes. If possible, they should take place right after a regular WP meeting.

In your view, how often should such feedback rounds take place for each WP?

- ○ Quarterly
- ○ Bi-annually
- ○ Yearly

Informal meetings

We would also like to set up informal meetings open to all project staff, e.g. lunchtime meetings, topical discussions, etc.
Meetings could be organized here: Wonder » Host Virtual Events that Leave You Energized (www.wonder.me)

How often would you be interested in such meetings?

- ○ Monthly
- ○ Quarterly
- ○ Bi-annually
- ○ Yearly
- ○ 'Not interested'

Anything else?

Is there anything else you want to add (ideas, suggestions, complaints, …?

If not click the bottom "Submit questionaire"

B. Second Online Survey

SECTION A: Your involvement in the JATC 2 project

1a. What is your role in the work packages (WP) of the JATC 2 project?

Please choose: WP leader, WP member, Collaborative partner, Other, or No role (if you are not involved in the WP).

WP 1: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 2: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 3: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 4: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 5: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 6: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 7: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 8: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

WP 9: ☐ WP leader ☐ WP member   ☐ Collaborative partner ☐ Other ☐ No role

If Other:

1b Since you checked "Other" as your role in at least one WP, can you please specify your role(s): Optional

2a. Did you already participate in the previous JATC 1 project?

Yes

No

If 2a=No, then 2b.

2b. Have you been involved in other EU projects with a complexity and size like JATC 2?

Yes

No

SECTION B: Your satisfaction with the JATC 2 project

3a. Based on your work experience: How satisfied are you with …?

Very satisfied, satisfied, less satisfied, or not satisfied?

…the frequency of updates of the overall project?

…the update modalities? (Emails, meetings, CIRCA BC, etc.)

…the overall coordination of the project so far?

3b. Feedback on your work experience Optional

Is there anything you particularly like or dislike about the frequency and the update modalities on the progress of the JATC 2 project?

Is there anything in particular you would like to mention about the project coordination?

Section C: Your satisfaction with your WP(s)

In the next section we want to determine your satisfaction with the WP(s) you are involved in. For every WP you are involved in you will see a separate set of questions. Please answer in accordance with the WP the questions are directed to.

FILTER for all WPs

Your satisfaction with WP

4a. Based on your work experience in the JATC 2 project and in particular with WP: How important do you think is…? RANDOM

Very important, important, less important, or not important?

WP management

Allocation of tasks within the WP

Information exchange within the WP

Cooperation and teamwork within the WP

Interaction with members of other WPs

4b. How satisfied you are so far with each of the items below within WP RANDOM

Very satisfied, satisfied, less satisfied, or not satisfied?

WP management

Allocation of tasks within the WP

Information exchange within the WP

Cooperation and teamwork within the WP

Interaction with members of other WPs

4c. In your view: What does work well, what does not work so well within WP? Optional

Please describe it with a few key words

Update on the progress of WP

5a. Based on your work experience within WP: How satisfied are you with … RANDOM

Very satisfied, satisfied, less satisfied, or not satisfied?

…the frequency of updates on the progress within the WP?

…the update modalities? (Emails, meetings, CIRCA BC, etc.)

…the frequency of the WP meetings?

5b .Is there anything you particularly like or dislike about the frequency and the update modalities on the progress within WP? Optional

6a. How motivated do you consider the members of WP?

Very motivated, motivated, less motivated, or not motivated?

6b. How could the WP leader(s) improve motivation? Optional

C. Feedback meetings

All work package leaders were approached via email on 21.11.2022 to offer them the possibility of organising feedback meetings with their WP members and partners. The content of the email was the following:

Subject: Feedback talk with WP members
Dear X,
Part of the evaluation is supporting JATC members with project implementation. To this end, we want to organise **feedback talks with the WP members** on their satisfaction, points to discuss, suggestions, etc. The feedback meetings will take about 5-10min, depending on the issues raised.
If possible, we want to combine the feedback talks with regular WP meetings, for example at the end of an upcoming WP meeting.
Is this a possibility for you? If so, please provide us with the dates of upcoming WP meetings where a feedback meeting could be included.
Otherwise, we will set up an individual feedback meeting with the members of your WP.
Furthermore, an **updated participant list of your WP** would be greatly appreciated, if there have been changes since June 2022.
The feedback meetings are treated confidentially. Therefore, the WP leader should not be present. However, all points that the participants want to have shared, are forwarded to the WP leader in an anonymous format.
Last but definitely not least:
Are there any specific questions that need to be raised/points to be discussed at the feedback meeting?

If you have any questions, do not hesitate to ask.
I am looking forward to your response.
With best wishes,
Irina Gebetsberger
On behalf of the evaluation team

The suggested topics of the feedback meetings are the following:

- Involvement of WP partners
- Motivation to work within the WP
- Communication
- What works well within the WP
- Challenges within the WP
- Suggestions for improvements
- Anything else?

The topics are discussed with the WP leaders and if needed changed to accommodate the needs of the WP.

The feedback meetings are, whenever possible, held at the end of a regular WP meeting. After a time and date is set, the participants receive an invitation to the feedback meetings, including the topics that will be discussed during the meeting.

> **Feedback meeting [WP X]**   **[Date]**
>
> Dear WP X members and partners,
>
> On [date], after your WP meeting, WP3 (Evaluation) is inviting you to a feedback meeting regarding [WP X]. This should serve as an opportunity for you to discuss topics that sometimes do not find sufficient time within other settings. The aim is also to get an understanding of possible challenges and also positive aspects within the work package.
>
> Below, you can find a list of topics that can be discussed during the meeting. However, these are merely suggestions. You can discuss anything that is on your mind.
>
> Possible topics for the feedback meeting:
> -   Involvement of WP partners
> -   Motivation to work within the WP
> -   Communication
> -   What works well within the WP
> -   Challenges within the WP
> -   Suggestions for improvements
> -   Anything else?
>
> The feedback meeting is treated confidentially. A summary will be shared with the WP and some aspects might be included in the evaluation reports.
>
> If you have any questions, please do not hesitate to contact me.
>
> I am looking forward to talking to you!
>
> With best wishes,
> Irina Gebetsberger
> On behalf of the evaluation team (WP3)
>
> Email: irina.gebetsberger-hartleitner@ages.at

So far, the following WPs have taken advantage of the feedback meetings:

Table 30: Feedback meetings conducted in first half of the project period

WP	Date
WP 8	25.01.2023
WP 9	02.03.2023
WP 7	22.03.2023

After the feedback meeting, a summary is circulated to the participants. They then have the opportunity to make changes to the summary within one week. If there are no objections the summary is forwarded to the WP leaders and included in the Evaluation reports.